

ケニア共和国
産業・貿易・組合省
ケニアビジネス研修所

ケニア共和国
産業人材育成プロジェクト
プロジェクト業務完了報告書

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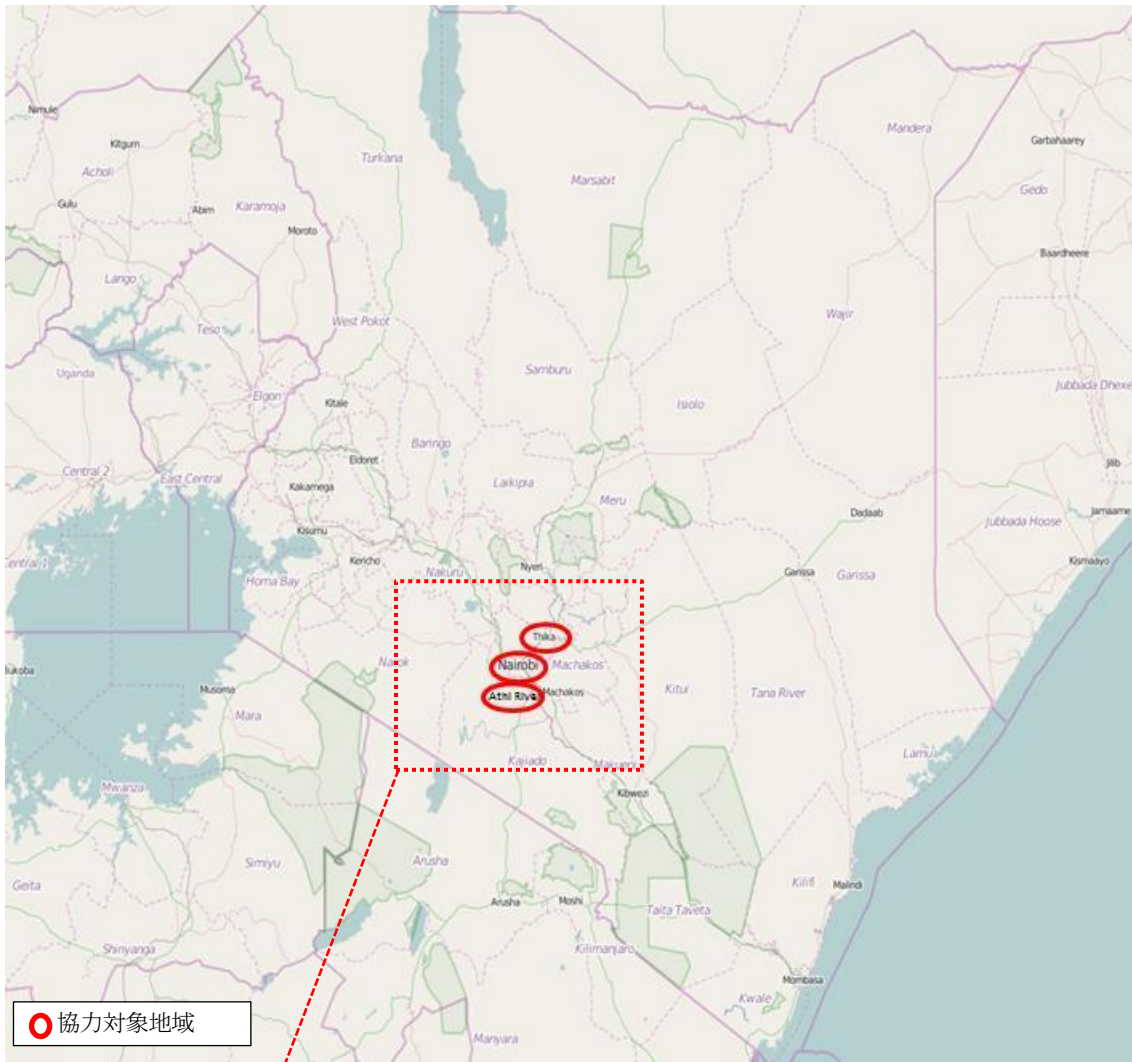
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略語表

略語	英語	日本語
AKAC	Africa KAIZEN Annual Conference	アフリカカイゼン年次総会
BDS	Business Development Services	ビジネス開発サービス
BP	Business Plan	ビジネスプラン
BS/MS	Business Skills / Management Skills	ビジネススキル/マネジメントスキル
C/P	Counterpart	カウンターパート
CRT	Classroom Training	座学
DFID	The Department for International Development, UK Government	英国国際開発省
EAC	East African Community	東アフリカ共同体
EPC	Export Promotion Council	ケニア貿易促進機関
EPZA	Export Processing Zone Authority	輸出加工区庁
GMP	Good Manufacturing Practice	適正製造基準
IE	Industrial Engineering	生産工学
ILO/UNDP	International Labour Organization / United Nations Development Programme	国際労働機関/国連開発計画
JCC	Joint Coordinating Committee	合同調整委員会
JETRO	Japan External Trade Organization	日本貿易振興機構
JICA	Japan International Cooperation Agency	国際協力機構
JKUAT	Jomo Kenyatta University of Agriculture and Technology	ジョモ・ケニヤッタ農工大学
JPC	Japan Productivity Center	日本生産性本部
KAM	Kenya Association of Manufacturers	ケニア製造業協会
KEPSA	Kenya Private Sector Alliance	ケニア民間セクター連盟
KIBT	Kenya Institute of Business Training	ケニアビジネス研修所
KIE	Kenya Industrial Estate	ケニア工業団地公社
KIRDI	Kenya Industrial Research and Development Institute	ケニア工業研究・開発研究所
KITI	Kenya Industrial Training Institute	ケニア産業研修所
KJ-PRIME	Kenya and Japan Programs for Innovation and Management Excellence	KJ-PRIMED (本プロジェクトで開発した新たなビジネス研修のカリキュラム)
KNCCI	Kenya National Chamber of Commerce and Industry	ケニア商工会議所
KU	Kenyatta University	ケニヤッタ大学
LIWA	Linking Industries With Academia	産学連携機関
MoITC	Ministry of Industry, Trade and Cooperatives	産業・貿易・協同組合省
MoLSP	Ministry of Labour and Social Protection	労働・社会保護担当省
MOU	Memorandum of Understanding	了解覚書
MPC	Malaysia Productivity Corporation	マレーシア生産性公社
MRP	Material Requirement Planning	資材所要量計画
MSEA	Micro and Small Enterprise Authority	零細小企業振興機構
MT(C)s	Master Trainer (Candidate)s	マスタートレーナー (候補生)
MTEF	Medium-Term Expenditure Framework	中期歳出フレームワーク

NEPAD	The New Partnership for Africa's Development	アフリカ開発のための新パートナーシップ
NPCC	National Productivity and Competitiveness Centre	ケニア国家生産性・競争力センター
OEM	Original Equipment Manufacturer	他社ブランド製造
PDM	Project Design Matrix	プロジェクト・デザイン・マトリックス
PS	Principle Secretary	事務次官
R/D	Record of Discussion	技術協力事業合意文書
SOP	Standard Operating Procedure	標準作業書
T(C)s	Trainer (Candidate) s	トレーナー（候補生）
TICAD	Tokyo International Conference on African Development	アフリカ開発会議
TKA / TKF	Toyota Kenya Academy / Toyota Kenya Foundation	トヨタケニアアカデミー/ トヨタケニア財団
TOT	Training of Trainers	指導者育成研修
TQM	Total Quality Management	総合的品質管理

1. プロジェクトの概要

1.1 プロジェクトの背景・経緯

ケニア国においては、近年、2008 及び 2009 年を除き、国民一人あたりの GDP は上昇傾向にあり、東アフリカ共同体（EAC）諸国やエチオピア等の近隣国より高い水準にあるものの、その上昇率はエチオピア、タンザニア、ガーナ等と比較してやや緩やかである。ケニアが EAC 等アフリカ域内で競争優位を高めるためには、産業分野での生産性向上が不可欠といえる。

こうした状況を踏まえ、ケニア国政府は 2008～2030 年までの長期的な開発計画を示した「ケニア Vision 2030」において、年率 10% という GDP 成長率を維持することにより、新興工業国化、製造業振興を通じた所得レベルの向上を目指している。同 Vision において、競争力強化と経済成長に欠かせない共通課題の一つとして「中小企業の振興」と「人材育成」が謳われている。他方、ケニアの労働市場では、インフォーマルセクターが労働市場全体の約 6 割を占め、かつ、フォーマルセクターの約 3 割が臨時雇用者であることから、労働市場における 2 重のインフォーマル化が進んでいる。このような状況において、Vision 2030 達成のためには、臨時雇用者を、主体的に経営活動を担う人材として育成することで正規雇用者に転換し、かつ、企業レベルではインフォーマルセクターの経営基盤の構築と競争力の強化を通して、フォーマルセクターへの転換を図ることが必要である。

JICA は「中小輸出事業者向け貿易研修プロジェクトフェーズ 2」（2010～2012）を実施し、同国の零細小企業の経営者、起業家育成を担うケニアビジネス研修所（Kenya Institute of Business Training: KIBT）の経営研修、コンサルティング能力強化を支援した。その結果、零細小企業向けの経営研修を担うトレーナーが育成されるとともに、実践的な研修プログラムが開発された。この度、ケニア政府より、Vision 2030 の達成に向け中小企業セクターの生産性とイノベーションの実現、及びそれを支える経営人材の育成を推進するため、KIBT が新たに中小企業向け新規ビジネスサービス（ビジネス研修・コンサルテーションサービス）を展開できる体制を構築し、かつ同サービスを利用したパイロット企業の業績が実際に向上することを目標とする、本「産業人材育成プロジェクト」（以下「本プロジェクト」）が要請された。

本プロジェクトは、KIBT の能力強化を通じて、ケニアの中小企業へのビジネス研修・コンサルテーションを行うことでビジネス人材の能力を向上させ、企業の業績の向上を導き、最終的に雇用の拡大に貢献することを目標とするものである。また、本プロジェクトはトヨタケニアアカデミー（Toyota Kenya Academy: TKA）、国家生産性センター（National Productivity and Competitiveness Centre¹）等の研修機関と必要な連携を行いつつ実施する。

¹ NPCC は 2016 年に前身の PCK（Productivity Centre of Kenya）を再編する形で設立された。

1.2 プロジェクトの目標・成果

本プロジェクトは、下記のプロジェクト目標等を達成することを目的として実施する。

<上位目標>

KIBT及びその連携研修機関（NPCC、TKA等）のビジネスサービスによりケニア中小企業の業績が向上する。

<プロジェクト目標>

KIBTのビジネスサービス（中小企業向けの新規のビジネス研修・コンサルテーションサービス（以下「新規ビジネスサービス」）の品質が向上する。

<成果>

1. KIBTにおける新規ビジネスサービス実施のための運営体制が構築される。
2. KIBTのLecturer²が新規ビジネスサービスを実施する能力を身に付ける。
3. KIBTの新規ビジネスサービスを受講したパイロット企業において企業業績が向上する。

1.3 業務期間、対象地域、ケニア側実施・関係機関、活動

(1) 業務期間

2015年9月から2019年8月までの4年間

当初のプロジェクト期間は2015年9月から2018年8月までの3年間であった。2018年4月19日に開催された第4回JCCにおいて、JICA側より、本プロジェクト成果の持続性を考慮し、KIBTと協力機関の関係強化を図るために、プロジェクト期間の1年間延長が提案された。本提案は、2018年5月にケニア産業・貿易・組合省（MoITC）とJICA双方で合意し、RDが修正された。

(2)業務対象地域

ナイロビとその周辺地域

(3)ケニア側実施・関係機関

<実施機関（カウンターパート機関）>

ケニアビジネス研修所（KIBT）

KIBTは1965年にILO/UNDPの技術支援で当時の貿易省傘下にManagement Training and Advisory Centreとして設立された。以降、国内の個人・零細企業向けに起業家育成研修、経営管理研修、経営指導等のサービスを提供してきた。1980年に現在のKIBTに改称。Nairobiの他、Nyeri、Kakamega、Embu、Kisumu、Garissa、Mombasa及びRift Valleyに地域事務所を有する。前述のように、JICAが2010～2012年に実施した「中小輸出事業者向け貿易研修プロジェクトフェーズ2」の関係機関として、起業家・零細企業向けの経営管理研修、コンサルティング能力の強化に関する支援を受けた。KIBT

² KIBTの職務資格で、ビジネス研修・コンサルテーションを担当する技術職員。

が活動を実施するために MoITC から提供される予算は 2018/2019 年度 96.7 百万ケニアシリング（実績）。KIBT の組織図は図 1 に、人員配置は表 1 に示すとおり。

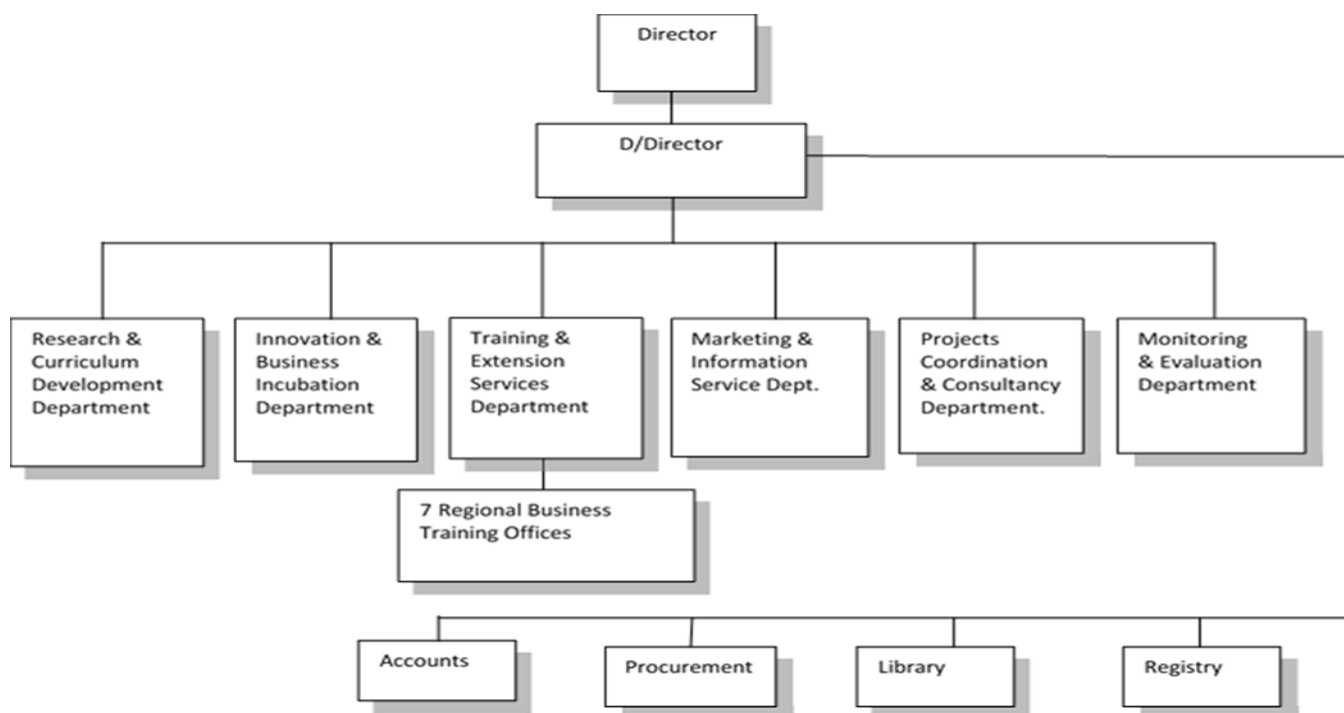


図 1 KIBT の組織図

表 1 KIBT 職員（経営幹部・技術職員）の内訳

役割	2015 年 9 月	2019 年 6 月
Director	1	1
Deputy Director	1	1
Principal Lecturer	6	7
Lecturer	26	25
Graphic Designer	1	1
Total	35	35

<所管官庁>

産業・貿易・投資省 貿易局（State Department of Trade, Ministry of Industry, Trade and Cooperatives: MoITC）³

<関係機関>

(a)ケニア商工会議所（Kenya National Chamber of Commerce and Industry: KNCCI）

1965 年に設立され、全 47County に支部を有する。会員は約 12,000 社⁴で 7 割が中小企業。主な活動は「零細中小企業政策へのアドボカシー」「ビジネスリンクージ・ビジネスマッチメーカー」「金

³ KIBT の所管官庁は、2016 年に産業・貿易・組合省に変更された。

⁴ 2018 年 1 月現在

融アクセス支援」「ビジネス支援サービス（研修、経営相談等）」である。本プロジェクトにおいては3年次 Trainer Candidate を2名派遣するとともに、JCC 等のメンバーとして協力を得た。

(b)ケニア国家生産性・競争力センター（National Productivity and Competitiveness Centre: NPCC）

2002年に労働省傘下に Productivity Centre of Kenya として設立。「労働環境の改善」「労使関係の向上」「民間企業や公的機関の生産性向上のための研修・コンサルテーション」等を主な活動としている。2012～2014年に実施された JICA 生産性向上プロジェクトの実施機関。2016年11月の大統領令により NPCC に改称。2014年には職員数が4名のみであったが、その後、組織が拡大され、2019年7月時点では職員は28名を有する。本プロジェクトにおいては3年次 Trainer Candidate を2名派遣するとともに、JCC 等のメンバーとして協力を得た。

(c)ケニア工業研究・開発研究所（Kenya Industrial Research and Development Institute: KIRDI）

1979年に設立された国立研究機関。産業分野に係る、金属、エネルギー・電力、皮革、繊維、化学、電機、食品加工、セラミック、情報技術等、多岐の分野の研究を担う。当該分野の企業支援、研修、インキュベーションサービスを提供する。ケニア全国に、ナイロビ、キスム、マリンディ、ミゴリ、エルドレッド、ガリッサ、ブンゴマ、キシイ等、8か所の拠点があり、全職員数は334名（2019年8月現在）。本プロジェクトにおいては3年次 Trainer Candidate を1名派遣するとともに、JCC 等のメンバーとして協力を得た。

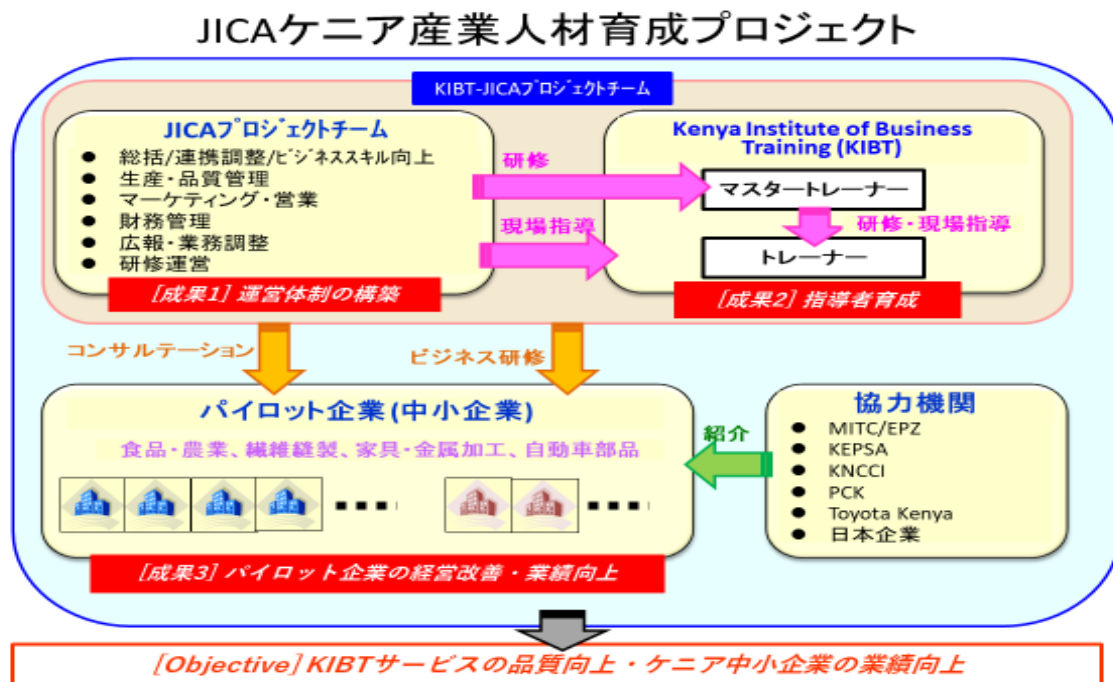


図2: 本プロジェクトの概要図

1.4 業務実施の方針

[技術面での基本方針]

(1) ケニア企業の経営課題を踏まえたKIBTの「新規ビジネスサービス」の確立

本プロジェクトの「詳細計画策定調査」では、ケニア中小企業における様々な経営課題が明確となった。例えば、その一つが経営者の能力向上（経営方針の社内での展開、経営戦略・計画の策定能力強化）である。また、経営者と現場をつなぐ中間管理者のマネジメント能力向上（問題解決能力、部下の動機づけ等）も課題である。次に、生産・品質管理やマーケティングでも生産性の低さ、5Sや目で見える管理の未整備、生産計画・管理の不徹底、営業人材の能力不足、顧客志向の欠如等、様々な問題を抱えている。財務管理では、基本的な必要帳票の管理や経理作業の標準化の未実施等が課題となっている。また、従業員・作業者の基本的なビジネススキルの向上も課題である。

本プロジェクトでは、業務指示書で特定された「生産・品質管理」「マーケティング・営業」「財務管理」等の3分野につき、こうしたケニア企業の経営課題を踏まえ、その解決に資する「新規ビジネスサービス」を担う人材の育成、及び同サービスを継続的に提供するための体制づくりを行った。

(2) 「新規ビジネスサービス」を担いうるKIBT講師人材の持続的育成システムの確立

KIBTはこれまで主に零細企業経営者、起業家等を対象に、経営戦略・計画、マーケティング、生産・品質管理（カイゼン）、簿記・財務管理等の経営管理全般に係るビジネスサービスを提供してきた。本プロジェクトは「中小企業向けの新規のビジネス研修・コンサルテーションサービス」というKIBTの新たな方針を踏まえ、新規ビジネスサービスの運営体制の確立、及びKIBTマスタートレーナー（MT）・トレーナーの持続的育成システムの確立を図るものであった。育成システムに関しては、プロジェクト期間中で「JICA専門家によるMT候補生（Master Trainer Candidate: MTC）育成（1年次）」→「MTCによるトレーナー候補生（Trainer Candidate: TC）育成（JICA専門家の指導下）（2年次）」→「MTCによるTC育成（自立的運営の支援）（3年次）」のサイクルを回し、MTCの育成能力の質的担保、Trainer再生産の仕組み構築、ガイドラインやツールの整備等を図った。

また、新規ビジネスサービスの運営体制を確立するため、KIBTが自律的に「ニーズ調査」→「研修企画」→「モデル研修実施」→「評価」→「顧客開拓」のPDCAサイクルを構築することが必要である。そのために、プロジェクト後半期（3年次）において、MTCが講師となる「中小企業向けモデル研修」を実施した。

(3) パイロット企業指導～MT育成に配慮しつつカイゼン成果の最大化に注力

パイロット企業でのコンサルテーションは、MTC、TCが実践力を習得する貴重な機会である。本プロジェクトでは、(2)で記したように、期間中に育成の主体が「JICA専門家」→「MTC」に移行される方法を取った。他方、本プロジェクトのPDM指標として、「パイロット企業の満足度80%以上」（プロジェクト目標の指標）や「ビジネスプロセスの改善」（成果3の指標）等が掲げられている。そのため、パイロット企業でのコンサルテーションでは「育成」と「成果実現」を両立することが求められた。

そのために、本プロジェクト後期には、MTCがTCの育成を主体的に担うことを想定した計画とするが、パイロット企業指導ではJICA専門家が定期的に活動の進捗、成果管理を行い、成果の発現

が芳しくない企業においては、JICA専門家がより積極的に指導を行う等、柔軟な対応をとり、「育成」と「カイゼン成果の創出」の両立を図った。

(4) 関係省庁、他の研修機関との連携の重要性に留意

本プロジェクトは、産業・貿易・組合省（MoITC）傘下のKIBTを実施機関とした。MoITCは、中小企業育成を含む産業振興を担い、本プロジェクトの成果をより多くの中小企業に普及する上で重要な省庁である。MoITCに、本プロジェクトの進捗、成果を定期的、継続的にフィードバックすることにより、本プロジェクト成果の積極的な活用を支援することに取り組んだ。

加えて、本プロジェクトは、KIBTのビジネスサービスの品質向上と対象範囲の拡大のため、前述の他研修機関と連携した活動を実施することが想定されていた。本プロジェクトでは、NPCC、TKA等の研修機関、Kenya Private Sector Alliance (KEPSA), Kenya National Chamber of Commerce and Industry (KNCCI)等の経営者団体と連携し、プロジェクト活動を実施した。

(5) 日系企業及びその関連企業への裨益につながる新規ビジネスサービスの展開

本プロジェクトでは、ケニアでの事業展開を行っている日系企業のサプライヤー及びディーラーとなるケニア企業に対してビジネスサービスを提供することにより、日系企業の事業展開を支援することが期待されていた。日系関連企業をパイロット企業としてコンサルテーションを実施することで、各社の経営改善に直接的に貢献することに取り組んだ。かつ、本プロジェクトにおける日系関連企業でのコンサルテーション活動の成果をその他の日系企業に広報することにより、日系企業のKIBTへの認識を高め、KIBTの新規ビジネスサービスへの日系企業の関心、需要を喚起するように働きかけた。

「詳細計画策定調査報告書」によれば、日系関連企業は、生産・品質管理及びマーケティング・営業等の「価値創造プロセス」に加えて、基本的なビジネススキル（タイムマネジメント、業務の自己管理等）や管理者のマネジメントスキル（部下への指示、組織の業務管理、動機づけ等）を課題に挙げる企業も多かった。本プロジェクトでは、毎年2、3社程度、日系関連企業をパイロット企業として選考し、各社の経営改善ニーズを踏まえたコンサルテーションを実施した。

(6) 成果を創出するための具体的な提案事項

(a) 「中小企業の経営管理全体を俯瞰する能力」を強化するための講義の実施

中小企業を対象に「生産・品質管理」「マーケティング・営業」「財務管理」の経営機能分野で研修・コンサルテーションを実施するためには、KIBTの講師が外部環境を踏まえ企業経営を俯瞰的に捉え、その上で全体最適の観点から各分野の課題を把握し、その解決のための戦略の策定を支援するための指導力を持つことが必要である。そのため、本プロジェクトでは、KIBTのMTC、Trainerに対し、必須項目として「経営戦略・計画」に関する講義を実施した。

(b) 3分野講義の共通項目化～全体最適な企業指導を担える人材育成のために

「生産・品質管理」「マーケティング・営業」「財務管理」の3分野は、企業の経営管理サイクルを構成し、相関性、補完性を有する。例えば、「マーケティング・営業」で顧客や市場のニーズを適切に把握することなしに、「生産・品質管理」で効率的な生産計画を策定すること、顧客のニーズを踏まえた品質管理を行うことはできない。「財務管理」で適切な予算計画が策定できなけれ

ば、生産計画・原価管理（生産・品質管理）、販売計画・価格設定（マーケティング・営業）を行うことはできない。KIBTのMT、Trainerが3つの分野の知識を持つことによって、他の経営管理機能との関係を考慮した上で、各社にとって最適な個別経営管理機能の改善を指導する能力が養成される。そのため、3分野の講義は、全てのKIBTのMTC、TCに共通的に実施した。

(c) 中間管理者のマネジメントスキル向上を指導できる人材の育成

前述のように、ケニア企業及び日系企業のいずれもが「中間管理者の管理能力向上」を経営課題に挙げている。KIBTにとって、新たなビジネスサービスを展開する上で最も異なるのは「零細企業」から「中小企業」へとサービスの対象者が変わること、すなわち、対象企業の経営規模が大きくなることである。それに伴って、KIBTのビジネスサービスの直接対象者は、「経営者・起業家」から「中間管理者（管理者、チームリーダー等）」に変わる。KIBTのMT、Trainerが生産管理・品質管理、マーケティング・営業、財務管理プロセスの向上を指導し、経営改善を実現していくためには、各経営機能に関する能力に加えて、それらの業務の執行と管理に携わる中間管理者の管理能力を向上するための知識、手法を習得する必要がある。そのため、業務指示書に記載されている「ビジネススキル向上」に加え、JICA専門家がMTに対し、経営目標の展開、業績管理、職場の問題解決等の「（中間管理者の）マネジメントスキル向上」のための指導（講義）を実施した。

[運営面の基本方針]

(1) プロジェクトの進捗、相手国側のニーズに対応した柔軟なプロジェクト運営

本プロジェクト期間は3年間に亘る。プロジェクト開始当初より、プロジェクト期間中、KIBTの人員数の増減、予算の増減等、様々な変化が発生することが想定された。こうしたことから、本プロジェクト期間中にKIBTや所管官庁の経営方針や技術移転ニーズが変更される可能性があった。KIBTを初めとする関係機関との密接な情報交換を心掛けるとともに、変化に応じた柔軟なプロジェクト運営を行った。また、プロジェクト設計にかかる変更の要請があれば、速やかにJICAと協議し、必要な対応策を検討した。

(2) 積極的な広報活動によるKIBTの認知度向上

本プロジェクト詳細計画策定調査では、KIBTの課題の一つとして、ケニア企業におけるKIBTの認知度の低さが明確となった。そのため、本プロジェクトではKIBTの広報活動に対する支援を行った。また、顧客開拓のための広報ツールの開発（パイロット企業での成功事例をまとめたDVD、経営改善ツールをまとめた小冊子等）、メディアと連携した情報発信、KIBTのホームページの整備等を行う等、本プロジェクト活動の成果をわかりやすくまとめ、Visualな形で発信することに注力した。同時に、本プロジェクトの技術移転を通して、育成されたMTによるビジネスサービスの品質向上によって、企業のKIBTへの評価が高まることを目指した。

(3) 安全管理とリスク回避

JICA専門家チームが安全面やリスク面の問題に巻き込まれ、業務に支障をきたさないように、常にその対応に細心の注意を払った。当地の治安状況について、JICAケニア事務所、在ケニア日本大使館から十分な情報収集を行うと共に、緊急連絡網を作成、随時更新し、JICA事務所とは常時連絡が取れる体制とした。テロ等、安全上不測の事態が起こった場合にはJICA事務所、日本大使館の指

示に従って行動することとした。また、安全確保のためにケニア側のC/P機関や他関係諸機関に対し、適宜協力依頼を行った。

2. 活動結果

2.1 PDM の達成状況

PDM における指標の達成状況は表 2 に示すとおり。

表 2: PDM の達成状況

	指標	進捗 (指標ベース)	達成見込み	特記事項
上位目標	KIBT およびその連携研修機関のビジネスサービスによりケニア中小企業の業績が向上する。	1. 純売上値が年 10%増加される。	○	
	2. コンサルティングが中小企業 100 件以上に提供される。	<ul style="list-style-type: none"> ● コンサルテーションインパクト調査によれば、パイロット企業全 21 社における売上額のコンサルテーション実施後の増加率は平均 15.1%であった。もし、KIBT がコンサルテーションサービスを持続的に提供すれば、本指標は達成されと考えられる。 ● コンサルテーションサービスの提供を維持するために、MoITC は必要な予算を KIBT に拠出する必要がある。また、KIBT はコンサルテーション経費の最小限必要なコストが受益者である企業側から支払われるような、コストシェアリングの仕組みを構築する必要がある。 	△	
プロジェクト目標	ケニアビジネス研修所のビジネスサービス (中小企業向けの新規のビジネス研修・コンサルテーションサービス (以下「新規ビジネスサービス」)) の品質が向上する。	1. KIBT が提供したパイロット企業へのサービスに対する満足度が 80%以上である。	◎	
	2. 本プロジェクトで開発した「新規ビジネスサービス」が KIBT の通常研修プログラムとして組み込まれる。	<ul style="list-style-type: none"> ● 3年間のパイロット企業を対象にした満足度調査の結果によれば、パイロット企業の 93.3%がコンサルテーションの結果に満足している。 ● 中小企業向けの新たなコンサルテーションサービスは KIBT の 2016/2017 年度から 2019/2020 年度の各 4 年度の KIBT の年次活動計画に含まれている。2018/2019 年度において、KIBT は JICA 専門家の支援なしに、4 社に対しコンサルテーションを実施した。 	◎	
成果	1. KIBT における新規ビジネスサービス実施のための運営体制が構築される。	1-1. 日本人専門家の支援なしで「新規ビジネスサービス」用の年次ワークプラン (実施スケジュール、人的・活動予算等を含む) が作成される。	◎	

	指標	進捗 (指標ベース)	達成見込み	特記事項
	1-2. パイロット企業に対して実施した「新規ビジネスサービス」の結果は本プロジェクトでプロジェクト開始当初策定したカリキュラム及びシラバスに反映される。	● ガイドライン (カリキュラム、シラバス) 及びツール (テキスト、講義マニュアル) の第 1 版が 1 年次に完成した。MTC 及び TC は 2、3 年次にそれらを適宜修正し、それらを用いて TC 向けの座学研修やパイロット企業向けのモデル研修を実施した。ガイドライン・ツールは 3 年間のコンサルテーションの結果を踏まえて、修正された。	◎	
	1-3. 本プロジェクトで計画した現場コンサルテーションの最低 30% は KIBT マスタートレーナー・講師及び KIBT 協力機関職員の混合チームによって実施される。	● JICA 専門家、KIBT の MTC と協力機関から派遣された TC の混合チームで実施されたコンサルテーションの割合は 3 年間で 33.3% (パイロット企業全 21 社のうちの 7 社) であった。 ● パイロット企業として選考された企業のうち、協力機関から紹介された企業の割合は 71.4% (21 社中 15 社) であった。	◎	
2. KIBT の研修講師が新規ビジネスサービスを実施する能力を身につける。	2-1. マスタートレーナー候補者 (MTC) は本プロジェクトで設定したマスタートレーナーとしての基準 (値) を満たす。	● 当初の計画どおり 3 年間育成期間を経た MTC 8 名は全員、2018 年 6 月の最終評価で達成指標をクリアし、MT として認定された。 ● MTC1 名 (財務管理分野) が 2017 年 3 月に KIBT を退職した。それを補充するため、2 年次に育成した Trainer を MTC とし 3 年次に育成したが、終了時評価時点で MT として必要なコンサルテーションの実務経験を習得するに至らなかったため、MT として認定されなかった。 ● MTC1 名 (マーケティング・営業分野) が 2017 年 10 月に KIBT 本部から地方事務所に異動となり、以降 MT 育成プログラムに参加し続けることができなくなった。しかし、同 MTC は、異動後、同地方の中小企業に対し、ビジネス研修、コンサルテーション等の提供につき、本プロジェクトでの技術移転で習得した知識、スキルを活用している。	◎	
	2-2. マスタートレーナーに育成されたその他 KIBT 講師の 90% 以上が本プロジェクトで設定したコンピテンシレベルを超える。	● 2 年次に MTC に育成された Trainer 9 名 (KIBT 講師) 全員が達成基準をクリアした。 ● 3 年次に MTC に育成された Trainer 9 名 (協力機関から派遣された者) 全員が達成基準をクリアした。	◎	
3. KIBT の新規ビジネスサービスを受講した) パイロット企業において企業業績が向上する。	3-1. 全てのパイロット企業において 5S が実践される。	● 3 年間の各終了時 (2016 年 7 月、2017 年 6 月、2018 年 6 月) に行った達成指標の評価において、5S 活動は 3 年間のすべてのパイロット企業で実施されたことが確認された。	◎	
	3-2. パイロット企業のビジネスプロセスが、プロジェクトチームが合意した評価基準において平均で 20% 改善される (ビジネスプロセスの改善は、作業工程のムダの削減、企業経営を効率的に行うための計画・戦略・仕組みの構築等を含む)	● ビジネスプロセスの改善率は、3 年間の全パイロット企業 (21 社) の平均が 25.9% であった。	◎	
	3-3. 「新規ビジネスサービス」関連の広報資料一式が KIBT ビジネスクリニックに配布される。	● 開発された普及広報資料 (パンフレット、バナー、コンサルティングガイド、企業事例 DVD 等) は KIBT の研修プログラムやビジネスクリニック等において、ビジネス研修やコンサルテーション等を普及広報するために活用 (資料は配布) されている。	◎	

◎達成済み、○達成見込み、△達成にあたってリスクあり、×達成困難な見込み

2.2 プロジェクト全体

(1) 現地業務

以下、本プロジェクトにおける活動の進捗、活動成果を記載する。

前述のように本プロジェクトはプロジェクト成果の持続性を高めるため、プロジェクト期間が1年間延長された。延長期間を含め、14回の現地業務（当初プロジェクト期間9回、延長期間5回）、第三国研修（マレーシア）、日本での国内業務を通して実施された。各現地業務の実施期間は表3に示すとおり。本プロジェクト合計の人月は94.54人月であった。

表3: 各現地業務の実施期間

回数	期間
第1回現地業務	2015年9-11月
第2回現地業務	2016年1-5月
第3回現地業務	2016年6-9月
第4回現地業務	2016年10-12月
第5回現地業務	2017年2-5月
第6回現地業務	2017年6-7月
第7回現地業務	2017年9-11月
第8回現地業務	2018年1-4月
第9回現地業務	2018年5-7月
第10回現地業務	2018年9-10月
第11回現地業務	2018年11-12月
第三国研修（マレーシア）	2019年1月
第12回現地業務	2019年2-3月
第13回現地業務	2019年4-5月
第14回現地業務	2019年6-7月

上記の現地業務及び国内業務に加え、これまで以下の活動が実施された。

(2) 訪日研修

2016年9月に以下の2プログラムが実施された。

(a) 日本式経営・中小企業育成

(期間) 2016年9月19日～10月1日

(参加者) MTC 10名

*本研修の詳細は、「2.6 カウンターパート研修（本邦・第三国）」参照。

(b) 日本における産業開発のための中小企業振興

(期間) 2016年9月26日～10月1日

(参加者) 産業・貿易・組合省事務次官（Dr. Chris Kiptoo）及びKIBT幹部（KIBT所長を含む）

*本研修の詳細は、「2.6 カウンターパート研修（本邦・第三国）」参照。

(3) 第三国研修

2019年1月に以下のプログラムが実施された。

(テーマ) 零細中小企業のビジネス開発支援に関する視察

(期間) 2019年1月14日～23日

(場所) マレーシア・クアラルンプール

(参加者) 零細中小企業のビジネス開発支援に携わる省庁・機関幹部5名(産業・貿易・組合省1名、KIBT2名、労働・社会保護担当省1名、KNCCI ケニア商工会議所1名)

*本研修の詳細は、「2.6 カウンターパート研修(本邦・第三国)」参照。

(4) JICA カイゼン知見共有セミナー(現 African KAIZEN Annual Conference)

JICA カイゼン知見共有セミナーは、アフリカにおける KAIZEN 推進機関が各国でのベストプラクティスや教訓の共有を通してそのネットワークを強化することを目的に実施されるものである。本プロジェクト期間においては、2016年3月にエチオピア、2017年4月にケニア、2018年7月に南アフリカ、2019年6月にチュニジア等、合計4回のセミナーが実施された。2017年4月のケニアでの開催については、JICA 及びケニア政府の共催で開催された。JICA プロジェクトチーム、KIBT、NPCC がセミナーの実施・運営に携わった。

*本セミナーの詳細は、「2.6 カウンターパート研修(本邦・第三国)」参照。

本プロジェクトの全体概要、流れ、投入を記した以下の資料を Appendix として本報告書に添付する。

- Project Design Matrix (PDM) (Appendix 1)
- Overall work flow (Appendix 2)
- Staff plan (要員計画) (Appendix 3)

2.3 成果 1 (KIBT における新規ビジネスサービス実施のための運営体制が構築される)

(1) 中小企業向けの新規ビジネスサービスに関するニーズの分析、活動計画の策定

(a) プロジェクト開始前の分析業務

JICA プロジェクトチームは、本プロジェクトの「詳細計画策定調査報告書」、「ケニア生産性向上プロジェクト業務完了報告書」等のケニア国中小企業のビジネス研修・コンサルテーションに関するニーズを記載した文献調査及び分析を行い、KIBT の新規ビジネスサービスのニーズを把握した上で、第 1 回現地業務前に活動計画（案）、座学研修教材（第 1 版）を作成した。文献調査の結果と活動計画の策定等への活用の具体例は以下のとおり。

- 「ケニア生産性向上プロジェクト業務完了報告書」から、ケニアの中小企業においてパイロット企業で効果的にコンサルテーションを行う方法（コンサルテーションの評価とフォローアップ活動に時間をかけることがコンサルテーションの成果を高める上で有効であること、JICA 専門家がケニアを不在にする期間中にも CP が独自で訪問を実施することによりコンサルタントとしての自立を図る上で効果的であること等）を学び、本プロジェクトにおけるパイロット企業におけるコンサルテーションの実施方法に反映させた。
- 「詳細計画策定調査報告書」によれば、KIBT が開発した 15 種類の研修カリキュラムのうち、主に実施されているのが「Small Business Management」研修という 3 日間のプログラムであることがわかった（2013/2014 年度の研修実施実績によれば、KIBT が実施した 79 のビジネス研修のうち、66 プログラム（83.5%）が「Small Business Management」であった）。そのため、主要なプログラムである同研修項目と教材を参考に座学研修教材を作成した。
- 「詳細計画策定調査報告書」から、JICA 専門家はケニアの優先産業分野（食品/農産加工、繊維縫製、家具/金属加工、自動車部品）及び各経営管理分野（生産・品質管理、マーケティング・営業、財務管理）における能力ギャップ、研修・コンサルテーションニーズを確認した。それを踏まえ、JICA 専門家は現地で実施する座学教材、コンサルテーションツールを作成した。

(b) ビジネスサービスについてのニーズの確認

1 年次（2015 年 9 月～2016 年 8 月）において、JICA プロジェクトチームと KIBT は 1 年次パイロット企業に対するコンサルテーションを通して、ビジネスサービスに関するニーズを調査した。その結果、パイロット企業においてビジネスプロセスの改善余地が大きく存在することが確認された。コンサルテーションの対象分野である「生産・品質管理」「マーケティング・営業」「財務管理」を通して業務のムダが多く、それが生産性の低さ、経営の非効率性の原因となっている。また、多くの企業が、顧客との継続的なコミュニケーションを通して、顧客ニーズを常にアップデートし、マーケティング・営業につなげる仕組みを構築していない。また、マーケットの変化をタイムリーに捉え、経営意思決定が迅速に行えるよう、定期的な経営報告書の作成している企業は少数である。ケニアの中小企業において、経営改善、ビジネスプロセスの改善を進めるため、ビジネス研修及びコンサルテーションに強いニーズがあることが確認された。

(2) 分析結果を踏まえた KIBT のビジネスサービスを改善するためのビジネスプランの作成

(a) 2 つの計画の作成

第 1 回現地業務におけるニーズの分析、KIBT の協議を通して、本プロジェクトに関して 2 つの活動計画が策定された。一つは JICA プロジェクトチームと KIBT が共同で作成した「KIBT の MT と

Trainer を育成するための教育計画」である。もう一つは「KIBT の年度活動計画」である。後者は KIBT が本プロジェクト期間において各年度作成するものであり、JICA プロジェクトチームはその内容を確認し、改善のために必要な助言を行う形で関わった。前者については「2.4 成果 2」で詳しく記載し、後者は「2.3 成果 1」の次項目で説明する。

(b) KIBT の年度計画への新たなビジネスサービスの位置づけ

本プロジェクト期間において、JICA プロジェクトチームは、KIBT の年度活動計画に新たなビジネスサービスが位置づけられること、すなわち、KIBT の業績指標の一つとして KIBT がコンサルテーションサービスを提供した企業数が明記されることを継続的に働きかけ、また実際のコンサルテーションが行われることにつき継続的なモニタリングを行った。

表 4 で示すように、予算及び人材の制約で、2015/2016 年度及び 2016/2017 年度において、KIBT は独自にコンサルテーションを実施することができなかった。しかしながら、2017/2018 年度活動計画においてはコンサルテーションの目標企業数は年 8 社に設定され、実績は 9 社となった（本プロジェクトにおける企業数 7 社及び KIBT が独自に実施した企業数 2 社）。

表 4: KIBT がコンサルテーションサービスを提供する企業数

	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019
計画	6* (JICA 貿易研修プロジェクトでの実績)	8	12	20	4	8	10
結果	6* (JICA 貿易研修プロジェクトでの実績)	12	0	5 (5 社が本プロジェクトでの実績。3 経営分野で計 15 の職場でのコンサルテーションを実施)	7 (7 社が本プロジェクトでの実績。3 経営分野で計 21 の職場でのコンサルテーションを実施)	9 (7 社が本プロジェクトでの実績。3 経営分野で計 18 の職場でのコンサルテーションを実施+ 2 社は KIBT が独自に実施)	4 (4 社すべてを KIBT が独自に実施)

主に中小企業を対象とした新たなビジネスサービスは 2018/2019 年度の KIBT の年度活動計画に一つの活動として位置づけられており、本プロジェクトの将来的に持続的な運営体制の基盤が築かれたものといえる。2018/2019 年度において、年間に実施されるコンサルテーションの対象企業数は 10 社と計画されていた。結果、KIBT は JICA 専門家の支援なしに、4 社に対しコンサルテーションを実施した。また、MT として育成された KIBT の職員が Embu、Bomet、Kakamega 各州で行われた JICA 一村一品プロジェクトのフォローアップ研修の講師の役割を担った。同研修終了後、KIBT は Bomet と Kakamega の州政府と MSME 向けのコンサルテーション実施に関する MOU を結んだ。これはコンサルテーションの実施に向け、KIBT、州政府及び企業がコストシェアリングする仕組みを構築することを踏まえたものである。また、KIBT は他 4 地方政府（Nakuru、Meru、Kirinyanga、Embu）ともコンサルテーションサービスの提供に関して同様の MOU を締結した。以上のことから、KIBT が独自に新たなビジネスサービスの一環としてコンサルテーションを提供する強い意思を持っているといえる。

それに加えて、ケニア政府のビジョン 2030 における第 3 中期計画（2018-2022）において、KIBT の主要な活動として以下が規定されている。

- 起業家研修 / ビジネス研修
- 中小企業向けコンサルテーション及び企業内研修
- 研修ニーズ評価調査（研修後のフォローアップ調査も含む）
- KJ- PRIME（MSME 向けの経営管理研修）⁵

新たなビジネスサービス、すなわち、本プロジェクトで実施したコンサルテーション及び KJ-PRIME が同計画に含まれているのが確認された。

(3) KIBT の Re-Branding 戦略の策定・推進支援

(a) KIBT の活動に関する現状分析

第 1 回及び第 2 回現地業務において、JICA 専門家は、KIBT 内 4 部門の部門長からのヒアリングを実施するとともに、KIBT の活動記録の分析を行った。その主な内容は以下のとおり。

- 最近の 3 年間に於いて、KIBT は、零細小企業の経営者、起業家を対象にしたビジネス研修の実施に注力している。参加者は右肩上がりが増加している。他方、予算的制約により、ビジネスコンサルテーション、経営相談等の活動があまり活発に実施されていない。
- 零細小企業の経営者、起業家を対象にしたビジネス研修につき、最も多く実施されているプログラムは「Small Business Management Course」である。参加者数に関しては、同プログラムが全体の 50-90%⁶を占めている。より多くの経営者、起業家の参加を募るため、研修参加費は相対的に安価に設定されている⁷。
- 零細小企業の経営者、起業家を対象にしたビジネス研修に関する参加者の募集は、KIBT が組織的に行う形では行われておらず、KIBT 講師が各自の責任で自身に割り振られた参加者数を確保する形となっている。これは、組織的な募集を行う予算が不足しているのが理由である。今後、より効果的に参加者募集を行うために、KIBT は組織的な研修参加者の募集を行うべきである。

(b) KIBT の Re-Branding 戦略の策定

(a)に記載した KIBT 活動の現状分析における課題の一つは、零細小企業への研修サービスの普及が組織的に行われておらず、KIBT の職員（講師）の個人的な努力に負うところが大きいことである。KIBT の認知度があまり高くないのも、組織的な普及広報活動が適切に行われていないのが一因と考えられる。こうした現状を打破するため、KIBT を所管する産業・貿易・組合省のキプトー事務次官は 2016 年の就任当初より KIBT の Re-branding の必要性につき、高い問題意識を持っていた。同事務次官を招聘した訪日プログラムにおいても、KIBT の Re-branding に関する危機感が表明された。

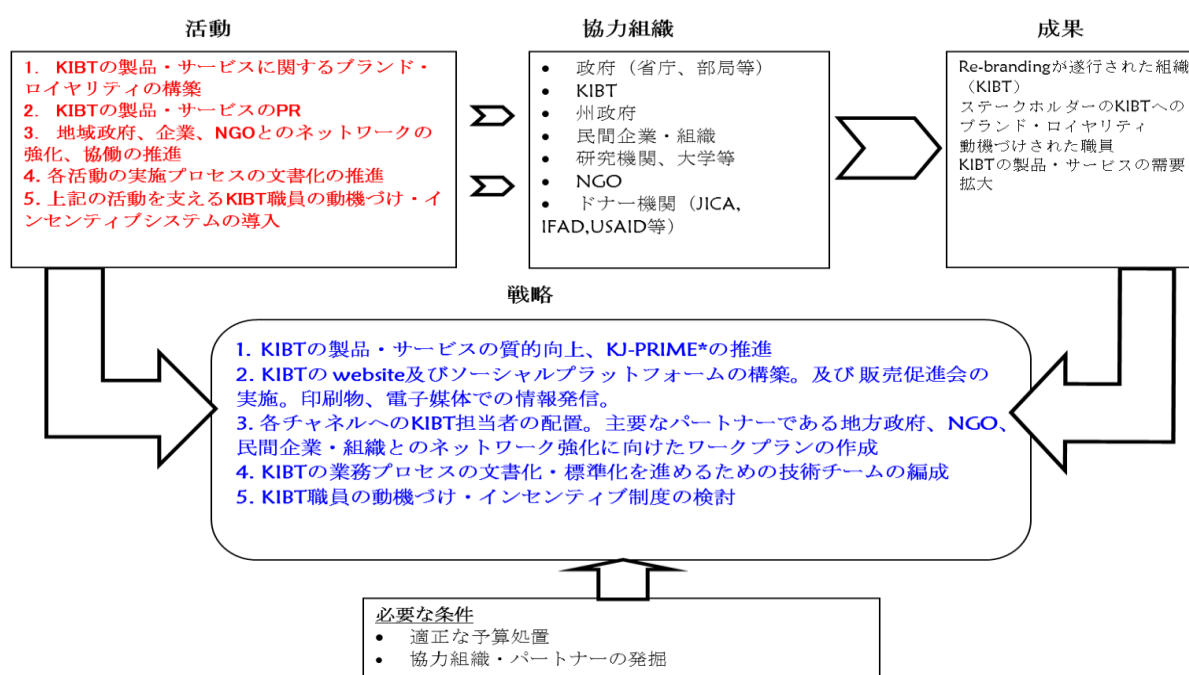
⁵ Kenya & Japan - Program for Innovation and Management Excellence. KJ-PRIME の詳細は「(4) 新たなビジネスサービスに関するガイドラインとツールの作成」参照。同プログラムは[Appendix 4]として添付。

⁶ この割合は、2014-2015 年度に 54.2%となった。その理由は、同年度、女性起業家向けの特別プログラムを実施したため（参加者 888 名）。同プログラムの参加者を除くと 80.9%となる。2012-2013 年度は 93.9%、2013-2014 年度は 82.0%。

⁷ KIBT の研修参加費は、一般的に 3 日間で 500KSH である。他方、民間のある研修機関の（中小企業向けの）ビジネス研修の参加費は 3 日間で 15,000KSH である。

こうしたことから、第4回現地業務（2016年10月~12月）において、JICA 専門家は KIBT の Re-Branding 戦略策定の支援を行った。KIBT の幹部で構成される検討チームを組織化し、2016年11月に Re-Branding 戦略をとりまとめた（図3）。同戦略は以下の5つの基本戦略で構成されている。

- [1] KIBT の製品・サービスの質的向上、KJ-PRIME⁸の推進
- [2] KIBT の website 及びソーシャルプラットフォームの構築。及び 販売促進会の実施。印刷物、電子媒体での情報発信。
- [3] 各チャネルへの KIBT 担当者の配置。主要なパートナーである地方政府、NGO、民間企業・組織とのネットワーク強化に向けたワークプランの作成
- [4] KIBT の業務プロセスの文書化・標準化を進めるための技術チームの編成
- [5] KIBT 職員の動機づけ・インセンティブ制度の検討



*KJ-PRIME==Kenya/Japan Programs for Innovation and Management Excellence. JICA産業人材育成プロジェクトで開発された中小企業向けの研修・コンサルティングのモジュール

図3: KIBT の RE-BRANDING 戦略

うち、「[1] KIBT の製品・サービスの質的向上、KJ-PRIME の推進」については、JICA プロジェクトチームは、本プロジェクトの2年次及び3年次に中小企業向けのモデル研修を実施することで支援を行った（詳細は「(5) 中小企業（パイロット企業）向けのモデル研修プログラムの実施を通じた、新たな研修プログラムの実施体制の確立への支援」参照）。「[3]各チャネルへの KIBT 担当者の配置。主要なパートナーである地方政府、NGO、民間企業・組織とのネットワーク強化に向けたワークプランの作成」に関しては、JICA プロジェクトチームは延長期間において Coordinating Committee を立

⁸ KJ-PRIME の詳細は「(4)新たなビジネスサービスに関するガイドラインとツールの作成」参照。同プログラムは[Appendix 4]として添付。

ち上げ、KIBT が連携を期待する諸機関との関係強化を支援した（詳細は「(6)KIBT と他の関係機関等との連携関係の構築、協力活動の実施」参照）。

(4) 新たなビジネスサービスに関するガイドラインとツールの作成

JICA 専門家は、1 年次に担当分野の新規ビジネスサービスを実施するためのガイドライン（カリキュラム、シラバス）とツール（テキスト、講義マニュアル）の初版の作成を完了した。JICA 専門家と MTC は本プロジェクト期間を通して、活動成果を反映しつつガイドライン及びツールの修正を行った。前述したように、中小企業向けの新たなビジネス研修のカリキュラムは **KJ-PRIME** と名付けられ、経営戦略・計画、中間管理者向けのマネジメントスキル、新卒者向けのビジネススキル、生産・品質管理、マーケティング・営業、財務管理という 6 つのカリキュラムが開発された（詳細は[Appendix 4]参照）。**KJ-PRIME** は以下の特徴を有する。

- 日本的経営手法（management excellence）を活かした研修・コンサルテーション手法であること
- ケニアの中小企業の事例及び世界的なベストプラクティスを踏まえ、その優れた点の適用に焦点を置いた実践的なものであること

前述の 6 つのカリキュラムは 2 年次及び 3 年次にパイロット企業及び協力機関を対象としてモデル研修として実施された（詳細は「(5)中小企業（パイロット企業）向けのモデル研修プログラムの実施を通じた、新たな研修プログラムの実施体制の確立への支援」参照）。MTC は同研修において、JICA 専門家の監督下、講師としての役割を担った。これらの研修プログラムは将来的に KIBT の恒常的なプログラムとして実施されることが期待される。

プロジェクトの延長期間において、JICA プロジェクトチームと KIBT は、講師向け及び企業向けのビジネスプラン研修のガイドライン、ツールを完成させた。ガイドライン及びツールは、ビジネスプラン講師育成研修（2018 年 10 月 8 日～12 日）及びビジネスプラン・企業向けパイロット研修（2019 年 3 月 4 日～8 日、3 月 11 日～15 日）で活用された。

ツールに関しては、コンサルテーションの結果を基に、MTC と TC が協力して事例の追加、研修内容の修正等を行った。本プロジェクトで開発ガイドライン、ツールは表 5 に示すとおり。

表 5: 本プロジェクトで開発されたガイドライン・ツールの一覧

No	テーマ	対象者	研修期間
1	経営戦略・計画	Trainers	3 日
2		Executives & managers	2 日
3	マーケティング・営業	Trainers	5 日
4		Executives & managers	3 日
5	生産・品質管理	Trainers	5 日
6		Executives & managers	3 日
7	財務管理	Trainers	5 日
8		Executives & managers	3 日
9	ビジネススキル・マネジメントスキル	Trainers	3 日
10		Executives & managers	3 日
11	ビジネスプラン	Trainers	5 日
12		Executives & managers	5 日

(5) 中小企業（パイロット企業）向けのモデル研修プログラムの実施を通じた、新たな研修プログラムの実施体制の確立への支援

新たな研修プログラムの実施体制とは、図 4 に示すとおり、「ニーズ調査」から始まり、「研修企画」、「ガイドライン・ツールの作成・見直し」、「座学、コンサルテーション、モデル研修での指導等を通じた KIBT 講師の能力強化」、「研修サービス実施」、「研修結果の評価」、「新たな顧客開拓」に至るプロセスである。

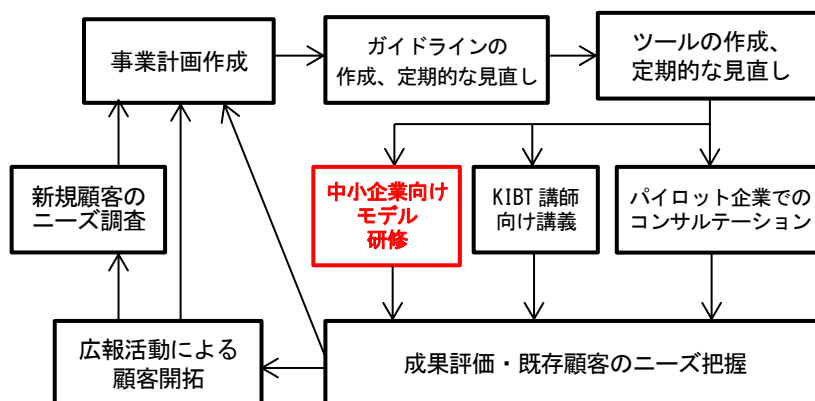


図 4: 継続的に新たなビジネスサービスを実施するためのサイクル

前述したように、KJ-PRIME の開発は「ガイドライン・ツールの作成・見直し」に位置づけられる。コンサルテーション及び中小企業向けのモデル研修を実施する上でツールの開発を行ったが、これも「ガイドライン・ツールの作成・見直し」の主要な活動の一つである。パイロット企業向けにモデル研修を実施することによって、同サイクルを回し、その確立に取り組んだ。本プロジェクトにおける活動、とりわけ、モデル研修の実施が梃子となり、前述の実施体制の確立が進み、新たなビジネスサービスを実施するための KIBT の組織能力が強化された。

「(4)新たなビジネスサービスに関するガイドラインとツールの作成」で記載したように、モデル研修は、「経営戦略・戦略」「マーケティング・営業」「生産・品質管理」「財務管理」「ビジネススキル・マネジメントスキル」「ビジネスプラン」の 6 つの研修プログラムで構成されている。表 6 に示すように、各研修プログラムは 2 回ずつ実施された。モデル研修には、本プロジェクトのパイロット企業の管理者や監督者に加えて、JICA ケニア事務所や KIBT からの紹介を受けた中小企業の経営幹部等が参加した。MTC は JICA 専門家の監督下、講師の役割を担った。

参加者の満足度に関しては、すべての研修を通し、概して高い満足度が得られた。同じ分野の研修につき、1 回目と 2 回目の満足度を比較すると、2 回目の方が高い満足度が得られた研修が多かった。これは MTC の知識、能力の向上が原因だと推察される。他方、いくつかの研修プログラムに関しては、研修の満足度が 1 回目の方が 2 回目より高いケースもあった。これは参加者のレベルに起因するものと類推される。すなわち、今回のモデル研修は全体に亘って、社長や部門長等、より高い職責にある者が 2 回目よりも 1 回目に参加する傾向がみられた。これらの層は企業経営に関してより確固たる知識と経験を有しており、かつ研修成果を深く学び自社の経営の仕組みに活かそうという、より強いモチベーションを持っていたと考えられるためである。

表 6: パイロット企業向けモデル研修の実施実績

回	プログラム名	参加者	期間	満足度
1	マネジメントスキル (第1回)	14	2017年10月9日(月)-11日(水)	大変満足 92.3% 満足 7.7%
2	財務管理 (第1回)	13	2017年10月17日(火)-19日(木)	大変満足 83.3% 満足 16.7%
3	経営戦略/計画・マーケティング/営業 (第1回)	10	2017年11月6日(月)-9日(木)	大変満足 20.0% 満足 80.0%
4	経営戦略/計画・マーケティング/営業 (第2回)	15	2018年2月26日(月)-3月1日(木)	大変満足 50.0% 満足 50.0%
5	生産・品質管理 (第1回)	13	2018年3月12日(月)-14日(水)	大変満足 69.2% 満足 30.8%
6	財務管理 (第2回)	13	2018年3月19日(月)-21日(水)	大変満足 75.0% 満足 25.0%
7	マネジメントスキル (第2回)	17	2018年4月4日(水)-6日(金)	大変満足 75.0% 満足 25.0%
8	生産・品質管理 (第2回)	17	2018年4月9日(月)-11日(水)	大変満足 82.4% 満足 17.6%
9	ビジネスプラン (第1回)	17	2019年3月4日(月)-8日(金)	大変満足 70.6% 満足 29.4%
10	ビジネスプラン (第2回)	18	2019年3月11日(月)-15日(金)	大変満足 55.6% 満足 44.6%



モデル研修「マネジメントスキル」の実施風景 (2017年10月9-11日 於: Kivi Milimani Hotel)



モデル研修「財務管理」の実施風景 (2017年10月17-19日 於: Kivi Milimani Hotel)

(6) KIBT と他の関係機関等との連携関係の構築、協力活動の実施

JICA プロジェクトチームと KIBT は、本プロジェクトの開始以降、他研修機関及び関係機関と協力活動について協議し、いくつかの活動は既に実施済みである。対象期間で実施した協力活動は以下のとおり。

(a) コンサルテーションのパイロット企業の紹介に関する協力

本プロジェクトの開始以降、KIBT-JICA チームは、関係機関にパイロット企業の候補企業の紹介を依頼した。協力機関は、KNCCI、KEPSA、MoITC、NPCC、TKA/トヨタケニア、JETRO、ケニアで事業を展開する日本企業、EPZ、Flower Watch (花卉産業に生産技術指導を行うコンサルティング会社) 及び民間金融機関 (AfricInvest と Equity Bank) 等であった。これらに加えて、同プロジェクトチームは、1 年次及び 2 年次のパイロット企業に経営改善に取り組む意思を持っている候補企業を紹介してくれるよう要請を行った。

その結果、3年間でパイロット企業の候補として訪問調査を行った43社のうち、67.4%（29社）が前述の協力機関から紹介を受けた企業である。実際にパイロット企業として選考された企業のうち、協力機関から紹介された企業の割合は71.4%（21社中15社）であった（表7）。

表7: 協力機関からのコンサルテーションのパイロット企業紹介の概要

内訳 年次	訪問調査を行ったパイロット候補企業		選考されたパイロット企業	
	協力機関からの紹介	KIBT-JICAによる紹介	協力機関からの紹介	KIBT-JICAによる紹介
1年次	10 (5 EPZ, 1 JETRO, 2 Japanese Entre., 2 Equity Bank)	2	3 (1 JETRO, 1 Japanese Entre., 1 EPZ)	2
2年次	11 (6 KNCCI, 1 KEPISA, 3 Japanese Entre., 1 AfricInvest)	7	6 (3 KNCCI, 2 Japanese Entre., 1 AfricInvest)	3
3年次	8 (2 Flower Watch, 2 AfricInvest, 2 Japanese Entre., 2 Pilot Entre.)	5	6 (1 Flower Watch, 2 AfricInvest, 1 Japanese Entre., 2 Pilot Entre.)	1
小計	29 (67.4%)	14 (32.6%)	15 (71.4%)	6 (28.6%)
合計	43 (100%)		21 (100%)	

(b) Toyota Kenya 及び JKUAT との協力による研修プログラムの実施

KIBT-JICA チームは、TKA/トヨタケニア、JKUAT 等の重要な関係機関⁹とモデルビジネス研修の実施に関する協議を行ってきた。とりわけ、本プロジェクトと TKA との協力は TICAD VI における JICA の方針と合致したものであった。こうしたことから、2016年8月3-5日、KIBT-JICA チームはトヨタケニア/TKA と協力の上、モデル研修を実施した。同研修の概要は表8に示すとおり。JICA 専門家と MTC が協働で同研修を実施した。研修内容への理解を促進するため、演習や企業事例を基にしたグループ演習等を組み込んだプログラムとした。参加者アンケートによれば、大多数の参加者が研修内容に満足したとのことであった（表8）。

表8: トヨタケニア・トヨタケニアアカデミー向けモデル研修の概要

研修テーマ	期間	時間	参加者	参加者の満足度
経営戦略・計画	2016年8月3日(水)	5	39 (トヨタケニア、豊田通商イーストアフリカ社、トヨタオートマート社の管理者)	とても満足 40.9%, 満足 59.1%
財務管理	2016年8月4日(木)	5	33 (トヨタケニア、豊田通商イーストアフリカ社、トヨタオートマート社の財務担当管理者)	とても満足 63.0%, 満足 37.0%
マーケティング・営業	2016年8月5日(金)	5	42 (トヨタケニア、豊田通商イーストアフリカ社、トヨタオートマート社のマーケティング・営業担当の管理者)	とても満足 25.0% 満足 62.5% あまり満足していない 12.5%

KIBT-JICA チームは、JKUAT との協力により、2017年3月に2つの研修プログラムを実施した。研修の概要は表9に示すとおり。JICA 専門家と KIBT 職員（MTC1名と TC1名）が協働で講師を務めた。2つのプログラムのうち、「JKUAT 学生を対象にしたビジネススキル」は KJ-PRIME の1プロ

⁹ TKA/トヨタケニア及び JKUAT との協力は本プロジェクトの当初計画で規定されたものである。NPCCはJICAケニア生産性向上プロジェクト（2012-2014）のカウンターパート機関であり、ケニアでのカイゼン実施のキーパートナーと位置づけられている。

グラムである「新卒者を対象にしたビジネススキル」を一部修正して実施した。参加者の評価は、表 9 に示すように「JKUAT 学生を対象にしたビジネススキル」については参加した学生から高い満足度を得た。他方、もう一つのプログラムである「KAIZEN とその企業、国家へのインパクト」に関しては、参加者の満足度はやや低かった（とても満足 22.9%、満足 62.9%、あまり満足していない 14.3%）。一つの理由は、学生がまだビジネス経験がなく、短い時間（1.5 時間）で KAIZEN の重要性を十分に理解させることができなかつたためと考えられる。そのための一つの方法として、こうした層に理解してもらえるよう、よりわかりやすい言葉で KAIZEN を説明する工夫が必要であることがわかった。

表 9: JKUAT 向けモデル研修の概要

研修名	月日	時間	参加者	講師	参加者の満足度
JKUAT 学生を対象にしたビジネススキル	2017年3月10日(金)	3	34名(4年生)	Mr. Takeshi Fujita (JICA 専門家), Mr. Gideon Njogu (生産・品質管理分野 MTC)	大変満足 58.8% 満足 38.2% あまり満足していない 2.9%
KAIZEN とその企業、国家へのインパクト	2017年3月16日(木)	1.5	60名 (Pan African University 及び JKUAT の学生)	Mr. Takeshi Fujita (JICA 専門家), Mr. Patrick Nyakundi (生産・品質管理分野 TC)	大変満足 22.9%、 満足 62.9%、 あまり満足していない 14.3%



Toyota Kenya 及び TKA 向けモデル研修「マーケティング/営業」(2016年8月5日)



JKUAT 向けモデル研修「JKUAT 学生を対象にしたビジネススキル」(2017年3月10日)

(c) 3年次の TC 育成プログラムへの参加に関する協力

2年次において、KIBT-JICA チームは、3年次の TC 育成プログラムの実施方法を検討した。1年次及び2年次において、KIBT の Lecturer の多くが MTC 或いは TC として育成されていることを踏まえ、KIBT-JICA チームは、中小企業の経営改善を支援する人材を有する、産業・貿易・組合省貿易局国内貿易部、KNCCI、KIRDI、NPCC 等の協力機関から研修生を募集することを決めた。3年次開始時点では、これらの機関から8名の TC が推薦された（KNCCI から2名、KIRDI から1名、NPCC から2名、貿易局から3名）。2017年7月に書類審査、個別面談を通して選考が実施された。その結果、同8名が3年次の TC として選考された。その後、KIBT から派遣された1名の TC が参加を辞退し、新たに1名が産業・貿易・組合省貿易局国内貿易部から紹介され、TC としての審査を通過した。最終的に協力機関から派遣された9名が3年次の TC として育成された（詳細は「2.4 成果2」参照）。

(d) 協力機関との連携強化のための Coordinating Committee の設置

本プロジェクトの延長期間において、2018年4月19日に実施された第4回 JCC における JICA 終了時評価調査団の提案を受け、外部関係機関との連携を強化するため、Coordinating Committee が設置された。JCC のメンバーに加え、零細中小企業や起業家のためのビジネス開発サービスに携わる機関が Coordinating Committee に参加した。同会議の開催実績、各回の参加機関は表 10 に示すとおり。

表 10: Coordinating Committee の実施概要・各回の参加機関

回数	月日	開催場所	参加機関
第1回 Coordinating Committee	2018年 10月3日	Weight & Measures Hall	<ul style="list-style-type: none"> ● Kenya Federation of Jua Kali Association ● KNCCI ● Kenya Industrial Estate (KIE), ● Kenyatta University ● National Industrial Training Authority (NITA) ● Post Bank
第2回 Coordinating Committee	2018年 12月2日	KIBT Parkland New Building	<ul style="list-style-type: none"> ● Post Bank ● Kenyatta University (KU) ● Kenya Industrial Estate (KIE) ● The Management University of Africa ● Kabarak University
第3回 Coordinating Committee	2019年 4月30日	KIBT Parkland New Building	<ul style="list-style-type: none"> ● Kenya Federation of Jua Kali Association, ● Kabarak University ● Management University of Africa ● Kenya Industrial Estate (KIE) ● Post Bank ● KNCCI ● MSEA

Coordinating Committee は延長期間において計3回開催された。KIBT 及び参加機関がビジネス研修やコンサルテーション実施に関する協力の可能性を検討した。Coordinating Committee の結果、KIBT は3大学 (Kenyatta University, The Management University of Africa、Kabarak University) と大学生に対する起業家育成・ビジネス研修実施に関する MOU を締結するに至った。また、KIBT は2019年2月に Jua Kali Association の会員企業に対し、小企業向けビジネス研修 (本プロジェクトで開発した研修コンテンツを踏まえて修正したもの) を実施した。

(e) 零細中小企業支援のための BDS に関する調査

KIBT と JICA プロジェクトチームは、企業、特に零細中小企業のビジネス開発支援に携わる諸機関と KIBT との連携強化を支援するため、プロジェクト延長期間に標記 BDS に関する調査を実施した。調査では、各機関が実施している BDS の概要、BDS の継続的な提供に向け、改善されるべきエコシステム等につき情報を収集した。KIBT と各機関は零細中小企業向けのビジネスサービスやコンサルティングの提供に関し、協力の可能性について協議した。本調査の要約は[Appendix 5]参照。訪問組織は以下に示すとおり。

[中央政府等] State Department of Industry under MoITC, MSEA

[地方政府] Embu, Nyeri, Nakuru, Mombasa

[人材育成機関] Strathmore University, Kenyatta University, TVET Authority, NITA Textile Training Institute / NITA Athi River, JKUAT, KITI

[金融関連機関] AfricInvest / SFC Finance Limited, IDB Capital Limited, Post Bank, Development Bank of Kenya (DBK), Kenya Industrial Estate (KIE), Grofin, Key Microfinance Bank, SMEP Microfinance Bank, Kenya Women Microfinance Bank, U&I Microfinance Bank, Kenya Bankers Association, Equity Bank

[工業団地、インキュベーション]

KIE, Export Processing Zone (ETZ) Athi River, iHub, Gearbox, Nairobi Garage, growthafrica, CAP-Youth Empowerment Institute, Economic Projects Transformation Facility

[ドナー機関] DFID Kenya under UK Government

2.4 成果 2 (KIBT の研修講師が新規ビジネスサービスを実施する能力を身に付ける)

(1) MT の能力育成

(a) MT の定義、応募要件

本プロジェクトの開始時点において、本プロジェクトで育成する「MT (マスタートレーナー)」を「KIBT のトレーナーを育成する能力を有するリーダー的人材。MT 育成の課程を修了し、必要な能力評価要件を充たした者」と定義づけた。マスタートレーナー候補生 (Master Trainer Candidate: MTC) の「応募要件」は以下に示す 4 つの項目とした。

[Box 1] 応募要件

- A. 大卒又は同等の学力を有する者で各経営管理分野での 5 年以上の実務経験を有する。
- B. 各経営管理分野での研修・コンサルテーション活動、後進の指導に強い意欲を持つ。
- C. マスタートレーナーとして後進トレーナーを指導するのに必要な人格素質を有する。
- D. 本プロジェクトでの技術移転、後進指導に専念できる。

4 つの応募要件のうち、「人格素質」は MT に人間的な素質を要求するものである。マスタートレーナーは、研修、コンサルティング等のビジネスサービスで高いパフォーマンスを実現することに加え、KIBT のトレーナー育成を担う、いわば、「KIBT トレーナーの手本」となるべき人材である。MT は、KIBT の後進トレーナー、コンサルテーション対象企業の経営者、研修参加者等に働きかけ、態度変容や企業変革へのリーダーシップを促すといった能力が不可欠である。表 11 は、JPC が策定した「経営コンサルタントに必要な人格素質」を基に、KIBT の MT に必要な人格素質案をまとめたものである。第 1 回現地業務では、人格素質に関する評価項目につき KIBT 側と協議し、以下の項目で評価を行うことにつき合意を得た。

表 11: MT に求められる人格素質

人格素質	精神的素質	誠実性	(評価尺度) 項目毎に以下の 5 段階 評価 (1.Very Low 、 2.Low 、 3.Medium、 4.High、 5.Very High) 出典：日本生産性本部「経営コンサルティング論」の「コンサルタントの特性」を基に JPC が作成
		不屈の精神 (忍耐力)	
		積極性	
		理性	
		協調性	
	精神的能力	創造力	
		説得力、表現力	
		指導力	
		分析力・俯瞰的にみる力	
	体力	健康	
		バイタリティ	

(b)MTC の選考

第1回現地業務（2015年9月）においては、KIBT Lecturerの中から10名がMTCの対象者として推薦された。書類審査、JICA 専門家との個別面接を通して、当該10名がMTCとしての資格を有することが確認された（表12のNo 1-10）。

2017年3月（第2年次の中頃）に財務管理分野に属する1名のMTCがKIBTから離職した。JICAプロジェクトとKIBTはMTCの補充について議論を行い、その結果、2年次に育成したTrainerの1名（Ben Gentange氏）を3年次にMTCとして育成することに同意した。また、2017年10月末にマーケティング・営業分野のMTC1名がKIBT本部からKisumu地域事務所に異動となり、本プロジェクトのMT育成プログラムに参加し続けることができなくなった。しかしながら、異動後、彼は同地域の中小企業にビジネス研修及びコンサルテーションを提供することによって習得したスキルを活用していることが確認されている。

表 12: MTC の一覧表

No	分野	氏名
1	生産・品質管理	Ms. Carol Choge
2	生産・品質管理	Mr. Gideon Njogu
3	生産・品質管理	Mr. Musa Okwemba
4	マーケティング・営業	Ms. Sylvia Kaburu
5	マーケティング・営業	Mr. Jonathan Njogu
6	マーケティング・営業	Ms. Pamella Onyango
7	マーケティング・営業	Mr. David Owitti ¹⁰
8	財務管理	Mr. Samuel Mulei ¹¹
9	財務管理	Mr. Job Ogolah
10	財務管理	Mr. Daniel Wechesa
11	財務管理	Mr. Ben Getange ¹²

¹⁰ Mr. David Owitti は 2017 年 10 月末に KIBT 本部から Kisumu 地域事務所に異動となった。

¹¹ Mr. Samuel Mulei は 2017 年 3 月に KIBT を離職し、本プロジェクトの協力機関である NPCC に就職した。

¹² Mr. Ben Getange は 3 年次に MTC として育成した。

(c) MT 育成の流れ

MT 育成の流れを示したものが図 5 である。まず、MTC は、全体最適の観点で他経営管理プロセスとの関係性を踏まえた上で、自身が担当する経営管理分野の指導を行うことが望ましいため、「経営戦略・計画」「生産・品質管理」「マーケティング・営業」「財務管理」4 分野についても共通項目として座学 (Classroom Training: CRT) で知識の習得を図った。また、企業の中間管理者や従業員を指導するための能力として、MTC は「ビジネススキル・マネジメントスキル」の CRT を受講した。

CRT 終了後、分野毎のコンサルテーションを通して、JICA 専門家は、MTC の企業指導能力強化を図った。1 年次終了時点で、「第 1 次評価」を行い、前述の達成指標を充たした者は「マスタートレーナー実習課程 (後進育成)」に進んだ。

MT 育成の方法は図 6 及び 7 に示すように、1 年次においては JICA 専門家が CRT、コンサルテーションを通して MTC を育成した。2 年次、3 年次においては、MTC が TC の CRT を主体的に実施し、かつ JICA 専門家の支援を受け、コンサルテーションを実施した。MTC の能力は、実際のコンサルテーションの経験、コンサルテーションの中で TC に指導する経験を通して強化された。

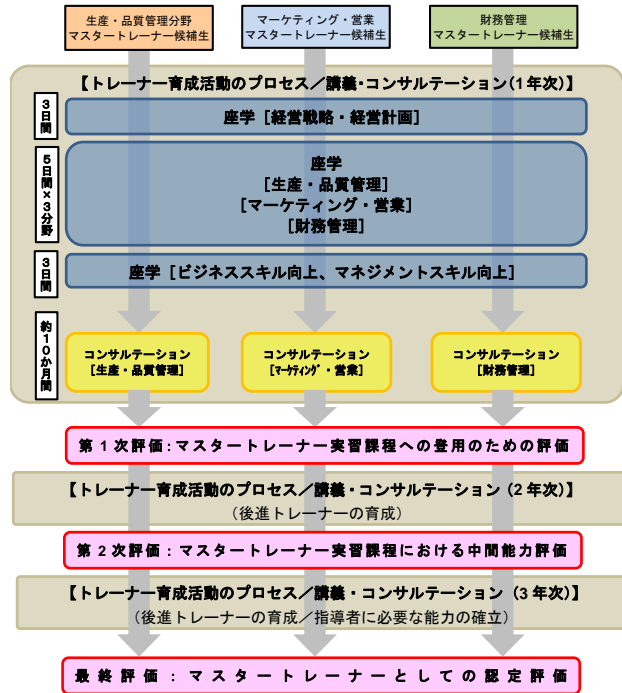


図 5: MT 育成の流れ

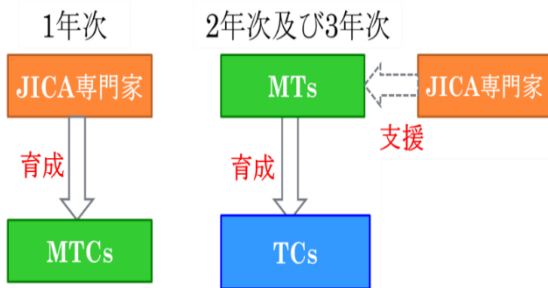


図 6: MTC・TC の育成方法 -CRT

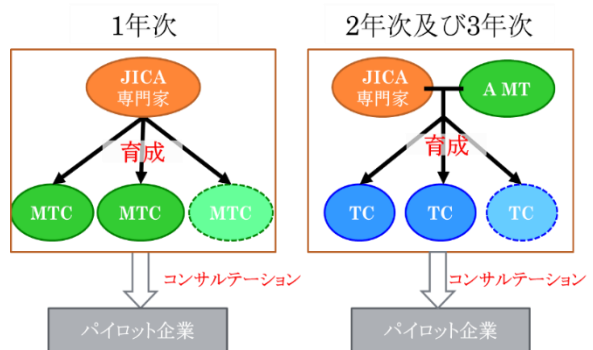


図 7: MTC・TC の育成方法 - コンサルテーション

(d) MTC の能力評価項目

MTC の能力評価は、以下に示す「A.知識評価」「B.スキル評価」及び前述の「C.人格素質評価」の 3 種の内容で評価した (Box 2)。

【Box 2】能力評価項目

- A. 知識評価・・・習得すべき知識項目に関するペーパーテストで評価。
- B. スキル評価・・・講義、コンサルティングでトレーナーを指導するために必要な知識・実践的能力を後述「Skill Map」を活用し、JICA 専門家が総合的に評価。
- C. 人格素質評価・・・マスタートレーナー候補生の選抜時と同一の基準。講義、コンサルテーション活動を通して、JICA 専門家が評価。

「B. スキル評価」で、講義、コンサルテーションに関する知識、実践的能力を評価するために活用する「Skill Map」は、JICA 生産性向上関連プロジェクト（チュニジア、ケニア、ザンビア）で活用したものである。第1回現地業務では、この Skill Map を基に、ケニア中小企業における経営管理の実情を踏まえ、本プロジェクトで使用する3分野の Skill Map を作成した（表13）。第1回現地業務では同 Skill Map を活用して、MTC は自己評価を実施した。JICA 専門家と面談を行い、能力レベルのベースラインが確定した。

(e)MT としての能力評価指標

マスタートレーナー候補生をマスタートレーナーとして認定するための達成指標を以下【Box 3】に示す。「第1次評価（1年次終了時点）」、「第2次評価（2年次終了時点）」、「最終評価（3年次終了時点）」毎に段階的に指標を設定し、定期的にモニタリングを行う。

第1回現地業務において、以下の達成指標が JICA プロジェクトチームと KIBT の間で合意された。

表 13: Skill Map (生産・品質管理分野の例)

Skill Map of Master Trainer (MT)- (1) Capability of Classroom Training

[Production and Quality Management]

Name of MT: _____ Name of Assessor: _____

Date of Assessment: _____ Occasion: Baseline / First / Second Final

Theme		Ability Level	Level 1: Not able to implement CRT	Level 2: Able to implement CRT with advice of JICA-E	Level 3: Able to implement CRT by himself/herself	Level 4: Achieve level 3 and also able to instruct trainers how to implement CRT	Level 5: Achieve level 4 and also able to revise/develop the guideline & tools
		Ability Level	Level 1: Not able to implement CRT	Level 2: Able to implement CRT with advice of JICA-E	Level 3: Able to implement CRT by himself/herself	Level 4: Achieve level 3 and also able to instruct trainers how to implement CRT	Level 5: Achieve level 4 and also able to revise/develop the guideline & tools
Production management	Production flow						
	Production planning						
	Production control						
	4M						
	MTO and MTS						
5S	KAIZEN						
	7 Wastes						
	Visual Control						
	Layout improvement						
	Transportation activity index						
	SMED						
	Stock control						
IE	Process analysis						
	Work sampling						
	Man machine chart						
	Time study						
QC 7 tools	Check sheet						
	Pareto Chart						
	Fish bone chart						
Cost control							
ISO and HACCP							

Note: Level 1 (1 point), Level 2 (2 points), Level 3 (3 points), Level 4 (4 points), Level 5 (5 points)

Skill Map of Master Trainer (MT)- (2) Capability of On-Site Consultancy

[Production and Quality Management]

Name of MT: _____ Name of Assessor: _____

Date of Assessment: _____ Occasion: Baseline / First / Second Final

Theme		Ability Level	Level 1: Not able to implement on-site consultancy	Level 2: Able to implement on-site consultancy with advice of JICA-E	Level 3: Able to implement on-site consultancy by himself/herself	Level 4: Achieve level 3 and also able to instruct trainers how to implement on-site consultancy	Level 5: Achieve level 4 and also able to revise/develop the guideline & tools
		Ability Level	Level 1: Not able to implement on-site consultancy	Level 2: Able to implement on-site consultancy with advice of JICA-E	Level 3: Able to implement on-site consultancy by himself/herself	Level 4: Achieve level 3 and also able to instruct trainers how to implement on-site consultancy	Level 5: Achieve level 4 and also able to revise/develop the guideline & tools
Production management	Production flow						
	Production planning						
	Production control						
	4M						
	MTO and MTS						
5S	KAIZEN						
	7 Wastes						
	Visual Control						
	Layout improvement						
	Transportation activity index						
	SMED						
	Stock control						
IE	Process analysis						
	Work sampling						
	Man machine chart						
	Time study						
QC 7 tools	Check sheet						
	Pareto Chart						
	Fish bone chart						
ISO and HACCP							
Cost control							
Consulting tool	Proposal making						
	Action planning						
	Process control						

Note: Level 1 (1 point), Level 2 (2 points), Level 3 (3 points), Level 4 (4 points), Level 5 (5 points)

[Box 3] MTとして認定するための達成指標

第1次評価:1年次終了時点(MT実習課程(後進育成)への登用のための評価)

- A. 知識項目…筆記試験で70点以上(100点満点)
 - B. スキル項目…Skill Mapの能力評価で、全能力項目の平均が「3.0」(「独力で講義、コンサルティング活動を行うことができるレベル」)以上
 - C. 人格素質項目…全項目の平均が「3.0」以上
 - D. コンサルティング活動実績評価…コンサルテーション経験企業数累計4社以上、コンサルテーション活動への出席率90%以上、コンサルテーション報告書提出率100%、パイロット企業での経営改善ケースシートの作成1社当たり2件以上(累計8件)
- ※B、CはJICA専門家が評価する。
 ※DはJICA専門家が報告書及びケースシートの内容確認を行う。

第2次評価:2年次終了時点(MT実習課程における中間能力評価)

- B. スキル項目…Skill Mapの能力評価で、全能力項目の平均が「3.5」(「独力で講義、コンサルテーション活動が実施でき、かつ過半数の技術項目で後進の指導ができるレベル」)以上
 - C. 人格素質項目…全項目の平均が「3.5」以上
 - D. コンサルティング活動実績評価…コンサルテーション経験企業数累計6社以上、コンサルテーション活動への出席率90%以上、コンサルテーション報告書提出率100%、パイロット企業での経営改善ケースシートの作成1社当たり2件以上(累計12件)
- ※Aはすでにクリア済みなので、第2次には評価しない。
 ※B、CはJICA専門家が評価する。
 ※DはJICA専門家が報告書及びケースシートの内容確認を行う。

最終評価:本プロジェクト終了時点(MTとしての認定評価)

- B. スキル項目…Skill Mapの能力評価で、全能力項目の平均が「4.0」(「独力で講義、コンサルテーション活動が実施でき、かつ後進の指導ができるレベル」)以上
 - C. 人格素質項目…全項目の平均が「4.0」以上
 - D. コンサルティング活動実績評価…コンサルテーション経験企業数累計8社以上、コンサルテーション活動への出席率90%以上、コンサルテーション報告書提出率100%、パイロット企業での経営改善ケースシートの作成1社当たり2件以上(累計16件以上)
- ※Aはすでにクリア済みなので、最終評価では評価しない。
 ※B、CはJICA専門家が評価する。
 ※DはJICA専門家が報告書及びケースシートの内容確認を行う。

(f) MTC向けCRTの実施

MTC向けのCRTは、1年次に4つの経営管理分野、すなわち、「経営戦略・計画/マーケティング・営業」、「ビジネススキル・マネジメントスキル」「財務管理」、「生産・品質管理」で実施された。CRTの実施概要は表14に示すとおり。4つのCRTの日程表、内容は次頁以下に示すとおり。

表14: MTC向けCRTの概要

テーマ	月日	日数	出席率	試験結果
経営戦略/計画・マーケティング/営業	2015年10月26日(月)-11月4日(水)	8	97.5%	79.6/100
ビジネススキル・マネジメントスキル	2016年1月13日(水)-15日(金)	3	95%	84.4/100
財務管理	2016年1月25日(月)-29日(金)	5	98%	87.6/100
生産・品質管理	2016年4月4日(月)-8日(金)	5	93%	93.2/100-

[1 年次 MTC 向け CRT の日程・内容]

1. 経営戦略／計画・マーケティング／営業

2015 年 10 月 26 日 (月)–11 月 4 日 (水) 於：Sagret Hotel Equatorial

月日	AM (9:00-12:00)	PM (13:00-16:00)
2015 年 10 月 26 日 (月)	I. 経営戦略・計画 1.経営戦略の構造 ・グローバル競争における多様性・スピード ・戦略経営の定義 ・差別化のための方向性の統一 ・イノベーションを創出する組織の構築	[演習 1] アパレル中小企業におけるグローバル競争における市場変化への対応
2015 年 10 月 27 日 (火)	2.経営戦略・計画のためのフレームワーク・手法 PEST(Politics, Economy, Society, Technical) / 3C / Core competence / Growth Vector / PPM(プロダクト・ポートフォリオ・マネジメント) / PLC(プロダクト・ライフサイクル/Five forces/バリューチェーン / 競争戦略 / STP(Segmentation, Targeting, Positioning) / ビジネスプランモデル計画のフレームワーク	[演習 2] 自組織をいかに変革するか(フレームワークの演習)?
2015 年 10 月 28 日 (水)	3.経営診断・評価 ・経営診断の流れ ・経営診断の方法とチェックポイント	[演習 3] 売上が減少している企業の経営診断
2015 年 10 月 29 日 (木)	II. マーケティング・営業 1.マーケティング理論の変遷 ・顧客と企業の関係性の変化とマーケティング理論のインパクト ・グローバル競争下の顧客価値創造とマーケティング活動	・マーケティング計画 [演習 1] 食品加工企業～顧客の嗜好の変化や競争にいかに関与するか?
2015 年 10 月 30 日 (金)	1. マーケティング理論の変遷 (続き) ・マーケティング実施体制と戦略 ・マーケティングの効率的な管理 2.マーケティングリサーチとターゲットマーケティング ・マーケティングリサーチの意義とその計画	[演習 2] リゾートホテル～顧客ニーズを捉え、いかに経営回復を進めるか?
2015 年 11 月 2 日 (月)	4. 顧客行動と企業の対応 ・顧客行動と意思決定 ・組織別の購買タイプ・組織構造上の影響 ・政府購買の特徴 4.マーケティングにおけるセグメンテーション ・セグメンテーションの考え方とポジショニングマップ	5. マーケティングミックス ・考え方と実践手法 [演習 3] 食品加工企業～セグメンテーションとマーケティングミックスを適用し、いかに売上の低下に歯止めをかけるか?
2015 年 11 月 3 日 (火)	6.新製品開発 ・考え方と流れ ・計画づくりと管理 7.営業戦略と顧客とのコミュニケーション ・顧客との関係性向上 ・営業管理	[Exercise 4] Do It Yourself 型 Shop～大型ショップととに競争し、生き残るか?
2015 年 11 月 4 日 (水)	8.マーケティング・営業の分析 ・分析のフレームワーク解説 ・留意点	・グループ討議 III. 試験と研修評価

2. ビジネススキル・マネジメントスキル

2016年1月13日(水)～15日(金) 於：Sagret Hotel Equatorial

月日	AM (9:00-12:00)	PM (13:00-16:00)
2016年 1月13日 (水)	I. ビジネススキル 1. 職業人としての考え方 2. 職場のルール 3. チームワーク 4. 効果的な仕事の進め方 - PDCAの基本 - 報告・連絡・相談 - 5W1H+1H - ビジネスコミュニケーション	II. マネジメントスキル 1. 管理者の役割 - 経営管理と組織 - 経営ビジョンとミッション 2. 業績管理 - 業績指標と KPI - 管理者にとっての PDCA ✓ 研修成果活用シートの記入
2016年 1月14日 (木)	✓ 一日目の復習 2. 業績管理 (続き) - 問題解決手法 - ケーススタディ- 売れ残った手帳 3. 部下育成 - OJT と業務指示 - 動機付け理論	3. 部下育成 (続き) - カウンセリングマインド - コーチング - 傾聴 (Exercise) ✓ 研修成果活用シートの記入
2016年 1月15日 (金)	✓ 二日目の復習 4. 組織能力の向上 - チームマネジメント - 組織文化 - Knowledge management 5. 組織変革のためのリーダーシップ - リーダーシップ理論	5. 組織変革のためのリーダーシップ (続き) - リーダーシップ事例研究- (ビデオ) ホンダを創った二人の男 ✓ 三日目の復習 ✓ 研修成果活用シートの記入 III. 試験と研修評価

3. 財務管理

2016年1月25日(月)～29日(金) 於：Sagret Hotel Equatorial

月日	AM (9:00-12:00)	PM (13:00-16:00)
2016年 1月25日 (月)	1. 財務諸表 ➤ 貸借対照表と損益計算書 ➤ キャッシュフロー ➤ ビジネス毎の財務の特徴 ➤ 発生主義と現金主義	2. 財務分析 ➤ 様々な指標による分析 ➤ ケーススタディ
2016年 1月26日 (火)	3. 収入／コスト構造 ➤ 変動費と固定費 ➤ Break Even Point ➤ 売掛金回収期間 ➤ 財務諸表のやりくり	4. 管理会計 ➤ 財務体系 ➤ 管理会計と財務会計 ➤ 中期経営計画 ➤ ケーススタディ
2016年 1月27日 (水)	5. 原価計算 ➤ コスト構造 ➤ 製造原価計算 ➤ 総合原価計算	6. 原価計算 (続き) ➤ 加重平均法と先入先出法 ➤ 標準原価 ➤ 分散分析
2016年 1月28日 (木)	7. ビジネス管理 ➤ 分析ツールの活用 ➤ 企業成長のためのロードマップ ➤ 業績評価	8. ケーススタディ ➤ A社5年間の財務分析
2016年 1月29日 (金)	8. ケーススタディ(続き) ➤ グループ討議 ➤ プレゼンテーション資料の作成	8. ケーススタディ(続き) ➤ プレゼンテーション ➤ 講師コメント・サンプル事例の解説 9. 試験・研修評価

4.生産・品質管理

2016年4月4日(月)～8日(金) 於：Sagret Hotel Equatorial

月日	AM (9:00-12:00)	PM (13:00-16:00)
2016年 4月4日(月)	1.生産管理のしくみ ・生産3要素と4条件 ・生産管理の基本機能 【演習】ワークフロー表の作成と改善	2.5Sの実践 ・5Sの概念と効果 ・5Sの実施方法 【演習】5Sチェックシートによる5Sパトロール
2016年 4月5日(火)	3.目で見える管理 ・目で見える管理推進の流れとチェックポイント ・QCD(品質-コスト-納期)の目で見える管理 【演習】ABC分析を踏まえた改善ターゲットの設定	4.IE手法を活用したムダどり ・IE(Industrial Engineering)の概念、実施手法 ・工程分析 ・稼働分析と作業分析 ・レイアウト
2016年 4月6日(水)	・ラインバランスの改善 ・IEケーススタディ 5.生産計画と生産統制 ・生産計画の流れ、生産計画の作成 ・生産統制の方法	6.原価計算と原価企画 ・原価計算の必要性 ・原価計算の流れと方法 【演習】原価計算-A社の事例(中小企業)
2016年 4月7日(木)	7.品質管理活動 ・統計的品質管理 ・QC7つ道具(パレート図、特性要因図、等)	・QCストーリーを活用した問題解決 ・TQM(総合的品質経営) ・QCのケーススタディ 【演習】特性要因図を活用した品質課題の分析
2016年 4月8日(金)	8.生産・品質管理コンサルテーションの進め方 ・工場での品質データの収集と分析 ・経営者のコミットメントとKAIZEN活動への従業員の参画	9.試験・研修評価

講義に関する受講生(MTC)の満足度は高い結果となった。こうした高い満足度を得るために、講義実施につき、JICA 専門家は以下の工夫を行った。

- 日本や他国の優れた企業の事例を多く活用した。また、コンサルティング活動での適用を考慮し、ケニア企業を対象にした経営分析演習を実施した。
- MTCの理解力向上を図るため、前日の講義の復習に多くの時間を割いた。また、重要な項目については、複数の演習を実施して理解力の向上に取り組んだ。
- 多くの演習はグループワークの形で実施した。その結果、MTCは、相互に学びあうとともに、メンバー間の技術移転を促した。



MTC 向け講義 (マーケティング・営業分野)



分野別定例会議の様子 (生産・品質管理分野)

(g)パイロット企業を対象にしたコンサルテーションの実施

i)パイロット企業の概要

コンサルテーションは、「生産・品質管理」「マーケティング・営業」「財務管理」の3分野で実施された。3年間のパイロット企業の一覧は表 15-17 に示すとおり。パイロット企業の選考方法、各社でのコンサルテーションのテーマ等の詳細については、「2.5 成果 3 (パイロット企業において企業業績が向上する)」に記載する。

表 15: 1 年次パイロット企業の一覧

No.	企業名	業種	従業員数	所在地	主要製品
1	Centrofood Industries	食品/農産加工	35	ティカ	ケチャップ・ジュース
2	Megh Cushion Industries	自動車部品	105	ナイロビ	自動車用シート、金属部品
3	Auto Ancillaries	自動車部品	150	ナイロビ	自動車用板バネ
4	Match Electrical	家具/金属加工	50	ティカ	道路用照明設備、金属部品
5	Kikoy Mall	繊維縫製	38	アティリバー	タオル、婦人服

*1 年次のコンサルテーションは上記 5 社いずれに対しても 3 分野すべてで実施された。

表 16: 2 年次パイロット企業の一覧

No.	企業名	業種	従業員数	所在地	主要製品	実施するコンサルテーションの分野
1	Ultravetis	食品/農業	61	ナイロビ	農薬	3 分野すべて
2	Hope Uniforms	繊維縫製	17	ナイロビ	学生服	マーケティング/財務管理のみ
3	Turea Ltd.	家具/金属加工	60	ラアルー	マットレス	3 分野すべて
4	Mambo Interior	家具/金属加工	15	ナイロビ	木製家具	マーケティング/財務管理のみ
5	Sadolin	自動車部品	300	ナイロビ	塗料	生産・品質管理のみ
6	Balm Industries	ヘルスケア	16	カリオバンギ	シャンプー、ヘアジェル、ハンドクリーム	3 分野すべて
7	Colour Labels Ltd	印刷業	120	ナイロビ	各種ラベル	3 分野すべて
8	Palmy Enterprise	衛生用品	46	ナイロビ	ティッシュ、テーブルナプキン	3 分野すべて
9	Plast Packaging	プラスチック	180	ナイロビ	プラスチックボトル	生産・品質管理のみ

表 17: 3 年次パイロット企業の一覧

No.	企業名	業種	従業員数	所在地	主要製品	コンサルテーション実施分野
1	Welding Alloys	家具/金属加工	100	アティリバー	溶接棒	3 分野
2	Kenya Coach Ind.	自動車部品	180	ナイロビ	車体製造、組立（バス、トラック）	3 分野
3	Branan Flowers	食品/農業	470	ティカ	花卉（バラ）	3 分野
4	Plast Packaging	プラスチック	180	ナイロビ	プラスチックボトル	マーケティング・営業/財務管理
5	Thika Cloth Mills	繊維縫製	200	ティカ	衣服、制服	生産・品質管理
6	Miyonga Fresh Greens	食品/農業	28	ナイロビ	生鮮果実、野菜加工	3 分野
7	Chui Auto Springs Industries	自動車部品	75	ナイロビ	板ばね、金属部品	3 分野

ii) 実施の流れ

パイロット企業選考後、コンサルテーションのための企業訪問は、1 社あたり 6 回以上で実施した。コンサルテーションは「第 1 段階：コンサルテーションテーマの設定・計画策定」（訪問 1 回）、「第 2 段階：経営課題の特定、改善計画の策定、及び経営改善活動の実施」（訪問 3 回）、「第 3 段階：コンサルティング活動の成果評価と今後の活動への提案」（訪問 2 回）で構成した。それに加えて、MTC 及び TC は、JICA 専門家がケニアを不在とする期間にも月 1 回程度を目途に、各パイロット企業を訪問した。この訪問において、コンサルティング活動のフォローアップ、企業への助言提供、コンサルティングレポート作成等を通して、MTC 及び TC のコンサルティング実務能力の向上を図った。

第 1 回現地業務において、JICA 専門家と KIBT は、コンサルテーションの実施方法につき以下の点に合意した。

- KIBT は本プロジェクトと並行して、通常業務として零細小企業向けのビジネスサービスを実施しているため、すべての MTC がすべてのパイロット企業での活動に参加することは難しい。そのため、生産・品質管理分野、及び財務管理分野については、3 名中 2 名の MTC がコンサルテーションに参加し、残り 1 名が他事業の業務を実施する。マーケティング・営業分野に関しては、MTC が 4 名いるため、2 名又は 3 名の MTC が 1 社あたりのコンサルテーション活動に携わる。その結果、「一人あたり合計 4 社以上の会社でのコンサルテーションを経験する」という指標を達成できるように MTC の配置を行う。
- 各社を担当する各分野 MTC 2 名のうち 1 名を「リーダー」に任命し、リーダーとしての経験を積ませることで、積極性、協調性、リーダーシップ等の人格素養が養成されるようにする。
- JICA 専門家と MTC とのコンサルテーションの進捗の共有化、次回の訪問時に実施すべき活動を検討する等のために、分野別の定例会議を毎週 1 回実施する。
- 6 社での各分野のコンサルテーション活動の成果（成功例、課題等）を共有するため、JICA 専門家及びすべての MTC が参加する「コンサルテーション経験・共有のためのワークショップ」を定期的に開催する。

上記の実施方法はほぼ予定通り実行された。例えば、分野毎の定例会議は各社におけるコンサルテーション活動の課題を検討し、今後の取り組みを考える上で貴重な機会となった。「コンサルテ

ーション経験・共有のためのワークショップ」は、MTCやTC、JICAプロジェクトチーム、KIBT幹部が参加する形で年に一度開催された。各パイロット企業におけるコンサルテーションの内容、方法等につき参加者間で活発な議論が行われた。また、MTC及びTCは、毎回のJCCや成果広報セミナーにおいてパイロット企業における成功事例とその要因、有効な経営手法等に関してプレゼンテーションを行った。

(h)その他の能力強化の方法

その他のMTCの能力強化の方法として、「新規ビジネスサービスのガイドライン・ツールの開発」「コンサルティング報告書の作成」「パイロット企業での経営改善ケースシートの作成」等である。「新規ビジネスサービスのガイドライン・ツールの開発」に関しては、前述のように1年次にガイドライン及びツールの初版がJICA専門家により開発された。2年次において、それらはMTCが中心となり改訂され、2年次及び3年次のTC向けの座学研修で活用された。

「コンサルティング報告書の作成」及び「パイロット企業での経営改善ケースシートの作成」については、いずれも「コンサルティング活動実績評価」の達成指標として設定されている。MTCは、JICA専門家やTCと協力の上、訪問毎にコンサルティングレポートを作成した。また、MTCはパイロット企業での経営改善のベストプラクティスを簡潔にとりまとめた「ケースシートの作成」にも携わった。JICA専門家やTCの支援を得て、3年間、パイロット企業毎に各分野2件の経営改善の事例をケースシートとしてとりまとめた。

(i) MTCの能力評価

「(d) MTの能力評価項目」で記載したように、MTCの能力向上の結果については達成指標を踏まえ、定期的に評価が行われた。「A.知識評価」に関しては、達成指標は「各CRT終了後の筆記試験で70点以上(100点満点)」であった。表18は評価結果を示すものである。多くのMTCが達成指標をクリアしている。達成指標をクリアできなかったMTCには補講が実施され、その後の能力の再評価で必要な知識を習得したことが確認された。他公務の関係で、CRT「マーケティング・営業」に参加することができなかったMTCには補講が実施され、補講後の能力評価で必要な知識を習得したことが確認された。

表 18: MTCの能力評価 (1)

MTC	A. 知識項目			
	生産・品質管理	マーケティング／営業	財務管理	ビジネススキル／マネジメントスキル
1	92%	60%	72%	68%
2	84%	80%	96%	96%
3	96%	80%	88%	96%
4	96%	80%	100%	80%
5	96%	88%	92%	84%
6	92%	92%	84%	84%
7	92%	72%	88%	84%
8	96%	84%	80%	84%
9	92%	80%	88%	72%
10	96%	80%	88%	96%
11	80%	-	60%	64%

[最終評価における達成指標]
A.知識評価：各CRT終了後の筆記試験で70点以上(100点満点)

表19は、「B.スキル評価」「C.人格素質評価」「D.コンサルティング活動実績評価」及び認定可否を示すものである。同表で示すように、最終的に8名のMTCが達成指標をクリアし、MTとして認定された。3名のMTCは以下の理由でMTとして認定されるに至らなかった。

- 2017年3月に財務管理分野に属する1名のMTCがKIBTから離職した。その補完のため、2年次に育成したTrainer1名が3年次初め(2017年10月)からMTCとしてのMT実習課程に加わった。

- 2017年11月にマーケティング・営業分野のMTC1名がKIBTのKisumu地域事務所に異動となり、本プロジェクトのMT育成プログラムに参加し続けることができなくなった。しかしながら、異動後、彼は同地域の中小企業を支援することを通して、習得したスキルを活用していることが確認されている。具体的には、彼は改善された研修ツールを活用し、ビジネス研修を提供している。また、Kisumu地域の4社（食品加工2社、繊維縫製1社、金属加工1社）と2019/2020年度におけるコンサルテーション実施に関する合意に至ったとのことである。
- 前述した3年次にMT実習課程に加わったMTC1名については、MT実習課程での経験が1年のみ（MTCは原則2年間のMT実習課程を経験することを想定）であるため、MTとして認定されるために必要なコンサルテーションの実務経験を未だ備えていないことが本プロジェクト終了時において確認された。

表 19: MTC の能力評価 (2)

MTC	B. スキル評価								C. 人格素質評価			D. コンサルティング活動実績評価				MT認定可否
	座学				コンサルテーション				第1回	第2回	最終	(1)コンサルテーションを実施した企業数	(2)出席率	(3)コンサルテーション報告書提出率	(4)ケースシート作成件数	
	ベースライン	1回	第2回	最終	ベースライン	第1回	第2回	最終								
1	2.33	3.10	3.81	4.14	2.13	3.00	3.50	4.21	3.40	3.70	4.20	8	83.7%	100%	16	MTとして認定
2	2.38	3.14	3.57	4.10	2.17	3.00	3.54	4.00	3.40	3.70	4.00	8	89.3%	100%	16	MTとして認定
3	2.33	3.00	3.52	4.29	2.13	3.00	3.58	4.08	3.40	3.70	4.00	8	86.3%	100%	16	MTとして認定
4	2.64	3.00	3.50	-	2.50	3.00	3.50	-	3.00	3.36	3.54	6	91.3%	100%	12	MTとして認定せず
5	2.71	3.00	3.50	4.00	2.14	3.00	3.50	4.00	3.00	3.36	4.00	8	97.0%	100%	16	MTとして認定
6	2.79	3.00	3.50	4.00	2.29	3.00	3.50	4.00	3.00	3.36	4.00	8	90.5%	100%	16	MTとして認定
7	2.43	3.14	3.79	4.00	2.43	3.00	3.64	4.00	3.70	4.09	4.09	8	95.9%	100%	16	MTとして認定
8	2.11	3.06	-	-	2.18	3.00	-	-	3.00	-	-	8	91.6%	100%	16	MTとして認定
9	2.17	3.00	3.50	4.00	2.09	3.00	3.45	4.00	3.00	3.50	4.10	8	94.9%	100%	16	MTとして認定
10	2.50	3.44	3.56	4.28	2.09	3.09	3.45	4.36	3.30	3.50	4.20					MTとして認定せず
11	2.22	2.50	-	-	3.00	2.18	2.45	-	3.00	3.20	-	6	91.7%	100%	12	MTとして認定せず

[最終評価での達成指標]

B.スキル評価：Skill Map の能力評価で、全能力項目の平均が「4.0」（「独力で講義、コンサルテーション活動が実施でき、かつ後進の指導ができるレベル」）以上

C. 人格素質項目：全項目の平均が「4.0」以上

D.コンサルテーション活動実績評価：「コンサルテーション経験企業数累計 8 社」「コンサルテーション活動への出席率 90%以上」「コンサルテーション報告書提出率 100%」「パイロット企業での経営改善ケースシートの作成 1 社当たり 2 件以上（合計：16 件以上）」

(2) Trainer の能力育成

(a) Trainer 育成の流れと達成指標

2 年次及び 3 年次において、MTC は JICA 専門家の支援を得て、TC を育成するとともに、Trainer の育成を担う上級の Trainer としての経験を通して自身の能力強化を図った。TC 育成の流れは図 8 に示すとおり。1 年次の MTC 育成プログラム同様、CRT は「経営戦略・経営計画」「生産・品質管理」「マーケティング・営業」「財務管理」「ビジネススキル・マネジメントスキル」の 4 分野の座学で構成されている。CRT 終了後、TC は「生産・品質管理」「マーケティング・営業」「財務管理」いずれかの分野のコンサルテーションチームに加わった。TC はコンサルテーションをとおして 10 か月間 MTC 及び JICA 専門家から指導を受けた。

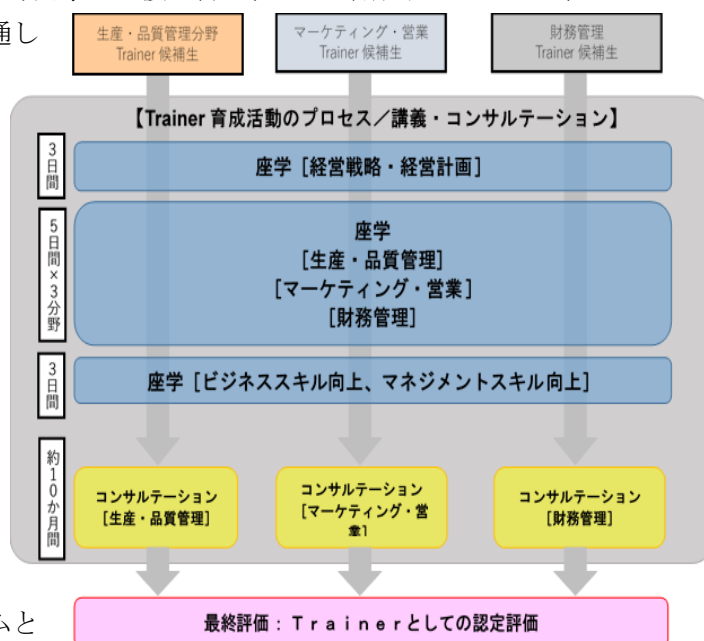


図 8: TC 育成の流れ

2016 年 8 月に、JICA プロジェクトチームと KIBT は TC の能力評価項目、達成指標に合意した (Box 4)。能力評価項目は MT のものと同様である (Box 4)。

[Box 4] Trainer として認定するための達成指標

- A. 知識項目…筆記試験で 60 点以上(100 点満点)
 - B. スキル項目…Skill Map の能力評価で、全能力項目の平均が「2.5」(「過半数の技術項目について、独力で講義、コンサルテーション活動を行うことができるレベル」)以上
 - C. 人格素質項目…全項目の平均が「3.0」以上
 - D. コンサルティング活動実績評価…コンサルテーション経験企業数累計 4 社以上、コンサルテーション活動への出席率 90%以上、コンサルテーション報告書提出率 100%、パイロット企業での経営改善ケースシートの作成 1 社当たり 2 件以上
- ※B、C は JICA 専門家が評価する。
 ※D は JICA 専門家が報告書及びケースシートの内容確認を行う。

(b) 2 年次 TC の能力育成

i) TC の選考

2016 年 7 月及び 8 月に、KIBT と JICA プロジェクトチームは 2 年次 TC の選考を行った。まず KIBT より KIBT Lecturer の中から 9 名が TC の対象者として推薦された。書類審査を 8 名が通過し、JICA 専門家との個別面接に進んだ。1 名は必要な資格要件を充たしていなかったため、KIBT が代替候補者を選考した。

JICA 専門家との個別面談は 2016 年 8 月初旬に実施された。面談の結果、当該 9 名が TC としての資格を有することが確認された (表 20)。

2年次のキックオフミーティングが2016年8月15日に開催された。同会議では、TC育成プログラムの流れ、方法、スケジュールがTCに説明された。

表 20: 2年次 TC の一覧表

No	分野	氏名
1	生産・品質管理	Mr. John Koross
2	生産・品質管理	Mr. Patrick Nyakundi
3	生産・品質管理	Mr. Solomon Kiawa
4	マーケティング・営業	Ms. Grace Fikirini
5	マーケティング・営業	Ms. Roseline Mumbo
6	マーケティング・営業	Mr. Amos Mulinge
7	財務管理	Mr. Ben Getange
8	財務管理	Mr. Patrick Mwaura
9	財務管理	Mr. Reuben Ngeno

ii) CRT の実施

表 21 に示すように TC 育成のため 4 つの CRT が実施された。前述したように、CRT は主に MTC が主体的に実施した。JCA 専門家は研修に同席し、必要に応じて助言を行った。TC への CRT を通して MTC も講師としての指導力の強化を図った。また、他の MTC が講師としての指導する様子から学び、MTC は自身の指導方法をいかに改善すべきかにつき具体的な示唆を得た。

表 21: 2年次 TC 向け CRT の概要

テーマ	月日 e	日	出席率	試験結果
経営戦略／計画・マーケティング／営業	2016年10月10日(月)―14日(金)、17日(月)―19日(水)	8	74.3%	79.4/100
生産・品質管理	2016年11月28日(月)―12月2日(金)	5	88.9%	86.2/100
ビジネススキル・マネジメントスキル	2016年12月5日(月)―7日(水)	3	98%	80.4/100
財務管理	2017年2月13日(月)―17日(金)	5	86.7%	58.2/100

TC 向けの 4 つの CRT の内容は [1年次 MTC 向け CRT の日程・内容]と同様。すべての座学研修を通して、出席率は総じて高かった。試験結果については、「財務管理」以外は平均点が高く、ほぼ全員の TC が「A.知識評価」の達成指標である「60 点以上 (100 点満点)」をクリアした。「財務管理」では、TC の理解が十分でなかったため、達成指標に満たない TC が何名かいた。彼らについては 2017 年 3 月初旬に補講を実施し、能力強化を図った。



MTによる指導の様子（マーケティング・営業のCRT）



MTによる指導の様子（生産・品質管理のCRT）

iii) 2年次パイロット企業を対象にしたコンサルテーションの実施

2年次のTCはコンサルテーションの実施を通して更なる能力強化を図った。2年次パイロット企業の一覧表は表 16 に示すとおり。パイロット企業の選考方法、各社でのコンサルテーションのテーマ等の詳細については、「2.5 成果 3（パイロット企業において企業業績が向上する）」に記載する。

2年次におけるコンサルテーションの実施の流れは以下のとおり。

- 1社1分野あたり1、2名のMTCがコンサルテーションを担当する。TCは1社1分野あたり2名が担当する。
- 1年次同様、コンサルテーションのための企業訪問は、1社あたり6回実施する。コンサルテーションは「第1段階：コンサルテーションテーマの設定・計画策定」（訪問1回）、「第2段階：経営課題の特定、改善計画の策定、及び経営改善活動の実施」（訪問3回）、「第3段階：コンサルティング活動の成果評価と今後の活動への提案」（訪問2回）で構成する。それに加えて、MTC及びTCは、JICA 専門家がケニアを不在とする期間、1か月に一度程度、パイロット企業を訪問する。
- JICA 専門家、MTC、TC とのコンサルテーションの進捗の共有化、次回の訪問時に実施すべき活動を検討する等のために、分野別の定例会議を毎週一度開催する。

2年次のパイロット企業を対象にしたコンサルテーションは2016年10月から開始された。

iv) その他の能力強化の方法

MTCの育成と同様に、TCの能力強化は「コンサルティング報告書の作成」及び「パイロット企業での経営改善ケースシートの作成」等を通して図られた。そのいずれも「コンサルティング活動実績評価」の達成指標として設定されていた。TCは、MTC及びJICA 専門家から支援を受けて、訪問毎にコンサルティングレポートを作成した。また、TCはMTCやJICA 専門家の支援を得て、2年次パイロット企業毎に各分野2件の経営改善の事例をケースシートとしてとりまとめた。

v) TC の能力評価

「(a) Trainer 育成の流れと達成指標」で記載したように、達成指標に従い、TC の能力評価は 2 年次末に実施された。「A.知識評価」に関しては、達成指標は「筆記試験で 60 点以上（100 点満点）」であった。表 22 は評価結果を示すものである。多くの TC が達成指標をクリアしている。達成指標をクリアできなかった TC は補講が実施され、その後の能力の再評価で必要な知識を習得したことが確認された。他公務の関係で、TC 向けの CRT「マーケティング・営業」に参加することができなかった TC には補講が実施され、補講後の能力評価で必要な知識を習得したことが確認された。

表 22: 2 年次 TC の能力評価 (1)

TC	A. 知識項目			
	生産・品質管理	マーケティング / 営業	財務管理	ビジネススキル / マネジメントスキル
1	84%	80%	32%	76%
2	84%	76%	48%	84%
3	88%	76%	68%	88%
4	92%	-	64%	84%
5	80%	80%	56%	88%
6	84%	80%	60%	72%
7	80%	-	60%	64%
8	92%	84%	68%	84%
9	92%	80%	68%	84%

[達成指標]
A. 知識評価：筆記試験で 60 点以上（100 点満点）

表 23 は、「B.スキル評価」「C.人格素質評価」「D.コンサルティング活動実績評価」及び認定可否を示すものである。同表で示すように、多くの TC が達成指標をクリアした。コンサルテーションの参加率（90%以上）を達成できなかった 4 名の TC には補講及び分野別の定例会議でコンサルテーション結果の共有化が図られた。最終評価で 9 名すべての TC が達成指標をクリアし、本プロジェクトの Trainer として認定された。

表 23: 2 年次 TC の能力評価 (2)

TC	B. スキル評価				C. 人格素質評価	D. コンサルティング活動実績評価				Trainer 認定可否
	CRT		OSC			(1)コンサルテーションを実施した企業数	(2)出席率	(3)コンサルテーション報告書提出率	(4)ケースシート作成件数	
	ベースライン	最終	ベースライン	最終						
1	2.32	3.23	1.52	3.20	3.70	4	74.0%	100%	8	Trainerとして認定
2	2.09	3.32	1.76	2.72	3.90	4	74.0%	100%	8	Trainerとして認定
3	1.59	3.23	1.76	2.92	3.50	4	73.0%	100%	8	Trainerとして認定
4	2.00	3.00	2.00	3.00	3.18	4	100.0%	100%	8	Trainerとして認定
5	2.00	3.00	2.00	2.86	3.09	4	92.0%	100%	8	Trainerとして認定
6	2.00	2.00	2.00	2.00	3.00	4	81.3%	100%	8	Trainerとして認定
7	2.22	2.50	2.18	2.50	3.20	4	94.4%	100%	8	Trainerとして認定
8	2.17	2.72	2.18	2.55	3.40	4	95.8%	100%	8	Trainerとして認定
9	2.17	2.61	2.18	2.55	3.50	4	90.2%	100%	8	Trainerとして認定

[最終評価での達成指標]

B.スキル評価：Skill Map の能力評価で、全能力項目の平均が「2.5」（「過半数の技術項目について、独力で講義、コンサルティング活動を行うことができるレベル」）以上

C. 人格素質項目：全項目の平均が「3.0」以上

D.コンサルテーション活動実績評価：「コンサルテーション経験企業数累計 8 社」「コンサルテーション活動への出席率 90%以上」「コンサルテーション報告書提出率 100%」「パイロット企業での経営改善ケースシートの作成 1 社当たり 2 件以上（合計：8 件以上）」

(c) 3年次 TC の能力育成

i) TC の選考

「2.3 成果 1. (6)-(c) 3年次の TC 育成プログラムへの参加に関する協力」に示したように、2年次末に KIBT-JICA チームは、3年次の TC 育成に関して、産業・貿易・組合省貿易局国内貿易部、KNCCI、KIRDI、NPCC 等の協力機関から研修生を募って実施することを決めた。8名の候補者が協力機関から推薦され（KNCCI から2名、KIRDI から1名、NPCC から2名、貿易局から3名）、1名が KIBT（地域事務所）から推薦された。2017年7月に書類審査、個別面談により選考が行われた。その結果、9名が3年次の TC として選ばれた。第3年次のキックオフミーティングが2017年7月20日に開催された。同会議では、TC 育成プログラムの流れ、方法、スケジュールが TC に説明された。

しかし、KIBT から選考された TC がナイロビ滞在時の旅費負担の関係で TC 育成プログラムに参加できないことになった。その結果、KIBT-JICA チームは産業・貿易・組合省貿易局国内貿易部と追加の研修生派遣を打診した。最終的に、2017年10月末に同課の職員1名が TC 育成プログラムに参加することとなった。最終的な3年次の TC 一覧表は表 24 のとおり。

表 24: 3年次 TC の一覧表

No	分野	氏名	所属機関
1	生産・品質管理	Ms. Agnes Mueni Sammy	KIRDI
2	生産・品質管理	Ms. Emily Kagendo Mutegi	NPCC
3	生産・品質管理	Ms. Wilbroda Namunapa Okaka	NPCC
4	マーケティング・営業	Ms. Mabel Ambiyo Omurambi	KNCCI
5	マーケティング・営業	Mr. Alex Kachumo Tomereng	Internal Trade
6	マーケティング・営業	Mr. Lucas R. W. Mwago	Internal Trade
7	財務管理	Mr. Stephen Osedo	KNCCI
8	財務管理	Mr. Tobias Odongo Ogondi	Internal Trade
9	財務管理	Mr. Japheth Atito	Internal Trade

ii) CRT の実施

表 25 に示すように TC 育成のため4つの CRT が実施された。前年次と同様、CRT は主に MTC が主体的に実施した。多くの TC がすべての座学研修を通して、出席率は高かった。JCA 専門家は研修に同席し、必要に応じて助言を行った。TC への CRT を通して MTC も講師としての指導力の強化を図った。また、他の MTC が講師として指導する様子から学び、MTC は自身の指導方法をいかに改善すべきかにつき具体的な示唆を得た。

多くの TC が想定されていた出席率を上回り、「A.知識評価」の達成指標（筆記試験で100点満点中60点以上）をクリアした。出席率及び試験結果のスコアに達しなかった数名については補講を実施し、補講終了後、能力の再評価を行った。

表 25: 3 年次 TC 向け CRT の概要

テーマ	月日	日数	出席率	試験結果
経営戦略／計画・マーケティング／営業	2017年9月20日(水)-29日(金)	8	88.0%	78.7/100
ビジネススキル・マネジメントスキル	2017年11月20日(月)-24日(金)	5	91.7%	87.0/100
財務管理	2018年2月5日(月)-9日(金)	5	100%	73.3/100
生産・品質管理	2018年5月29日(火)-31日(木)	3	66.7%	82.0/100

*各座学研修終了後の筆記試験の結果、60点以上(100点満点)が合格。



MTが講師を務めたTC向けの座学研修
(経営戦略／計画・マーケティング／営業)



MTが講師を務めたTC向けの座学研修
(生産・品質管理)

iii) 3年次パイロット企業を対象にしたコンサルテーションの実施

前年次同様、3年次のTCはコンサルテーションの実施を通して更なる能力強化を図った。3年次パイロット企業の一覧表は表17に示すとおり。パイロット企業の選考方法、各社でのコンサルテーションのテーマ等の詳細については、「2.5 成果3(パイロット企業において企業業績が向上する)」に記載する。

3年次におけるコンサルテーション実施の流れは以下のとおり。

- 1社1分野あたり1、2名のMTCがコンサルテーションを担当する。TCは1社1分野あたり2名が担当する。
- 1、2年次同様、コンサルテーションのための企業訪問は、1社あたり6回実施する。コンサルテーションは「第1段階：コンサルテーションテーマの設定・計画策定」(訪問1回)、「第2段階：経営課題の特定、改善計画の策定、及び経営改善活動の実施」(訪問3回)、「第3段階：コンサルティング活動の成果評価と今後の活動への提案」(訪問2回)で構成されている。それに加えて、MTC及びTCは、JICA専門家がケニアを不在とする期間、1か月に一度程度、パイロット企業を訪問する。
- JICA専門家、MTC、TCとのコンサルテーションの進捗の共有化、次回の訪問時に実施すべき活動を検討する等のために、分野別の定例会議を毎週一度開催する。

3年次のパイロット企業を対象にしたコンサルテーションは2017年10月から開始された。

iv) その他の能力強化の方法

MTC 及び 2 年次の TC 育成と同様に、TC の能力強化は「コンサルティング報告書の作成」及び「パイロット企業での経営改善ケースシートの作成」等を通して図られた。そのいずれも「コンサルティング活動実績評価」の達成指標として設定されていた。TC は、MTC 及び JICA 専門家から支援を受けて、訪問毎にコンサルティングレポートを作成した。また、TC は MTC や JICA 専門家の支援を得て、3 年次パイロット企業毎に各分野 2 件の経営改善の事例をケースシートとしてとりまとめた。

v) TC の能力評価

「(a) Trainer 育成の流れと達成指標」で記載したように、達成指標に従い、TC の能力評価は 2 年次末（2017 年 7 月）に実施された。

「A. 知識評価」に関しては、達成指標は「筆記試験で 60 点以上（100 点満点）」であった。表 26 は評価結果を示すものである。多くの TC が達成指標をクリアしている。達成指標をクリアできなかった TC は補講が実施され、その後の能力の再評価で必要な知識を習得したことが確認された。他公務の関係で、TC 向けの CRT「マーケティング・営業」或いは

「ビジネススキル・マネジメントスキル」に参加することができなかった TC には補講が実施され、補講後の能力評価で必要な知識を習得したことが確認された。

表 27 は、「B. スキル評価」「C. 人格素質評価」「D. コンサルティング活動実績評価」及び認定可否を示すものである。同表で示すように、多くの TC が達成指標をクリアした。コンサルテーションの参加率（90%以上）を達成できなかった 2 名の TC には補講及び分野別の定例会議でコンサルテーション結果の共有化が図られた。最終評価で 9 名すべての TC が達成指標をクリアし、本プロジェクトの Trainer として認定された。

表 26: 3 年次 TC の能力評価 (1)

TC	A. 知識項目			
	生産・品質管理	マーケティング / 営業	財務管理	ビジネススキル/ マネジメントスキル
1	84%	76%	80%	76%
2	84%	76%	44%	88%
3	92%	76%	88%	84%
4	87%	96%	80%	84%
5	88%	-	56%	80%
6	88%	-	80%	-
7	80%	76%	92%	-
8	92%	72%	60%	80%
9	88%	-	80%	-

[達成指標]
A. 知識評価：筆記試験で 60 点以上（100 点満点）

表 27: 3 年次 TC の能力評価 (2)

TC	B. スキル評価				C. 人格素質 評価	D. コンサルティング活動実績評価				Trainer 認定可否
	CRT		OSC			(1)コンサルテ ーションを実施し た企業数	(2)出席率	(3)コンサルテ ーション 報告書提出率	(4)ケースシ ート 作成件数	
	ベースライン	最終	ベースライン	最終						
1	1.32	2.50	1.24	2.50	3.50	4	93.0%	100%	8	Trainerとして認定
2	1.50	2.50	2.00	2.52	3.50	4	90.0%	100%	8	Trainerとして認定
3	1.43	2.50	1.20	2.52	3.50	4	90.0%	100%	8	Trainerとして認定
4	2.50	3.00	2.50	3.00	3.36	4	100.0%	100%	8	Trainerとして認定
5	2.71	3.00	2.00	3.00	3.00	4	96.0%	100%	8	Trainerとして認定
6	2.36	2.79	2.43	3.00	3.36	4	92.0%	100%	8	Trainerとして認定
7	2.00	3.11	2.36	3.50	3.20	4	86.0%	100%	8	Trainerとして認定
8	2.61	2.89	2.73	3.50	3.40	4	85.0%	100%	8	Trainerとして認定
9	2.00	2.78	2.18	3.60	3.50	4	100.0%	100%	8	Trainerとして認定

[最終評価での達成指標]

B.スキル評価：Skill Map の能力評価で、全能力項目の平均が「2.5」（「過半数の技術項目について、独力で講義、コンサルティング活動を行うことができるレベル」）以上

C. 人格素質項目：全項目の平均が「3.0」以上

D.コンサルティング活動実績評価：「コンサルティング経験企業数累計 8 社」「コンサルティング活動への出席率 90%以上」「コンサルティング報告書提出率 100%」「パイロット企業での経営改善ケースシートの作成 1 社当たり 2 件以上（合計：8 件以上）」

(3) 特定テーマに関する Trainer の能力育成

本プロジェクトにおいては、前述の主要 3 分野「生産・品質管理」「マーケティング・営業」「財務管理」の他に、特定の経営管理分野、すなわち「ビジネススキル・マネジメントスキル」及び「ビジネスプラン」に関する Trainer の育成を行った。

(a) ビジネススキル・マネジメントスキル (BS/MS) に関する Trainers の育成

i) TC の選考

2017 年 10 月初めに、KIBT と JICA プロジェクトチームは 2 年次に育成された Trainer である KIBT の Lecturer 3 名（表 28）を BS/MS の TC として育成することに合意した。

表 28: BS/MS に関する TC の一覧表

No	氏名	組織
1	Mr. John Koross	KIBT
2	Mr. Patrick Nyakundi	KIBT
3	Ms. Roseline Mumbo	KIBT

ii) TC 育成の流れ

本分野 3 名の TC の育成の流れは図 9 に示すとおり。彼らは 2 年次の TC であったため、2 年次に BS/MS の CRT は修了していた。TC として選考した後、2017 年 10 月 9-11 日に開催されたパイロット企業向けモデル研修「マネジメントスキル（第 1 回）」に参加した。彼らは JICA 専門家の指導方法を観察するとともに、グループワークの指導、研修振り返り（前日の Recap）等を担当した。



図 9: ビジネススキル・マネジメントスキルに関する Trainer 育成の流れ

次に、2018 年 4 月 4-6 日に開催されたパイロット企業向けモデル研修「マネジメントスキル（第 2 回）」で講師の役割を担うため、TC 3 名のために 2 回の準備勉強会が開催された。第 1 回勉強会で

は、講義の分担が決められ、講義や演習等の進め方に関するガイダンスが行われた。第2回勉強会はTCへの個別指導の形で実施され、JICA 専門家は各自が担当する講義項目につき、キーポイント、演習指導の内容等について具体的な指導を行った。

TC3名は、JICA 専門家の監督下、パイロット企業向けモデル研修「マネジメントスキル（第2回）」（2018年4月4-6日）及び3年次TC向けのCRT「ビジネススキル・マネジメントスキル」（2018年5月29-31日）で講師の役割を担った。彼らは講師として実際の研修で指導することを通して知識、指導スキルを向上させた。同CRTの後の能力評価の結果、彼らはBS/MSのTrainerとして十分な能力を有することが確認された。

(b) ビジネスプラン（BP）に関する Trainer の育成

i) TC の選考

BPのTrainer育成は延長期間の活動として規定されたものである。2018年9月初旬に本プロジェクトのJCCメンバー組織及びKIBTの協力機関に対し、参加者募集の案内が送付された。最終的に表29に示すように、7機関から17名の参加者が2018年10月8、9、11、12日に開催されたTOTに参加した。TOTの内容、研修日程は次頁添付のとおり。

表 29: BP に関する TOT への参加者一覧表

No.	氏名	組織名
1	Ms. Susan Njoki Mwangi	KIBT
2	Mr. Samson Odoyo Oando	KIBT
3	Mr. Cyrus Ndung'u Wainaina	KIBT
4	Ms. Carolyne Choge	KIBT
5	Mr. Gideon Njogu Muchira	KIBT
6	Mr. Charles Murage Njeru	MSEA
7	Mr. Stephen Kimani Kuria	Toyota Kenya Foundation
8	Mr. Bosco Pius Olengiyaa	NPCC
9	Ms. Emily Mwita Boke	NPCC
10	Mr. David Ekasiba Lukol	NPCC
11	Mr. Stephen Osedo	KNCCI
12	Mr. Abdifatah Dakane	KNCCI
13	Ms. Valerie Kadzo	KNCCI
14	Mr. George Oswald Ong'ondo	Internal Trade
15	Ms. Fatuma Bonaya	Internal Trade
16	Mr. Melvin Muhatia Mulama	Internal Trade
17	Ms. Caroline W. Irungu	Kenya Institute of Management

[BP に関する TOT の日程・内容]

2018年10月8日(月)、9日(火)、11日(木)、12日(金) 於: Kivi Milimani Hotel

月日	AM (9:00-12:00)	PM (13:00-16:00)
2018年 10月8日 (月)	1. ビジネスプラン <ul style="list-style-type: none"> ➤ ビジネスプランとは何か ➤ 企業成長のためのロードマップ ➤ ビジネスプラン作成の留意点 ➤ ビジネスプラン作成プロセス ➤ ビジネスプランの改善 	2. ビジネスプランのフレームワーク <ul style="list-style-type: none"> ➤ Pest, SWOT, 3C, 5 Forces ➤ Growth Vector, PPM ➤ Product Life-Cycle ➤ ドメイン、ポジショニング・マップ 他 ➤ 内部・外部環境分析
2018年 10月9日 (火)	3. ビジネスプランの作成 <ul style="list-style-type: none"> ➤ ビジネスコンセプト、ドメイン、目標 収支計算書 ➤ 製品毎、顧客毎の売上予測、コスト予測 ➤ 人件費、損益分岐点 ➤ キャッシュフロー 	4. グループ演習 <ul style="list-style-type: none"> ➤ ビジネスプランの作成 (A社の事例)
2018年 10月11日 (木)	4. グループ演習 (続き) <ul style="list-style-type: none"> ➤ ビジネスプランの作成 (A社の事例) 	4. グループ演習 (続き) <ul style="list-style-type: none"> ➤ 発表・質疑応答
2018年 10月12日 (金)	5. 金融機関等向けのビジネスプラン <ul style="list-style-type: none"> ➤ 要約ビジネスプランの作成 ➤ 作成上の留意点・キーポイント 	6. 研修のまとめ・試験・研修評価 <ul style="list-style-type: none"> ➤ 試験と研修評価

TOT 終了後、試験及び研修期間中の行動評価等を踏まえ、JICA プロジェクトチームと KIBT はパイロット企業向けモデル研修で講師を担う7名の TC を選考した (表 30)。

表 30: BP に関する TC の一覧表

No.	氏名	組織
1	Ms. Carolyne Choge	KIBT
2	Mr. Gideon Njogu Muchira	KIBT
3	Mr. Stephen Kimani Kuria	Toyota Kenya Foundation
4	Mr. Bosco Pius Olengiyaa	NPCC
5	Ms. Emily Mwita Boke	NPCC
6	Mr. Abdifatah Dakane	KNCCI
7	Mr. George Oswald Ong'ondo	Internal Trade

ii)TC 育成の流れ

TC は 2019 年 2 月 20 日 (水) 及び 26 日 (火) に開催した準備勉強会に参加し、研修内容を復習するとともに研修指導方法を学んだ。本勉強会の後、TC は 2 回実施された「BP に係る企業向けのモデル研修」で講師として指導を行った。同研修内容は前述の BP に関する TOT とほぼ同じであったが、研修期間中 1 日を参加者自身の会社の経営情報、財務データを踏まえ、自社のビジネスプランを作成することに費やした。この工夫は参加者から「研修終了後すぐに活用できるため、非常に実践的である」と高い評価を得た。参加者がより適切なビジネスプランを作成するため、KIBT-JICA チームは各社から (2 回開催のうち) 同一の研修に、異なる部門の管理者 2、3 名を派遣してくれるように

要請した。TC及びJICA専門家は、メンター的な形で、各社のビジネスプラン作成の個別指導を行った。

「BPに係る企業向けのモデル研修」後の能力評価の結果、TC7名はBPのTrainerとして十分な能力を有することが確認された。

また、2019年7月にKIBT職員向けのビジネスプラン研修を実施した。前述のBPに関するTOTに参加しなかったKIBTのLecturer（2019年5月に採用された者を含む）が参加した。育成されたBPに関するTrainer（KIBT所属の者）とJICA専門家が講師を分担して務めた。ビジネスプランの作成に向け企業指導を担うために必要な知識がKIBT講師人材に共有された。

表31はBPに関するすべての研修プログラムの概要をまとめたものである。

表 31: BP に関する研修の実施概要

No	研修名	参加者数	期間	満足度
1	BPに関するTOT	17	2018年10月8日（月）、9日（火）、11日（木）、12日（金）	大変満足 29.4% 満足 70.6%
2	TC向け準備勉強会	7	2019年2月20日（水）、26日（火）	-
3	BPに係る企業向けのモデル研修(第1回)	17	2019年3月4日（月）-8日（金）	大変満足 70.6% 満足 29.4%
4	BPに係る企業向けのモデル研修(第2回)	18	2019年3月11日（月）-15日（金）	大変満足 55.6% 満足 44.4%
5	KIBT講師向けBP研修 ¹³	16	2019年7月3日（水）-5日（金）	大変満足 53.3% 満足 46.7%

(4) KIBT講師（MTC及び2年次TCを含む）の昇格と異動

2017年3月末にKIBT講師14名（MTC 7名と2年次TC 7名）が産業・貿易・組合省貿易局内の他部局ポストへの昇格のために応募した。2017年6月にうち13名（MTC 6名と2年次TC 7名）が合格し、他部局に異動することとなった。この事態を受け、JICAケニア事務所、プロジェクトチームは直ちに対応し、同省事務次官に本プロジェクトにおいて必要な技術移転を行うため、異動が決まった講師13名が最低限、本プロジェクトの当初終了時（2018年8月）までKIBTに留まることを要請した。2017年9月中旬、事務次官より、同13名が本プロジェクトの終了時までKIBTに留まることを命じる書簡が发出され、各講師に通知された。この対応によって、昇格したMTCとTCはKIBTに留まり、本プロジェクトにおける技術移転を終了した。

本プロジェクトの当初技術移転終了時である2018年7月初旬に、13名中10名のKIBT講師（MT 5名と2年次TC 5名）が実際に産業・貿易・組合省貿易局内の他部局に異動した。また、他TC1名が他省庁に異動した。

KIBTの職員数の減少を補うために、産業・貿易・組合省は2018年8月に新たな職員をKIBTに採用することを発表した。2018年10月及び11月に書類選考、面接、応募者への結果通知が行われたが、その後、ケニア政府人事院が内定した新規職員の採用を保留する決定を行い、2019年4月まで採用通知が送付されなかった。しかし、2019年5月に同人事院が同採用を承認するに至り、KIBTに新たに12名

¹³ 本研修は5日間の研修コンテンツを3日間に凝縮して実施した。

の職員（Senior Principal Lecturer: 4名、 Lecturer: 7名、 Graphic Designer: 1名）が採用された。うち2名が本プロジェクトで育成されたTrainerであった（2年次に育成されたTC）。

その結果、2019年6月末の時点で、KIBTの職員数（管理職及び技術職）は35名（所長1名、副所長1名、Principal Lecturer: 7名、Lecturer: 25名、Graphic Designer:1名）となった。うち、本プロジェクトで育成したMTが5名、Trainerが5名含まれている。

2.5 成果3(パイロット企業において企業業績が向上する)

(1)パイロット企業の選考

(a)1年次パイロット企業の選考

第1回現地業務(2015年9月~11月)でパイロット企業の選定のための方針が合意された。方針の詳細は以下のとおり。

- 基本的にパイロット企業は毎年6社選考する。6社で3分野のコンサルテーションを実施する。
- パイロット企業は、本プロジェクトの「詳細計画策定調査」で優先セクターとして特定された1)食品・農産加工、2)繊維・縫製、3)家具/金属加工、4)自動車部品の4分野から選考する。
- 上記1)-3)のセクターからの企業選考に関しては、ケニア政府(MoITC)、政府関連機関(EPZ、NPCC等)、経営者団体(KNCCI、KEPSA等)から推薦、紹介を受けた企業の中から選考する。
- 4)の自動車部品に関しては、毎年2、3社程度、日系企業のサプライヤー企業又はディーラー企業を選定する。候補企業は、トヨタケニア等の在ケニアの日系企業、及びJETROナイロビ事務所等から推薦を受けた企業の中から選考する。
- 基本的に、中小企業(従業員数15~100人未満、もしくはそれ以上、300名未満を目的)で、ナイロビ近郊(ティカ、アティリバーを含む)に指導対象事業所がある企業を選考する。

パイロット企業の選定基準は第1回現地業務で以下のように決定された。

1. 経営者のコミットメント(経営改善への期待、協力、意欲)がある。
2. パイロット活動期間中に成果を創出できる経営改善テーマを設定することができる。
3. 適した社内人材をパイロット活動の受け入れ担当者として配置することができる(1、2名)。
4. 経営及び事業が安定している(経営改善活動が安定的に実施できる)。
5. 必要な経営データを提供することができる。パイロット活動成果を公表することに同意する。
6. 会議室の提供等、物理的に指導を受け入れることができる。
7. コンサルティング活動に必要な写真・ビデオ撮影を行うことができる。
8. マネジャー、社員一般が経営改善活動の実施に抵抗・反対しない。
9. 輸出市場への進出、海外企業との取引等の実績がある、或いは可能性が高い(ある企業を優先)。

第1回現地業務において、MITI、EPZ、JETROナイロビ事務所及び日系企業から推薦された15社がショートリストされた。うち3社はパイロットコンサルテーションに関心を有しなかったため、12社を対象に企業選定のための訪問調査を実施した。

訪問調査の結果、JICA専門家チーム及びKIBTは6社をパイロット企業として選定した。しかしながら、うち1社については経営者及び経営方針の変更に伴い、パイロット企業としての協力を得ることが難しくなってしまったため、2016年2月にパイロット企業から外れることとなった(1年次パイロット企業の一覧表は表15参照)。

(b)2年次パイロット企業の選考

2年次パイロット企業の選考に関しては、1年次の経験を踏まえ、1年次よりも早い時点で関係機関にパイロット企業の候補となる企業の紹介を依頼した。KNCCIには同組織の賛助会員にパイロ

ト企業の募集要項資料を送付していただいた。KEPSA と LIWA¹⁴からは製造業の中から候補となる企業のリストの提供を受けた。日系企業及び関連組織（JETRO や伊藤忠商事）より、日系自動車メーカーと取引関係のあるケニア中小企業の紹介を受けた。KIBT は過去にビジネス研修やコンサルテーションサービスを提供した顧客企業から候補となる企業のリストアップを行った。NPCCは現在の顧客企業の中から候補となる企業にコンタクトを取り、募集要項を送付した。

KIBT-JICA チームは、協力のネットワークを拡大することにも取り組んだ。例えば、花卉の製造技術を指導するオランダのコンサルティング会社（Flower Watch）とコンタクトを取り、花卉製造に携わる企業を紹介いただくことで合意した（実際に 2 社の紹介を受け、コンタクトを取った）。また、1 年次のパイロット企業のうち数社（Megh Cushion、Match Electricals、Centrofood）からは、各社の取引先等の企業を候補企業として紹介を受けた。パイロット企業からの紹介企業は、大きさや所在地がマッチせず、訪問調査の対象とはならなかったが、パイロット企業のメリットを知っている既存のパイロット企業からの紹介はパイロット企業候補を集めていく上で有効な方法であった。民間投資育成会社（AfricInvest）から優良企業 2 社の紹介を受けた。

最終的に、書類選考（従業員数、所在地、業種等を考慮）の結果、候補企業としてショートリストされたのは 19 社であった。KIBT-JICA チームは、選考のための訪問調査開始の前に 2 年次パイロット企業の選考方針として以下を決定した。

- パイロット企業の選定基準は1年次と同様の基準を適用する。
- 1年次1社がパイロット企業から脱退したため、2年次は（1社加えて）1分野あたり7社選考する。
- 優先セクターである食品・農業、繊維縫製、家具・金属加工、自動車部品から少なくとも1社を選考する。
- 他の2-3社については、製造業の中小企業の中から以下に該当する企業を選考する。
 - 経営者がコンサルテーションに強くコミットすることが期待され、かつコンサルテーションを通して大きな成果が期待される企業。または、
 - より十分な経営基盤を有し、高度な問題解決能力を必要とする企業。こうした企業のコンサルテーションの経験から、MTC及びTCは自身の能力をより高めることができる。

KIBT-JICA チームは合計 19 社を対象に訪問調査を実施した。チームは選考基準を踏まえ、パイロット候補企業の現状、パイロット企業としての適性を評価した。訪問調査の結果、2 年次のパイロット企業として 9 社が選考された（表 16）。9 社となったのは、うち 4 社が各社それぞれの状況により、（3 分野すべてのコンサルテーションではなく）特定分野のコンサルテーションを実施するためである。1 分野あたりのパイロット企業数は 7 社である。

(c) 3 年次パイロット企業の選考

2017 年 7 月に以下の方法で 3 年次パイロット企業の候補となる企業のリストアップを行った。

- 過去 2 年よりも早い時点で、KNCCI、KEPSA、JETRO、AfricInvest、Flower Watch 等の協力機関にパイロット企業の候補となる企業の紹介を依頼した。
- 1、2 年次のパイロット企業から、候補企業としてサプライヤーやビジネスパートナーの紹介を受けた。パイロット企業はコンサルテーションのメリットを知っており、他企業に対し、コンサル

¹⁴ Linking Industries With Academia（産学連携を支援する NGO）

テーションの重要性をわかりやすく説明、納得させることができるためである。

- 日系企業への募集については、JETRO ナイロビ事務所で行われた日本商工会の定期会合に 2 回（2017 年 4 月及び 7 月）出席し、本プロジェクトのコンサルテーションの概要、効果等を商工会会員企業に説明し、企業の紹介を依頼した。

上記の取り組みの結果、16 社の候補企業が紹介された。従業員数、所在地、業種等を考慮した書類選考の結果、13 社が訪問調査の候補企業としてショートリストされた。

KIBT-JICA チームは、選考のための訪問調査開始の前に 3 年次パイロット企業の選考方針として以下を決定した。

- パイロット企業の選定基準は1、2年次と同様の基準を適用する。
- 基本的に、6社で3分野のコンサルテーションを実施する。
- 優先セクターである食品・農業、繊維縫製、家具・金属加工、自動車部品から少なくとも1社を選考する。

KIBT-JICA チームは合計 13 社を対象に訪問調査を実施した。チームは選考基準を踏まえ、パイロット候補企業の現状、パイロット企業としての適性を評価した。訪問調査の結果、3 年次のパイロット企業として 7 社が選考された（表 17）。7 社となったのは、うち 2 社が各社それぞれの状況により、（3 分野すべてのコンサルテーションではなく）特定分野のコンサルテーションを実施するためである。1 分野あたりのパイロット企業数は 6 社である。

(d) 3 年間における協力機関からのコンサルテーションのパイロット企業の紹介の結果

本プロジェクト 3 年間における協力機関からのパイロット企業の紹介の結果は前述、表 7 に示すとおり。3 年間でパイロット企業の候補として訪問調査を行った 43 社のうち、67.4%（29 社）が前述の協力機関から紹介を受けた企業である。実際にパイロット企業として選考された企業のうち、協力機関から紹介された企業の割合は 71.4%（21 社中 15 社）であった。

(2) パイロット企業の経営指標に関するベースライン調査の実施及びコンサルテーション成果の測定

(a) ベースライン調査の実施及びコンサルテーション成果の測定

コンサルテーションの第 1 段階として、コンサルテーションテーマが選定された後、コンサルテーション各テーマについてのベースライン調査が実施された。各テーマにつき、基本的に 20%の改善・向上を目標とした¹⁵。

コンサルテーションのテーマ毎に「1. 5S の評価」「2. ビジネスプロセスの改善に関する評価」「3. 作業におけるムダどり等を含む、定量的に測定が可能な指標」等、3 種類の指標を設定した。それらは[Box 5]に示す方法で計算した。

¹⁵ 成果 3 [指標 3-2] パイロット企業のビジネスプロセスが、プロジェクトチームが合意した評価基準につき平均で 20%改善される（ビジネスプロセスの改善は、作業工程のムダの削減、企業経営を効率的に行うための計画・戦略・仕組みの構築等を含む）。

[BOX 5] コンサルテーションの評価項目と指標

[1. 5Sの評価]

各チェック項目の得点の合計値

X 100%

1-1 5S監査の結果

満点 (4点 x チェック項目数)

(評価基準) 1= まったく行っていない, 2= 行っているが十分ではない, 3= 行われている, 4= 非常によく行われている
(チェック項目) 場所毎の整理の状態、清掃の状態、表示管理の状態など各職場15項目程度

1-2. 5S/KAIZEN研修に参加した社員数

0%= 5S/KAIZEN研修は実施されなかった。

20%= 5S/KAIZEN研修はマネジャー及びスーパーバイザーに対してのみ実施された。

40%= 5S/KAIZEN研修は工場作業員の25-49%の参加を得て実施された。

60%= 5S/KAIZEN研修は工場作業員の50-74%の参加を得て実施された。

80%= 5S/KAIZEN研修は工場作業員の75-99%の参加を得て実施された。

100%= 5S/KAIZEN研修は工場作業員全員の参加を得て実施された。

1-3. 5S/KAIZENチーム活動の成熟度・持続性

0%= 5S/KAIZENチーム活動が実施されなかった。

20%= コンサルタントの支援を得て、かつ上級・中間管理者の指示に従って、5S/KAIZENのための活動が実施された。

40%= コンサルタントの支援を得て、5S/KAIZEN活動が不定期に実施された。

60%= コンサルタントの支援を得て、5S/KAIZEN活動が定期的に実施された。

80%= コンサルタントの支援を得て、5S/KAIZEN活動が編成されたチーム毎に定期的に実施された。

100%= コンサルタントの支援なしで、5S/KAIZEN活動が編成されたチーム毎に定期的に実施された。

[2. ビジネスプロセスの改善に関する評価]

以下の基準を適用することにより、現在の状態を評価し、目標を設定した。

0%= 計画、戦略、仕組み等が存在せず、現状分析も行われていない状態

20%= 現状分析は行われているが、計画、戦略、仕組み等が策定されていない状態

40%= 計画、戦略、仕組み等が一部分策定され、実施が開始された状態

60%= 計画、戦略、仕組みが策定され、実施が開始された状態

80%= 計画、戦略、仕組みが策定・実施され、非定期的ではあるが、修正されている状態

100%= 計画、戦略、仕組みが策定・実施され、PDCAサイクルにより定期的に修正されている状態

[3. 作業におけるムダどり等を含む、定量的に測定が可能な指標]

作業のムダの削減等、定量的に測定できる項目であるため、実際の改善率を基に計算する。

指標の達成状況についてはコンサルティング実施期間中、定期的なモニタリングが行われた。コンサルティングの終了時に指標の達成可否に関する評価を行った。以下の3表(表32-34)が3年間のパイロット企業各社におけるコンサルティングのテーマ、ベースライン、最終評価結果をまとめたものである。活動の詳細は[Appendix 6]参照。ビジネスプロセスの改善度合いは、3年間のすべてのパイロット企業(21社)の平均で25.9%であった(表35)。

表 32: コンサルテーションのテーマ、ベースライン、結果 (1 年次)

企業名/分野	コンサルテーションのテーマ	ベースライン	結果	改善率	
				テーマ毎	平均
1. Centrofood Industries (全分野)					38.9%
[生産・品質管理]	工場での5Sの実施(工場全体)*1	60%	77%	17%	30.0%
	5S/カイゼン活動を実施したスタッフ数*3	3名	4名	33%	
	5S/KAZEN研修への参加者数*3	20名 (目標:社員の70%)	28名 (全社員)	40%	
[マーケティング & 営業]	マーケティング・販売部門での5Sの実施*1	60%	80%	20%	33.3%
	原材料の安定調達化策の検討*2	40%	60%	20%	
	新製品開発体制の確立*2	0%	60%	60%	
[財務管理]	総務・財務部門での5Sの実施*1	40%	80%	40%	53.3%
	財務分析ツールの開発・導入(及び財務担当者の教育)*2	0%	60%	60%	
	月次財務レポートの作成*2	0%	60%	60%	
2. Megh Cushion Industries (全分野)					42.4%
[生産・品質管理]	縫製工程での5Sの実施*1	60%	77%	17%	39.0%
	5S監査での向上率(ベースライン:縫製及び装着工程の2職場、結果:縫製、装着、機械加工、溶接の4部門)	2工程	4工程	100%	
	縫製工程での生産性向上(ワークアップリングを基にした稼働率)*3	70%	70%	0%	
[マーケティング & 営業]	マーケティング・販売部門での5Sの実施*1	60%	80%	20%	40.0%
	マーケット戦略の策定(ターゲットマーケティング)*2	20%	80%	60%	
[財務管理]	総務・財務部門での5Sの実施*1	60%	85%	25%	48.3%
	四半期財務レポートの作成*2	0%	60%	60%	
	月次財務レポートの作成*2	0%	60%	60%	
3. Auto Ancillaries (全分野)					46.8%
[生産・品質管理]	Uボルト工程及び板バネ工程での5Sの実施率*1	70%	81%	11%	37.0%
	5S監査を実施した工程数(ベースライン:Uボルト工程1工程、結果:Uボルト工程及び板バネ工程の2工程)*3	1工程	2工程	100%	
	5S/KAIZEN活動に配置されたスタッフの数*3	1名	1名	0%	
[マーケティング & 営業]	マーケティング・販売部門での5Sの実施*1	60%	60%	20%	30.0%
	マーケティング戦略の策定*2	40%	80%	40%	
[財務管理]	総務・財務部門での5Sの実施*1	40%	60%	60%	73.3%
	損益分岐点の改善*3	97.50%	2018-2019年度末までに94.5%に	継続中	
	損益分岐点計算システムの導入、月次分析の実施*2	0%	80%	80%	
4. Match Electrical (全分野)					31.7%
[生産・品質管理]	工場での5Sの実施*1	55%	75%	20%	26.7%
	5S/KAIZEN活動に配置されたスタッフ数*3	2名	3名	50%	
	工場全体の生産性向上(ワークアップリングを基にした稼働率)*3	70%	80%	10%	
[マーケティング & 営業]	マーケティング・販売部門での5Sの実施*1	60%	80%	20%	20.0%
	事業管理体制の整備(各事業毎の予算実績管理の導入)*2	40%	60%	20%	
[財務管理]	ソーシャルマーケティングの導入*2	60%	80%	20%	48.3%
	総務・財務部門での5Sの実施*1	60%	85%	25%	
	製品毎の収益性を把握するためのコスト評価システムの導入*2	0%	60%	60%	
5. Kikoy Mall(全分野)					33.0%
[生産・品質管理]	Kikoyタオル工程の5Sの実施*1	51%	63%	12%	20.6%
	5S/KAZEN研修への出席者数*3	35名(目標:全社員の70%)	50名 (全社員)	42.80%	
	ヘム(タオルの端)縫い工程の生産性向上(ワークアップリングを基にした稼働率)*3	170 second per piece	182 second per piece	7%	
[マーケティング & 営業]	マーケティング・販売部門での5Sの実施*1	60%	60%	0%	10.0%
	海外マーケティング戦略の作成*2	40%	60%	20%	
[財務管理]	総務・財務部門での5Sの実施*1	30%	85%	85%	68.3%
	変動費率の低減*3	85%	2016-2017年度末までに80%に	実施中	
	損益分岐点計算システムの導入、月次分析の実施*2	0%	60%	60%	
全社の平均					38.6%

*1=「1.5Sの評価」、2=「ビジネスプロセスの改善に関する評価」、3=「定量的に測定可能な指標」(詳細は [Box 5]参照)

表 33: コンサルテーションのテーマ、ベースライン、結果 (2年次)-(1)

会社名/分野	コンサルテーションのテーマ	ベースライン	結果	改善率	
				各テーマ毎	平均
1. Ultravetis (全分野)					24.8%
[生産・品質管理]	SS 監査による評価向上 (本社工場及び第二工場) *1	66%	95%	29%	14.5%
	SS/カイゼンチーム活動の定着度*1	80%	80%	0%	
[マーケティング・営業]	地域特性を考慮した事業計画とアクションプラン作成による仕組改善*2	20%	60%	40%	40.0%
	強味としての専門知識に販売効率加味した営業強化策の策定*2 営業部門でのSSの実施*1	0% 50%	60% 70%	60% 20%	
[財務管理]	財務分析ツールの開発・導入、財務管理担当者の育成*2	50%	60%	10%	20.0%
	財務分析を踏まえた経営意思決定を支援するための月次経営会議の開催*2 総務・財務部門でのSSの実施*1	30% 40%	60% 60%	30% 20%	
2. Hope Uniform (マーケティング・営業分野/財務管理分野)					30.0%
[マーケティング・営業]	学校運営関係者と家族の交流の「場」提供による関係性強化策の策定*2	0%	50%	50%	43.3%
	社会的責任に重きを置いた営業戦略の策定*2 営業部門でのSSの実施*1	0% 20%	60% 40%	60% 20%	
[財務管理]	総務・財務部門でのSSの実施*1	20%	60%	40%	16.7%
	顧客満足度を向上するための店舗での製品ディスプレイ及び在庫管理の改善*2 製品毎・店舗毎の収益性分析の実施、仕組み構築*2	50% 20%	60% 20%	10% 0%	
3. Turea (全分野)					14.4%
[生産・品質管理]	SS 監査による評価向上 (プラスチック発泡工程、鋳造工程、裁断工程) *1	58%	68%	10%	3.3%
	マットレス組立工程の稼働率向上*3 SS及びKAIZEN研修に参加した社員数*1	54% 40%	54% 40%	0% 0%	
[マーケティング・営業]	機能性訴求による付加価値販売の促進策の策定・実施支援*2	20%	80%	60%	36.7%
	IKEA等最新家具販売促進技術の取り込みによる拡販策の策定*2 営業部門でのSSの実施*1	20% 40%	60% 50%	40% 10%	
[財務管理]	財務分析ツールの開発・導入、財務管理担当者の育成*2	20%	20%	0%	3.3%
	総務・財務部門でのSSの実施*1 月次経営レポートの作成*2	30% 0%	40% 0%	10% 0%	
4. Mamboo Interiors (マーケティング・営業分野/財務管理分野)					23.3%
[マーケティング・営業]	ターゲット顧客の明確化と販売商品、コンセプトのマッチングの支援*2	20%	50%	30%	26.7%
	同コンセプトのターゲット顧客への効果的訴求策の策定*2 営業部門でのSSの実施*1	0% 10%	50% 10%	50% 0%	
[財務管理]	製造コスト及び収益性分析の仕組み構築支援*2	0%	0%	0%	20.0%
	総務・財務部門、工場でのSSの実施*1 同社に適した財務ソフトの検討と選考等への支援*2	20% 0%	40% 40%	20% 40%	
5. Sadolin (生産・品質管理分野)					0.0%
[生産・品質管理]	ペンキ充填工程の3Sアクションプランの策定と実施*3	20%	20%	0%	0.0%
	SS 監査による評価向上 (製品倉庫) *1	50%	50%	0%	
6. Balm Industrials Ltd. (全分野)					34.4%
[生産・品質管理]	SS 監査による評価向上 (整髪料包装工程・製品倉庫) *1	50%	70%	20%	30.0%
	SS/KAIZEN活動の定着度・持続性*1 包装材料の在庫削減*3	20% 2か月分	40% 1か月分	20% 50%	
[マーケティング・営業]	売上拡大のためのエリア戦略推進プロセスの標準化*2	0%	50%	50%	43.3%
	地域戦略に合わせた製品開発プロセスの導入*2 営業部門でのSSの実施*1	0% 10%	60% 30%	60% 20%	
[財務管理]	製品毎のコスト及び収益性分析の仕組み構築支援*2	20%	50%	30%	30.0%
	財務分析ツールの導入支援*2 新たに採用された財務担当者の育成*2	0% 0%	40% 20%	40% 20%	

表 33: コンサルテーションのテーマ、ベースライン、結果 (2 年次)-(2)

会社名/分野	コンサルテーションのテーマ	ベースライン	結果	改善率	
				各テーマ毎	平均
7. Color Label (全分野)					
					32.1%
[生産・品質管理]	5S 監査による評価向上 (ブリプレス工程) *1	35%	59%	24%	21.3%
	5S/KAIZEN研修に参加した従業員数*1	60%	80%	20%	
	5S/KAIZEN活動の定着度・持続性*1	40%	60%	20%	
[マーケティング・営業]	顧客起点による事業計画策定プロセスの導入*2	0%	50%	50%	40.0%
	顧客調査を踏まえた顧客対応プロセスの改善*2	0%	60%	60%	
	営業部門での5Sの実施*1	40%	50%	10%	
[財務管理]	月次経営レポートの作成*2	20%	60%	40%	35.0%
	総務・財務部門での5Sの実施*1	20%	50%	30%	
8. Palmy Enterprises Limited. (全分野)					
					22.8%
[生産・品質管理]	5S 監査による評価向上 (工場全体) *1	60%	60%	0%	20.0%
	5S/KAIZEN研修に参加した従業員数*1	40%	80%	40%	
	5S/KAIZEN活動の定着度・持続性*1	20%	40%	20%	
[マーケティング・営業]	狙いの顧客の明確化と販売商品のマッチング支援*2	0%	50%	50%	40.0%
	販売体制強化の仕組みづくりと展開*2	0%	60%	60%	
	営業部門での5Sの実施*1	20%	30%	10%	
[財務管理]	月次財務レポートの作成*2	15%	30%	15%	8.3%
	月次経営レポートの作成*2	0%	0%	0%	
	総務・財務部門での5Sの実施*1	20%	30%	10%	
9. Plast Packaging (生産・品質管理分野)					
					13.3%
[生産・品質管理]	5S/KAIZEN活動の定着度・持続性*1	20%	20%	0%	13.3%
	5S 監査による評価向上 (HDPE成型工程) *1	61%	81%	20%	
	5S/KAIZEN研修に参加した従業員数*1	60%	80%	20%	
全社の平均					
					21.7%

*1=「1.5S の評価」、2=「ビジネスプロセスの改善に関する評価」、3=「定量的に測定が可能な指標」(詳細は [Box 5]参照)

表 34: コンサルテーションのテーマ、ベースライン、結果 (3 年次)-(1)

会社名/分野	コンサルテーションのテーマ	ベースライン	結果	改善率	
				各テーマ毎	平均
1. Welding Alloys LTD. (全分野)					
					24.8%
[生産・品質管理]	5S監査による評価向上(溶接棒製造工程)*1	46%	77%	31%	14.5%
	5S 及びKAIZEN研修に参加した社員数*1	2 times	2 times	0%	
	5S/KAIZEN研修に参加した従業員の割合(関係部門従業員の80%以上)*1	40 persons	45 persons	13%	
[マーケティング・営業]	販売員の能力強化*2	30%	60%	30%	26.7%
	成長戦略見直しと改善*2	50%	60%	10%	
	5Sの考え方を適用した顧客情報の改善、及び情報を有効に活用する仕組みづくり*2	30%	70%	40%	
[財務管理]	総務・財務部門での5Sの実施*1	20%	60%	40%	33.3%
	経理部マネジャー・スタッフの育成(財務分析がタイムリーにできる)*2	20%	60%	40%	
	月次経営・財務レポートの作成*2	40%	60%	20%	
2. Branran Flowers (全分野)					
					35.0%
[生産・品質管理]	5S 監査による評価向上(包装工程)*1	61%	72%	11%	11.1%
	5S 監査に参加した従業員数(全社)*1	8 persons	8 persons	0%	
	包装工程の生産性向上(結束工程)*3	11 seconds	9 seconds	22%	
[マーケティング・営業]	新規市場開拓*2	10%	30%	20%	30.0%
	商品力の強化*2	10%	40%	30%	
	5Sによる市場情報管理の向上*2	10%	50%	40%	
[財務管理]	総務・財務部門での5Sの実施*1	20%	70%	50%	40.0%
	経理部マネジャー・スタッフの育成(財務分析がタイムリーにできる)*2	20%	60%	40%	
	月次経営・財務レポートの作成*2	20%	50%	30%	
3. Kenya Coach Industries LTD. (全分野)					
					18.0%
[生産・品質管理]	5S監査による評価向上(全工程)*1	61%	73%	12%	4.0%
	5S研修への参加率(関係部門の従業員の80%以上)*1	45 persons	45 persons	0%	
	5S 監査に参加した従業員数(全管理者)*1	5 persons	5 persons	0%	
[マーケティング・営業]	販売管理強化による予算達成率改善支援*2	50%	70%	20%	20.0%
	マーケティング戦略レビューによる顧客拡大支援*2	30%	50%	20%	
	5Sの考え方を適用した顧客情報の改善、及び情報を有効に活用する仕組みづくり*2	20%	40%	20%	
[財務管理]	中期経営計画の作成*2	20%	40%	20%	30.0%
	経理部マネジャー・スタッフの育成(財務分析がタイムリーにできる)*2	30%	60%	30%	
	月次経営・財務レポートの作成*2	20%	60%	40%	

表 34: コンサルテーションのテーマ、ベースライン、結果 (3年次)-(2)

会社名/分野	コンサルテーションのテーマ	ベースライン	結果	改善率	
				各テーマ毎	平均
4. Plast Packaging (マーケティング・営業分野/財務管理分野)					
[マーケティング・営業]	マーケティング戦略構築と実践に於けるPDCA管理支援*2	10%	30%	20%	25.0%
	5Sの考え方を適用した顧客情報の改善、及び情報を有効に活用する仕組みづくり*2	10%	40%	30%	
[財務管理]	総務・財務部門での5Sの実施*1	20%	80%	60%	53.3%
	経理部マネジャー・スタッフの育成(財務分析がタイムリーにできる)*2	20%	60%	40%	
	月次経営・財務レポートの作成*2	0%	60%	60%	
5. Thika Cloth Mills LTD. (生産・品質管理分野)					
[生産・品質管理]	5S 監査による評価向上(包装・完成品在庫工程)*1	62%	73%	11%	14.7%
	5S 監査による評価向上(加工工程)*1	57%	65%	8%	
	5S 監査に参加した従業員数(全管理者)*1	8 persons	10 persons	25%	
6. Chui Auto Springs Industries Ltd. (全分野)					
[生産・品質管理]	5S 監査による評価向上(全工程)*1	59%	79%	20%	18.3%
	5S/KAIZEN研修に参加した従業員の割合(関係部門従業員の80%以上)*1	50 persons	55 persons	10%	
	5S 監査に参加した従業員数(全管理者)*1	4 persons	5 persons	25%	
[マーケティング・営業]	新規顧客開拓の仕組みづくり*2	10%	30%	20%	30.0%
	5Sの考え方を適用した顧客情報の改善、及び情報を有効に活用する仕組みづくり*2	10%	50%	40%	
[財務管理]	総務・財務部門での5Sの実施*1	30%	60%	30%	43.3%
	経理部マネジャー・スタッフの育成(財務分析がタイムリーにできる)*2	20%	60%	40%	
	月次経営・財務レポートの作成*2	0%	60%	60%	
7. Miyonga Fresh Greens (全分野)					
[生産・品質管理]	5S 監査による評価向上(全工程)*1	54%	54%	0%	0.0%
	*賃借した工場を使つての生産であったため、想定どおりの安定した生産活動が行われなかった。一時、著しく受注が減つたため、本分野でのコンサルテーションを継続することができなくなった。	-	-	-	
[マーケティング・営業]	事業計画策定プロセスの改善*2	10%	30%	20%	35.0%
	5Sの考え方を適用した販売・支払データベースの構築*2	10%	60%	50%	
[財務管理]	財務・経理システム導入のサポート*2	0%	50%	50%	53.3%
	経理部スタッフの育成(月次決算が正確・迅速にできるようになる)*2	0%	60%	60%	
	月次経営・財務レポートの作成*2	0%	50%	50%	
(Additional) Mama Maize Millers (生産・品質管理分野)					
[生産・品質管理]	5S 監査による評価向上(全工程)*1	53%	60%	7%	7.0%
全社の平均					
					27.4%

*1=「1.5Sの評価」、2=「ビジネスプロセスの改善に関する評価」、「3.定量的に測定可能な指標」(詳細は [Box 5]参照)

表 35: パイロット企業のビジネスプロセス改善率

パイロット企業数	合計
1年次 (5 社, 15 経営管理分野)	38.6%
2年次 (9 社, 21 経営管理分野)	21.7%
3年次 (7 社, 18 経営管理分野)	27.4%
パイロット企業平均 (21 社, 54 経営管理分野)	25.9%



コンサルテーションの様子
(1年次 Megh Cushion 社)



コンサルテーションの様子 (3年次 Branan Flowers 社)

(b)パイロット企業を対象としたコンサルテーション・インパクト調査

コンサルテーション・インパクト調査は、コンサルテーション終了の約 6 か月後を目途に実施された。本調査は、コンサルテーション活動で指導した経営改善活動の継続状況を確認すること、及びコンサルテーションの企業経営、業績へのインパクトを調査することを目的とした。調査は半日程度の訪問調査の形で実施された。

本調査の調査結果の詳細については、[Appendix 7]参照。調査結果の概要は以下に示すとおり。

[経営改善活動の持続性]

- 調査対象 21 社中 18 社が生産現場及び間接部門での 5S を継続して実施している。農産加工・食品に属する A 社では、KIBT-JICA チームの支援を得て、15 の Quality Control Circle が生まれた。毎日始業前に QCC を中核として 5S 活動が実施されている。
- 上記の 11 社で、目で見える管理、生産現場でのムダどり、顧客との継続的なコミュニケーションの仕組み、定期的な財務レポート作成等、コンサルテーションで提案・指導した経営改善活動を継続、活用して経営活動を行っている。
- 例えば、自動車部品業に携わる B 社では、当方のコンサルテーションによる指導の結果、生産能力が向上した。同社は、向上した生産能力を活用して新製品開発に取り組み、その新製品が同社のコア製品のひとつとなるまでに成長したという。食品製造に携わる C 社では、KIBT-JICA チームの提案である顧客及びサプライヤーとの密接なコミュニケーションを構築し、新たな製品を開発した。
- 他方、D 社（繊維縫製）は、海外からの大きな契約が途中でキャンセルされた結果、現在、厳しい経営状態におかれていた。同社は従業員の削減を行い、KIBT-JICA チームで育成した中核管理者数名も退社したとのことであった。
- コンサルテーションの結果を持続するため、パイロット企業の多くがフォローアップ活動（ビジネス研修やコンサルテーションの継続）を希望している。

[インパクト]

- 調査対象 21 社中 11 社において、コンサルテーション開始前後を比較して、売上高が増加した。売上高増加の平均割合は 15.1%であった。売上高の増加は「5S や KAIZEN の継続的な実施によるムダどりの実現を通じた生産キャパシティの拡大」「新規顧客の獲得及び顧客との関係性を高めることを目的としたマーケティングや営業活動の継続的な実施による顧客数の増加、顧客あたりの売上高の増加」「迅速な経営判断及び経営方針の修正を可能にする財務管理体制の構築」等が正の影響を与えたものと考えられる。
- 調査対象 21 社中 12 社において、コンサルテーション開始前後を比較して、従業員数が増加した。従業員数増加の平均割合は 18.2%であった。従業員の増加は、「生産キャパシティの拡大による受注の増加に対応するための生産部門の従業員の増加」「マーケティングや営業活動を強化するためのマーケティング・営業部門の従業員の増加」「自社で（外部のアカウンタントを雇うことなく）財務管理を適切に行うための財務部門の従業員の増加」等が要因として挙げられる。
- 調査対象 21 社中 10 社において、コンサルテーション開始前後を比較して、新工場の建設、新たな生産施設の拡張等が行われた。
- 5S や KAIZEN 等の活動を通して、パイロット企業の約 70%が職場を適切に管理することの重要

性が従業員の多くに理解されたと回答した。職場の文化が変わったという回答者が多かった。

- 5S の実施が顧客により印象と安心感を与えた。E 社は顧客を自社の工場に招いたことを契機に新たな受注を勝ち取った。そのビジネスは現在、同社の中核ビジネスにまで成長してきている。
- メインバンクが財務データの適切な管理を高く評価しているという。F 社の CEO は、メインバンクとの関係が良くなり、融資審査のプロセスがスムーズに行われたという。
- 現在、G 社では、KIBT-JICA チームが提供した顧客関係性向上に関わる資料が顧客にアプローチするためのガイドラインとして使われている。

(3)プロジェクト成果の広報・発信

(a) 成果広報セミナーの実施

本プロジェクトにおいて、年1回、以下の目的で成果広報セミナーが開催された。

- パイロット企業でのコンサルテーションの成果、及び他のプロジェクトの成果を紹介することにより、KIBT の活動、能力に関する認知度向上を図る。
- 経営改善の取り組みを定着させている優良なパイロット企業の事例を紹介することにより、経営改善活動の意義、効果、持続可能性を広報する。また KIBT の新規顧客開発を支援する。
- JICA 専門家の支援を受けながら、MTC や TC がパイロット企業のコンサルテーションで活用した経営改善手法に関する講演を行うことにより、MT 及び TC の能力強化を図る。
- 関係機関や日系関連企業を招待することにより、KIBT とそれらの機関の関係強化を図る。参加者をデータベース化し、KIBT がビジネスサービスを普及広報することができるようになる。

成果広報セミナーの結果、以下の成果が確認された。

- 同セミナーへの参加者募集のため、各セミナー実施の2週間前にNation紙に新聞広告を掲載し、KIBTの組織名も各広告に記載された。セミナーではセミナー前半でKIBTの活動を紹介する機会を設け、KIBTの普及広報資材の展示、配布を行った。こうした取り組みがKIBTの認知度向上に貢献したものと考えられる。
- 同セミナーにおいて、パイロット企業の成功事例が紹介された。また、コンサルテーションで適用された経営手法がJICA専門家及びKIBTのMTC及びTCによって紹介された。こうしたプレゼンテーションによって、生産性向上と競争力強化のためのビジネスプロセス改善に向けて、ケニア中小企業経営者に更なる取り組みを促したものと考えられる。その結果として、KIBT-JICAチームは、1年次末に実施した成果広報セミナーの参加者から、次年度のコンサルテーションへの応募申請を5件受領した。
- 1年次の成果広報セミナーの参加者である木製ギフトの製造に携わる経営者は、セミナーで紹介したパイロット企業の取り組みに感銘を受け、自社に戻り5S及び生産工程の改善に取り組んだという。KIBT-JICAチームは2年次のパイロット企業選考のための訪問調査でその会社を訪問し、同社及び経営者の努力を目の当たりにした。
- 1年次の成果広報セミナーは、2016年8月にナイロビで開催されたTICAD VIのプレイベントとして位置づけられた。同セミナーによって、ケニア国民へのTICAD VIの周知に一定の効果があったものと考えられる。
- 2年次の成果広報セミナーには、日印共同声明におけるアフリカにおける協力の一環として、1名のインド人専門家（インド零細中小企業省ブバネーシュワル技術センター 上級管理者 Dr.

S. K. Kar) が講師として招かれた。これが同協力活動の最初の具体的な活動であった。Dr.Karは「インドSMEのKAIZENの取り組みとは？何が機能し、何が機能しないのか？そしてなぜか」というテーマで講演した。インド人における零細中小企業を支援するために必要な政策が紹介された。

3年間の成果広報セミナーの実施概要は表 36 に示すとおり。

表36: 成果広報セミナーの実施概要

年次	月日	参加者数	特徴	参加者の評価
1年次	2016年 8月10日 (水)	156	<ul style="list-style-type: none"> ● 2016年8月にナイロビで開催されるTICAD VIのイベントとしての位置づけ ● 産業・貿易・組合省事務次官(Dr. Chris Kiptoo)による開会挨拶 ● パイロット企業3社からの発表(Megh Cushion社、Centrofood社、Kikoy Mall社) ● MTCによる「コンサルテーションでの成功要因と有効な経営手法」の発表 	(回答数 : 78) 大変満足: 51.3% (40) 満足: 43.6% (34) あまり満足していない: 5.1% (4) 全く満足していない: 0.0% (0)
2年次	2018年 3月7日 (水)	148	<ul style="list-style-type: none"> ● ケニア大統領選の影響で当初2017年7月開催予定から延期した上での開催 ● パイロット企業3社からの発表(Plast Packaging社、Hope Uniform社、Balm Industries社) ● 日印共同声明におけるアフリカにおける協力の一環として、インドからの招聘専門家(インド零細中小企業省ブナネーシュワル技術センター上級管理者 Dr. Kar氏)が講演 ● MTC及びTCによる「コンサルテーションでの成功要因と有効な経営手法」の発表 	(回答数 : 74) 大変満足: 44.6% (33) 満足: 52.7% (39) あまり満足していない: 2.7% (2) 全く満足していない: 0.0% (0)
3年次	2018年 6月22日 (金)	162	<ul style="list-style-type: none"> ● パイロット企業3社からの発表(Chui Auto Spring社、Kenya Coach Industries社、Ultravetis社) ● 労働・社会保護担当省高官 (Hon. Addul Bahari, Chief Administrative Secretary) からの開会挨拶 ● MTC及びTCによる「コンサルテーションでの成功要因と有効な経営手法」の発表 	(回答数 : 98) 大変満足: 39.8% (39) 満足: 51.0% (50) あまり満足していない: 9.2% (9) 全く満足していない: 0.0% (0)

[1年次]



パイロット企業の発表(Centrofood社)



産業・貿易・組合省事務次官 Dr. Kiptoo による開会挨拶

[2年次]



インドからの招聘専門家 Dr. Kar の講演

JICA 専門家による発表

[3年次]



労働・社会保護担当省 Hon. Bahari (Chief Administrative Secretary)による閉会挨拶



パイロット企業への Certificate の授与

(b) KIBT の普及広報資料の開発

普及広報を担当するJICA専門家は、2016年7-8月に最初の現地業務を実施した。その際、KIBT-JICAチームはPRチームを立ち上げるとともに本プロジェクト期間中、以下の普及広報資料を開発することを決めた。

- SME向けの新たな研修プログラムのプレゼンテーション資料（後にKJ-PRIMEと命名）
- KIBT活動紹介パンフレット
- KIBTバナー
- KIBTコンサルティングガイド
- （コンサルティング事例の）ベストプラクティスDVD

各資材・資料を開発する計画も策定された。

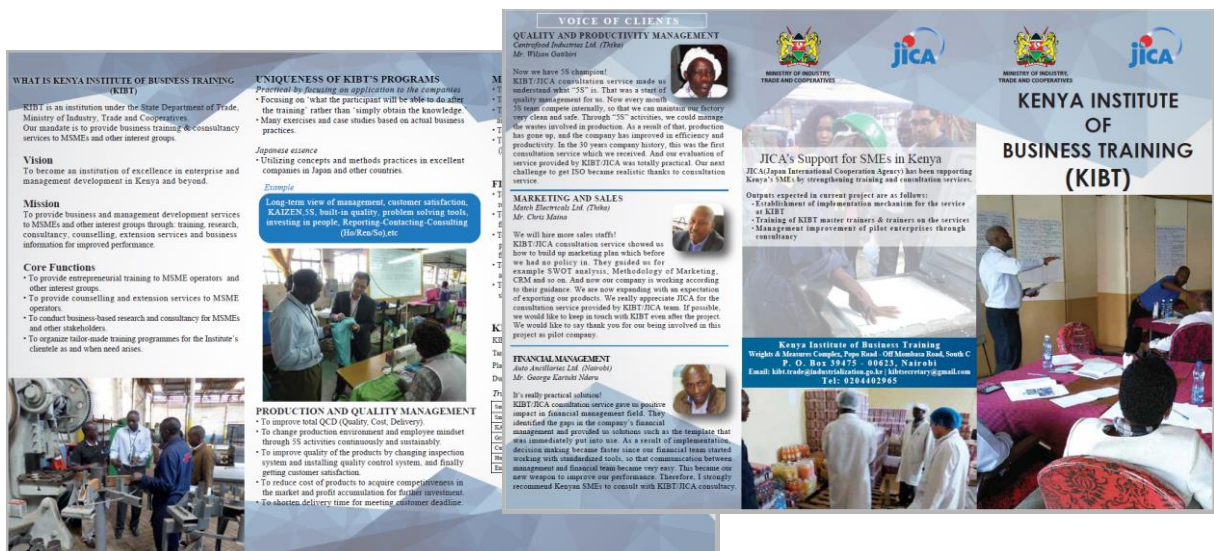
i) SME向けの新たな研修プログラムのプレゼンテーション資料

本資料の第1版は第2回現地業務（2016年1～4月）中に作成された。第2年次にKIBTのRe-Branding戦略を支援する一環として、本資料を基に修正を行い、KJ-PRIME (Kenya & Japan - PRogram for Innovation and Management Excellence)としてとりまとめた（Appendix 4）。

ii) KIBT活動紹介パンフレット・バナー

KIBTとJICAチームで議論し、KIBTの活動紹介パンフレットは、1) KIBTの組織概要、 2) 現在実施

しているビジネスサービス（起業家育成研修等）の概要、3) 新たなビジネスサービス（中小企業向けのビジネス研修、コンサルテーション）の概要、4) 主な顧客の声、等で構成することとした。同パンフレットは2016年8月中旬に完成した。それ以降、KIBTが実施するセミナーや研修で参加者に配布されている。



KIBT 活動紹介パンフレット

KIBTの2つのバナー（1つはビジネス研修PR用、もう1つはコンサルテーションPR用）は2018年8月半ばに完成した。これらは2016年8月27日に実施されたJICA-TICAD VI KAIZEN Seminar (TICAD VIのサイドイベントの一つ)で展示された。これらは本プロジェクト及びKIBT独自の活動でも活用されている。



KIBT バナー

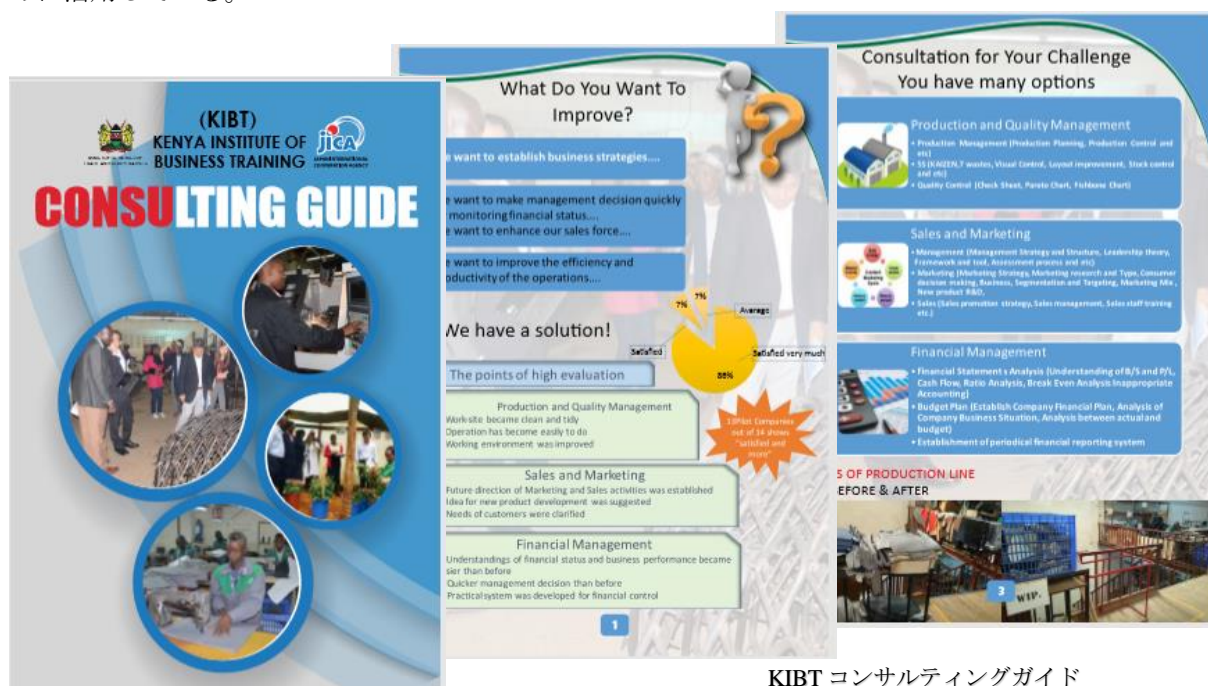


2016年8月27日ナイロビにおける TICAD VI サイドイベント (JICA KAIZEN Seminar) での KIBT バナーの展示

iii) KIBTコンサルティングガイド

同ガイドは、SME向けのコンサルテーションサービスを普及広報することを目的に作成した。2017年10月に、KIBT及びJICAチームはコンサルティングガイドの内容（どのような経営課題を解決できるか、コンサルティングの流れ、コンサルティング技法、コンサルティングの成果、顧客の声等）

を検討し、合意した。同ガイドは2018年2月末に完成した。同資料は2018年3月及び6月に開催された第2回及び第3回成果広報セミナーで配布された。完成以降、KIBTがコンサルティングをPRするために活用している。



KIBT コンサルティングガイド

iv) (コンサルティング事例の) ベストプラクティスDVD

ベストプラクティスDVDはコンサルティングの特徴や効果を視覚的に紹介することを目的に作成するものであり、その結果、KIBTのビジネスサービス（ビジネス研修及びコンサルティング）への需要を喚起することを念頭に置いている。KIBTはビジネス研修のツール、及び新たな顧客を開拓するための営業ツールとして活用することが可能である。

KIBTとJICAプロジェクトチームは、2017年5月にDVD作成を開始した。まず、議論の末、DVDの対象企業として、1年次パイロット企業としてコンサルティングで大きな成果を上げたMegh Cushion Industries社の事例を扱うことを決定した。また、これまでの業歴、見積もりを踏まえ、DVD作成を担うエージェントとしてCrystal Brand Communications社を選定した。

2017年10-11月では、JICA-KIBTチームは、Crystal社と同行してMegh Cushion社を数回訪問し、ビデオ撮影と幹部・管理者へのインタビューを行った。

2018年2月にDVD案が作成された後、KIBT-JICAチームはMegh Cushion社及びCrystal Brand社と内容の改善を検討した。DVD第1版は2018年6月に完成し、同月に開催された第3回成果広報セミナーで紹介された。また、DVDは2018年7月に南アフリカのダーバンで開催されたAKAC2018におけるMegh Cushion Industries社の発表でも活用された。最終的な微修正を行った後、DVDの最終版は2019年4月に完成した。完成後、KIBTはコンサルティングの普及広報のために活用している。

DVD の主な内容は以下のとおり。

- Megh Cushion Industries社の概要、同社がコンサルティング開始前に直面していた課題
- 本プロジェクト及びKIBTの簡単な紹介
- コンサルティングにおいて実施された取り組み

- 5Sの概要
- コンサルテーションの成果、インパクト（経営幹部、管理者、従業員の声）
- JICA専門家及びKIBTのMTCからのコメント- Megh Cushion Industries社における重要成功要因

BEST PRACTICE DVD OF MEGH CUSHION INDUSTRIES LTD.

5S (5K in Swahili)

Japanese	English	Swahili
SEIRI	Sort	KUCHAGUA
SEITON	Set in Order	KUPANGA
SEISO	Shine	KUSAFISHA
SEKETSU	Standardize	KUKAGUA
SETSUKE	Sustain	KIASI

Mr. Gurdeep Kaurh, Managing Director, Megh Cushion Industries Ltd.

my 5S initiative is successful in all departments

5S production has increased

5S & FITTING PRODUCTION BOARD
TARGET MONTHLY SALES
15
45
45
30
KKS
STAFF

Establishment of periodical management reporting system

Mr. Takao Hayashi, JICA Expert on Production & Quality Management

Involvement of management and entire staff in the implementation of 5S & KAIZEN

39

ベストプラクティスDVDの概要

2.6 カウンターパート研修(本邦・第三国)等

(1) 本邦研修

以下の2プログラムが2016年9月に実施された。

(a)MTC 対象- 日本式経営・中小企業育成

本邦研修は1年次終了時の第1回評価で達成指標をクリアし、2年次TCを育成することに対し強い意思を有することが確認されたMTCを対象に実施された。研修の概要は以下のとおり。

[期間] 2016年9月19日(月)～9月30日(金)

[目的]

- 「生産管理」、「マーケティング・営業」、「財務管理」等にて優れた経営管理の仕組みを有する日本の中小企業を訪問し、具体的な取り組みを学ぶ。
- 日本における先進的な経営管理手法を学ぶ。
- 日本における中小企業政策・支援施策を理解する。
- 研修成果を基に、帰国後の取り組みに関するアクションプランを作成する。

[研修員] 本プロジェクトのMTC計10名(全員がKIBTのLecturer)

氏名	役職	プロジェクトにおける役割	訪問組織
Ms. Carol Choge	Lecturer	MTC	日本生産性本部、板橋区産業振興公社、トヨタ自動車、中部生産性本部、(株)山田製作所、(株)最上インクス、日本科学技術連盟、(株)富山、リコーロジスティクス(株)
Mr. Gideon Njogu	Lecturer	MTC	
Mr. Musa Okwemba	Lecturer	MTC	
Ms. Sylvia Kaburu	Lecturer	MTC	
Mr. Jonathan Njogu	Senior Principal Lecturer	MTC	
Ms. Pamela Onyango	Lecturer	MTC	
Mr. David Owitti	Lecturer	MTC	
Mr. Samuel Mulei	Principal Lecturer	MTC	
Mr. Job Ogotlah	Lecturer	MTC	
Mr. Daniel Wechesa	Lecturer	MTC	

[成果]

- MTCは、本プロジェクト1年次の座学研修やコンサルテーションで習得した日本的な経営手法に関して、今回の講義、企業訪問等を通してその理解を深化させることができた。
- MTCは、ケニア企業の経営者に経営改善活動の重要性を説明する能力、経営改善活動の実施を働きかけ、説得するための知識を習得した。
- MTCは、KIBTの活動を改善するための具体的なアクションプランを策定した。

(b) MoITC 事務次官及びKIBT 所長対象 (CP 幹部招聘) - 日本における産業開発と中小企業振興

[期間] 2016年9月29日(木)～10月1日(土)

[目的]

- 日本における産業開発のための中小企業振興の仕組みを理解する。
- ケニアで産業振興を担う政府高官と日本の技術協力関係機関とのネットワークを強化する。

[研修員] MoITC 事務次官及び本プロジェクト実施機関の幹部等 計3名

氏名	所属・役職	プロジェクトにおける役割	訪問組織
Dr. Chris Kiptoo	産業・貿易・組合省 事務次官（貿易担当）	Project Director	JICA、JETRO、経済産業省、ハリマ産業(株)
Mr. Stephen Kirui	KIBT 所長	Project Manager	
Ms. Anne Olubendi	JICA ケニア事務所	本プロジェクト担当	

[成果]

- 研修員は、カイゼン活動の実施により生産工程の効率性を高めた企業の生産現場を見学し、ビジネス研修やコンサルテーションを含む、中小企業を支援するための政策及びプログラムの重要性を理解した。
- 日本の技術協力関係機関への訪問により、それらの機関とケニア高官との関係がより強化された。TICAD VI のフォローアップの観点からも大変重要であった。

(2) 第三国研修—零細中小企業へのビジネス開発支援に関するマレーシア視察

本プロジェクトにおける第三国研修は、当初、KIBTのコンサルテーションサービスの品質を高めるために実践的な知識を習得したTrainerの更なる能力強化を図るための研修として設計されていた。しかし、前述のように、2年次後半、育成されたMTCやTrainerがKIBTから他部局に異動する可能性が高まり、JICAとKIBTは2018年5月に予定されていた第三国研修の延期を2018年3月に決定した。

育成されたTrainerがKIBTから異動する可能性を考えると、本プロジェクトの成果を持続させるため、KIBTは外部協力機関の人材を有効に活用することが必要になる。そのため、KIBTは、ケニアで中小企業の振興という共通の役割を担う協力機関の関係を強化することが特に重要となる。よって、本研修の目的は、零細中小企業を支援するための仕組みを学ぶこと、及びその学びを踏まえ、零細中小企業のビジネス開発のために必要なサービスを提供するための戦略をKIBTと協力機関が協働で策定すること等に変更された。対象となる研修員はKIBTと協力機関の幹部に変更された。研修は中小企業振興のため特徴のある政策、プログラムを有するマレーシアで実施することとなった。

本研修の概要は以下に示すとおり。

[期間] 2019年1月14日（月）～23日（水）

[目的]

- ケニアにおける零細中小企業を支援する仕組みを改善するため、マレーシアにおける零細中小企業向けのビジネス開発サービス提供のための政策環境と戦略を学ぶ。
 - 零細中小企業を支援するためのマレーシアの国家戦略を学ぶ。
 - 生産性を向上するためのマレーシア生産性公社の企業支援プログラムを学ぶ。
 - マレーシア中小企業の優れた経営の仕組みを学ぶ（生産・品質管理、マーケティング・営業、財務管理）。
 - マレーシア政府のビジネス開発支援制度（ビジネスマッチング、インキュベーション、金融支援等）を学ぶ。
 - 上記を踏まえ、ケニアにおける零細中小企業を支援する仕組みを改善するためのアクションプランを作成する。

[研修員] 零細中小企業支援に携わる政府・機関の幹部 5 名

氏名	役職	組織	訪問組織
Ms. Nancy Muya	Director of Industry, State Department of Industry	MoITC	SME Corp., MATRADE, MPC, Incubators (Technology Park Malaysia 及び MaGIC)、SME Bank、 NCCIM、BDS 提供機関 に支援を受けた中小企 業
Ms. Catherine Waweru	Acting Director	KIBIT	
Mr. Patrick Nyakundi	Senior Principal Lecturer	KIBIT	
Ms. Zahara Haji	P.A to the CS	MoLSP	
Mr. James Kitavi	County Executive Officer, Mombasa Office / Chapter	KNCCI	

[成果]

- 訪問、講義を通して、研修員はマレーシア政府が国家戦略としての零細中小企業開発を推進していることを理解した。マレーシアで零細中小企業の振興に携わる機関は他機関がどんな活動を行っているかを理解している。各機関の役割が明確になっており、調整がとれている。
- 政府機関の様々なプログラムをより容易に活用できるようにするため、関連する政府諸機関間の協力が不可欠である。こうした考え方はケニアに適用されるべきであり、ケニア政府が様々な機関の調整に積極的に関わっていくことが必要である。
- 研修員は、金融機関への訪問を通して、マレーシアにおいても零細中小企業を振興するため様々な金融支援が必要であることを理解した。また、インキュベーション施設を訪問し、スタートアップ企業を支援するために政府の役割が重要であることを再確認した。
- マレーシア生産性公社の取り組みから、零細中小企業の経営能力強化のために必要なビジネス開発サービスを学んだ。特に、5Sの推進と認証を通じた5Sの制度化はケニア企業の生産性向上を図るため、有効と考えられる。

(3) カイゼン知見共有セミナー (Africa KAIZEN Annual Conference)

本プロジェクトの期間中、アフリカにおけるKAIZEN推進機関が各国でのベストプラクティスや教訓の共有を通して、そのネットワークを強化することを目的に、JICAカイゼン知見共有セミナーが開催された。アフリカにおけるJICAカイゼン関連プロジェクトの実施機関の職員、カイゼン活動の推進に携わるアフリカ諸国機関の代表が同セミナーに参加した。ケニアからの参加者を含む、セミナーの実施概要は表37に示すとおり。

表37: カイゼン知見共有セミナー（Africa KAIZEN Annual Conference）の実施概要

No	セミナー表題	期間	開催場所	参加者数	ケニアからの参加者
1	カイゼン知見共有セミナー2016	2016年 3月23-25 日	エチオピア・ アディスアベ バ	93	Mr. Stephen Kirui, Director, KIBT Mr. John Munguti, Director, NPCC Mr. Nelson Gaiho, KIBT Mr. Kiyonori Matsushima, JICA Kenya Ms. Anne Olubendi, JICA Kenya Mr. Takeshi Fujita, JICA Project Team
2	カイゼン知見共有セミナー2017	2017年 4月26-28 日	ケニア・ ナイロビ	127	34 participants from KIBT, its collaborators (NPCC, KNCCI, SDT- MoITC, etc.) and JICA project team,
3	Africa KAIZEN Annual Conference 2018	2018年 7月2-4日	南アフリカ・ ダーバン	150	Hon. Bahari Ali, Chief Administrative Secretary, MoLSP Ms. Catherine Waweru, Acting Director, KIBT Mr. Patrick Nyakundi, KIBT Mr. Samuel Mulei, NPCC Mr. Timothy Jessop, Advisor, Megh Cushion Industries LTD. Mr. Takeshi Fujita, JICA Project Team
4	Africa KAIZEN Annual Conference 2019	2019年 6月24-26 日	チュニジア・ チュニス	215	Ms. Catherine Waweru, Acting Director, KIBT Mr. Gideon Njogu, KIBT Ms. Emily Kagendo Mutegi, NPCC Ms. Regina Irungu, Production Manager, Ultravetis East Africa Ltd. Ms. Anne Olubendi, JICA Kenya Mr. Takeshi Fujita, JICA Project Team

エチオピアで開催された「カイゼン知見共有セミナー2016」には、在ケニア日本大使館が招待した新聞記者（the Standard、the Star、the People等）が参加した。

「カイゼン知見共有セミナー2017」は、2017年4月26-28日にケニアのナイロビにおいて、JICA及びケニア政府の共催により行われた。JICAプロジェクトチーム、KIBT及びNPCCがセミナーの運営実施に携わった。ケニアからはKIBTやその関係機関（NPCC、KNCCI等）、JICAプロジェクトチーム等34名が参加した。同セミナーには、17カ国・組織（アルゼンチン、カメルーン、コンゴ民主共和国、エジプト、エチオピア、ガーナ、日本、ケニア、マレーシア、NEPAD、セネガル、南アフリカ、スーダン、タンザニア、チュニジア、ウガンダ、ザンビア）から127名が参加した。同セミナーにおいてJICAとNEPADは「アフリカ・カイゼン・イニシアティブ」を立ち上げることを発表した。また、各国におけるカイゼン推進への取り組み、成功事例、カイゼン推進の課題等が事前情報シートプレゼンテーション、パネルディスカッション、グループワーク、組織訪問等を通して参加者に共有された。



エチオピア、南アフリカ、マレーシア、アルゼンチンから招聘されたカイゼン有識者によるパネルディスカッションの様子
(ナイロビでのカイゼン知見共有セミナー2017)



17か国127参加者が参加
(ナイロビでのカイゼン知見共有セミナー2017)

Africa KAIZEN Annual Conference (AKAC) (カイゼン知見共有セミナーから改名) 2018は、2018年7月2-4日に南アフリカのダーバンで開催された。本会議には、20か国・組織から150名が参加した。参加者は、カイゼンコンサルタントの研修プログラム、カイゼンコンサルタント認証制度、カイゼン賞等、カイゼン実践のベストプラクティスを学んだ。

AKAC 2019は2019年6月24-26日にチュニジアのチュニスで開催された。同会議には17か国・組織から215名が参加した。AKAC 2019の特徴は、African KAIZEN Awardの審査と表彰を実施したことである。ケニアからは Ultravetis East Africa 社(本プロジェクトのパイロット企業)と Pipe Manufacturers 社(NPCCが選考した企業)の2社が参加し、プレゼンテーションを行った。両企業ともカイゼン活動の成功事例として表彰を受けた。また、本会議の参加者はカイゼンを更に推進するための Key Message を作成し、2019年8月に開催される TICAD VII に参加する各国首脳に対し、発信されることとなった。

2.7 定期モニタリング及び合同調整委員会(JCC)

(1) 定期的なモニタリング

KIBT-JICA チームは、Project Monitoring Sheet の作成、JCC 及び Technical Committee (JCC の補完会合) の開催を通して定期的なプロジェクトモニタリングを実施した。表 38 に示すように、本プロジェクト期間中、4つのプロジェクト報告書と8つの Project Monitoring Sheet が作成された。

表 38: 作成されたプロジェクト報告書及びプロジェクトモニタリングシート

レポート名	提出日
1. 報告書	
(1) ワークプラン	2015年11月
(2) プロジェクト進捗報告書	
1 st Version	2016年4月
2 nd Version	2017年3月
3 rd Version	2018年3月
(3) Project Completion Report	2019年6月
2. Project Monitoring Sheet	
Ver. 1 (September 2015 - December 2015)	2015年12月
Ver. 2 (January 2016 – April 2016)	2016年4月
Ver. 3 (May 2016 – September 2016)	2016年11月
Ver. 4 (October 2016 – March 2017)	2017年4月
Ver. 5 (April 2017 – September 2017)	2017年10月
Ver. 6 (October 2017 – March 2018)	2018年4月
Ver. 7 (April 2018 – September 2018)	2018年10月
Ver. 8 (October 2018 – March 2019)	2019年4月

(2) 合同調整委員会 (Joint Coordinating Committees : JCC) 及び Technical Committee (技術委員会)

JCC は、活動計画の承認、プロジェクト活動の進捗管理、プロジェクト活動の結果評価、プロジェクトに係る主要な課題への対応策の検討等を目的として開催された。本プロジェクト開始時に承認された以下の機関がメンバーを構成した。

- Ministry of Industry, Trade and Cooperatives (Chair)
- Ministry of Labour and Social Services (MoLSP)
- Kenya Private Sector Alliance (KEPSA)
- Kenya National Chamber of Commerce and Industry (KNCCI)
- Micro and Small Enterprise Authority (MSEA)
- Kenya Industrial Research and Development Institute (KIRDI)
- National Productivity and Competitiveness Centre (NPCC)
- Kenya Institute of Business Training
- JICA ケニア事務所、JICA プロジェクトチーム

[オブザーバー]
 在ケニア日本大使館
 JETRO ナイロビ事務所
 Toyota Academy, Kenya

また、JCC メンバー間の情報共有、及び協力活動を促進するため、JCC の補完会合として、Technical Committee（技術委員会）が編成された。Technical Committee は JCC が開催されない現地業務期間に実施された。メンバー及びオブザーバーとなった機関は JCC と同じ。

JCC と Technical Committee の開催記録は表 39 に示すとおり。両会議の議事録は Appendix 8 として添付する。

表 39: JCC と Technical Committee の開催記録

回数	月日	会場	議論の要旨
第 1 回 JCC	2015 年 10 月 13 日	Teleposta ビル 会議室	<ul style="list-style-type: none"> ● 本プロジェクトのワークプランが説明され、最終的に JCC メンバーの合意を得た。 ● 1 年次のパイロット企業の概要が紹介された。 ● 質疑応答では、KIBT 以外の組織から MTC 又は TC を人選し、育成することが可能かとの質問があった。JICA 専門家より、過去の JICA 支援の経験と人材を有する KIBT を対象機関とすることで効率性、効果の高いプロジェクトとすることを基本方針としている旨の説明があった。また、育成された KIBT の MT が将来的に KIBT の講師及び外部機関の人材を育成することが想定されている旨の補足説明があった。
第 1 回 Technical Committee	2016 年 2 月 23 日	Weight & Measures 会議室	<ul style="list-style-type: none"> ● 本プロジェクト活動の進捗（パイロット企業でのコンサルテーションの詳細を含む）が JCC メンバーに共有された。 ● KIBT の新規ビジネス研修プログラムの普及広報資料が JCC メンバーに紹介され、協力活動の可能性が検討された（NPCC、KIRDI、MSEA 等がパイロット・ビジネス研修の実施に関心を示した）。 ● 第 3 次現地業務（2016 年 6-9 月）の計画が説明された。
第 2 回 JCC	2016 年 8 月 30 日	Teleposta ビル 会議室	<ul style="list-style-type: none"> ● JICA は JCC メンバーに対し、先に開催された TICAD VI 関連イベントへの協力に関する謝辞を述べた。 ● プロジェクト活動の現状報告、達成状況、今後の計画が KIBT-JICA チームから説明された。 ● 一つの PDM 指標の改定が提案された。JCC での議論を経て、その修正が合意された。 ● JCC メンバーから、KIBT-JICA チームがパイロット企業に 5S やカイゼンの文化を根付かせるためにどのような働きかけを行っているかにつき質問があった。プロジェクトチームは、コンサルテーション活動において、各社に 5S 及びカイゼンの Champion（リーダー、優れた取り組みを行うチーム）を育成するように取り組んでいること、及び 5S に関しては 5S 委員会を立ち上げ、5S 活動を組織として推進するように支援していること等の取り組みを紹介した。 ● JCC メンバーから、産業・貿易・組合省に対し、中小企業向けのコンサルテーションを継続的に提供していくこ


			とに関する方針について質問があった。同省幹部は、中小企業の振興を支援することは同省の優先課題の一つであるため、今後もコンサルテーションサービスの提供に必要な予算措置を継続していく方針を説明した。
第2回 Technical Committee	2016年 12月8 日	Weight & Measures 会議室	<ul style="list-style-type: none"> ● プロジェクト活動の進捗状況が本プロジェクトチームから説明された。うち、KIBT 所長は、KIBT の Re-branding 戦略を紹介した。 ● 2年次のパイロット企業でのコンサルテーションの進捗状況が3分野のMTCによって紹介された。 ● 第5回現地業務（2017年2～5月）の活動計画が説明された。その中で3年次に関係機関の人材をTCとして育成する計画が提案され、議論を経てJCCメンバーから合意を得た。 ● 駐ケニア日本大使館及びJETROは本プロジェクトでの日系関係企業への支援の取り組みに謝意を示した。また、ケニアに新たに進出する日系企業への支援の可能性を検討して欲しい旨の要望が出された。
第3回 Technical Committee	2017年 4月4日	Weight & Measures 会議室	<ul style="list-style-type: none"> ● 本プロジェクト活動の現状報告がKIBT-JICAチームからなされた。 ● 1年次のパイロット企業を対象にしたコンサルテーション・インパクト調査の結果が発表された。 ● KIBTの年度計画につき、2017/2018年度にKIBTが独自でコンサルテーションを実施するために必要な予算が確保されている旨、KIBTから説明があった。 ● コンサルテーション・インパクト調査の結果に関して、主要な海外取引先からの大型取引がキャンセルになったため、経営危機に直面している1社につき、KIBT-JICAチームがどのような支援を行ったのかとの質問があった。KIBT-JICAチームは、同社がそのような状況に陥ったのはコンサルテーション終了後の数か月後であった旨を説明した。また、コンサルテーションはビジネスプロセスの改善を目的とするものであり、取引相手の調査、選考に関する意思決定は指導の対象外である旨を回答した。
第3回 JCC	2017年 7月13 日	Teleposta ビル 会議室	<ul style="list-style-type: none"> ● プロジェクト活動の現状報告、達成状況、今後の計画がKIBT-JICAチームから説明された。加えてパイロット企業のコンサルテーションを通して明らかになった知見が2年次のTCから説明された。 ● KIBT 職員の省内における昇格・異動に関して、JICA ケニア事務所は、育成したKIBTの職員が最低限、プロジェクト期間中、KIBTに留まる必要があることを強く要請した。Kiptoo 事務次官は、本プロジェクトの重要性に関する理解を再確認し、育成したKIBT職員がKIBTに留まることにつき、必要な手段を講じることを約束した。 ● Kiptoo 事務次官は本プロジェクト2年次の活動結果を高く評価した。彼は中小企業の能力強化は輸出拡大に向けて必要不可欠であると述べた。その上で、可能であれば、本プロジェクトの範囲を拡大し、EPC（ケニア貿易促進機関）やKIRDIと連携した活動を実施することを要請した。本プロジェクトの活動を拡大するために、JICAに更なる財政的な支援を期待する旨が表明された。

			<ul style="list-style-type: none"> ● JETRO ナイロビ事務所はケニアと日本の貿易格差を是正するため、日本市場へのアクセスに興味を持つケニアの中小企業を支援する必要があるとの見解を示した。
第4回 Technical Committee	2017年 11月14 日	Weight & Measures 会議室	<ul style="list-style-type: none"> ● 本プロジェクト活動の現状報告が KIBT-JICA チームからなされた。 ● 本プロジェクト成果を踏まえ、活動を持続的に行っていくためのケニア政府の予算措置につき質問があった。KIBT 副所長は、2018/2019 年度において、本プロジェクト活動への付加的な予算措置がなされた旨を説明した。JICA プロジェクトチームは、KIBT が独自に2社に対してコンサルテーションを実施することが2017/2018年度のKIBTの年度活動に必要な予算とともに記載されていることも指摘した。 ● コンサルテーション満足度調査につき、1社から満足していない旨の回答があった理由につき、質問があった。KIBT-JICA チームは、同社が当方のコンサルテーションに対し、売上高の増加等、短期間での成果を期待しており、当方のコンサルテーションが取っている継続的な改善活動の実施というアプローチに全く関心と協力を示さなかったためであると説明した。KIBT-JICA チームはこうした活動についてその意義を何度も説明したが、同社の経営幹部は理解を示さなかったとのこと。 ● ナイロビ以外の他地域に本プロジェクトの活動をどのように展開するかにつき、質問があった。JICA ケニア事務所は、2017年8月にケニア政府（産業・貿易・組合省）から本プロジェクトの次フェーズ（第2フェーズ）につき要請があったこと、同要請の一つのアイデアとして本プロジェクト活動をいくつかの地域にも展開することが含まれている旨を明らかにした。第2フェーズの必要性、実施可能性は2018年度に調査される予定である。 ● NPCC は、本プロジェクトの第2フェーズが実施される場合、KIBT-JICA と協力することが可能である旨を明言した。 ● JICA ケニア事務所は、KIBT は本プロジェクト終了後、本プロジェクトで育成した人材を継続的に活用するための仕組みを構築する必要がある、それが本プロジェクトの第2フェーズの実施可能性を考える上で最も重要な点であるという見解を示した。
第4回JCC	2018年 4月19 日	Teleposta ビル 会議室	<ul style="list-style-type: none"> ● 本プロジェクト活動の進捗（パイロット企業でのコンサルテーションの詳細を含む）が本プロジェクト・マネジャー（KIBT 所長）により JCC メンバーに共有された。 ● JICA プロジェクトチームから本プロジェクトの目標、成果の達成状況が説明された。 ● JICA モニタリング調査団からモニタリング調査の結果が報告された。本プロジェクトの達成状況については合意されたものの、同調査団からは育成された Trainer が KIBT から異動する可能性を踏まえ、プロジェクト活動の持続可能性についての懸念が提起された。その持続可能性を高めるため、研修とコンサルテーションサービスを提供する上で KIBT が協力機関との協力関係を強化すべきとの指摘があった。そうしたことから同調査団より以下の活動を実施するため、本プロジェクト期間の1年

			<p>間の延長が提案された。</p> <ul style="list-style-type: none"> ➤ 中小企業へのビジネスサービスの提供に関する協力を協議するため関係機関との Coordinating committee の設置 ➤ KIBT 協力機関との協働によるビジネスプランに関する TOT カリキュラムの開発と実施 ➤ KIBT 協力機関との協力によりビジネスサービスを継続的に提供するための仕組みづくり <p>● JCC メンバーは同調査団からの提案に合意した。</p>
第5回 Technical Committee	2018年 6月26 日	Weight & Measures 会議室	<ul style="list-style-type: none"> ● 本プロジェクト活動の進捗、達成状況が本プロジェクト・KIBT 側コーディネータにより説明された。 ● JICA プロジェクトチームより延長期間（2018年9月~2019年8月）の活動計画案が説明された。 <ul style="list-style-type: none"> ➤ Coordinating Committee は3回実施予定。 ➤ ビジネスプランの TOT は2018年10月に実施予定。 KIBT 及び協力機関の職員のビジネスプラン作成に関する知見を強化することを目的とする。研修参加者の中から優秀な者は2019年3月の企業向け研修の指導者として育成する。 ➤ 第三国研修は2019年1月にマレーシアで実施予定。 KIBT 及び協力機関の幹部が参加する予定。 ● 出席した JCC メンバー組織のうち、いくつかの組織からビジネスプラン TOT に自組織から参加者を派遣したい旨、要望を受けた。KIBT と JICA プロジェクトチームは招待状を JCC メンバー組織に送付することを約束した。
第5回 JCC	2019年 7月10 日	Teleposta ビル 会議室	<ul style="list-style-type: none"> ● MoITC の総務局長が Dr. Kiptoo 事務次官のメッセージを代読。JICA の支援に対し謝意を表明。ケニアの中小企業への能力強化への支援を通し、国内及び海外の貿易額が増加することを期待。 ● 本プロジェクトの KIBT 側プロジェクト・コーディネータよりプロジェクト活動の結果を報告。 ● JICA プロジェクトチームより PDM を踏まえ、本プロジェクトの目標、成果の達成結果を説明。また、同チームより、上位目標を達成するための提案が行われた（詳細は「5.上位目標の達成に向けての提言」参照）。 ● KIBT 所長の Catherine Waweru 氏が AKAC2019 の成果物である「Message to the Heads of the Nations in TICAD VII (draft)」を発表。 ● JICA ケニア事務所及びプロジェクトチームが次フェーズプロジェクトの概念案を説明。コンセプトを確定させるため、調査団が派遣される予定。 ● JCC メンバーから本プロジェクト実施に関する KIBT 及び JICA の努力 に対し、感謝の意が伝えられた。

(3) Project Design Matrix (PDM) の改定

本プロジェクトにおいては、2016年8月30日に開催された第2回のJCCにおいて、特に「マーケティング・営業」及び「財務管理」両分野でのコンサルテーションのテーマを実際に適した形で設定するため、以下のようなPDM指標の改定が提案された¹⁶。

<p>[改定前] 3.2 パイロット企業における作業行程の無駄が平均で 20%削減される。</p>		<p>[改定案] 3-2. パイロット企業のビジネスプロセスが、プロジェクトチームが合意した評価基準につき平均で 20%改善される（ビジネスプロセスの改善は、作業工程のムダの削減、企業経営を効率的に行うための計画・戦略・仕組みの構築等を含む）</p>
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議論の後、提案されたPDMの修正はJCCメンバーから同意された。後日、RDに関するAddendumが2016年9月7日に署名された。

¹⁶ 当初の指標は作業のムダ削減に焦点を絞り、設定されていた。しかしながら、コンサルテーションの開始後、KIBT-JICA チームはパイロット企業の多くで適切な計画・戦略・仕組みが構築されていないことがわかった。ムダどりはこうした計画・戦略・仕組みが構築された後で初めて推進することができるものである。

3. プロジェクト実施運営上の課題・取り組み・工夫・教訓

3.1 プロジェクト実施運営上の課題・取り組み・工夫～業務実施の方法

(1) 3分野すべてでコンサルテーションを実施できる企業を探すことの難しさ

本プロジェクトの実施期間において、生産・品質管理、マーケティング・販売、財務管理という、3分野すべてでコンサルテーションを実施できる適切な企業を探すことが難しかった。1年次においては、1社につき経営者及び経営方針の変更に伴い、パイロット企業としての協力を得ることが難しくなってしまったため、パイロット企業から外れることとなった。

1年次の経験を踏まえ、1年次よりも早い時点で関係機関にパイロット企業の候補となる企業の紹介を依頼した。また、KIBT-JICA チームは、協力のネットワークを拡大することにも取り組んだ。例えば、花卉の製造技術を指導するオランダのコンサルティング会社（Flower Watch）とコンタクトを取り、花卉製造に携わる企業を紹介していただくことで合意した（実際に2社の紹介を受け、コンタクトを取った）。また、1年次のパイロット企業のうち数社（Megh Cushion、Match Electricals、Centrofood）からは、各社の取引先等の企業を候補企業として紹介を受けた。

こうした努力が2年次及び3年次のパイロット企業選考で行われたにもかかわらず、パイロット企業のうち3社が、コンサルテーション開始後、生産・品質管理分野のコンサルテーションを実施するための必要な生産規模・能力を有していないことが判明した。そのため、これらの企業については、マーケティング・営業分野及び財務管理分野の2分野のみにつきコンサルテーションを実施することとなった。他方、KIBT-JICA チームは生産・品質管理分野でのコンサルテーションを行うために必要な生産規模・能力を有する会社を別途選考した。

本プロジェクトにおけるコンサルテーション実施を通して、以下の項目がより大きな経営改善成果を創出できる企業を選定するために必要な要件として確認された。

表 40：コンサルテーションを通して、より大きな経営改善成果を創出できる企業を選定するために必要な要件（製造業の中小企業を念頭に）

分野	必要な要件
全分野共通要件	前掲「パイロット企業の選定基準」
生産・品質管理	<ul style="list-style-type: none"> ● 恒常的に生産活動が行われていること（受注や原材料の供給等が安定していること等） ● 標準的な製品が存在すること（同製品を通じた標準化が可能） ● 工場のレイアウトや生産ラインの変更が自社の責任で実行できること（貸工場やライン借りでは、レイアウト変更等に関する根本原因への対策が適切に講じられない可能性がある）
マーケティング・営業	<ul style="list-style-type: none"> ● マーケティング・営業機能を有していること（例えば、対象企業が親会社からの委託生産に専業している場合には同機能を有さずコンサルテーション実施が難しい） ● マーケティング・営業を担う人材が配置されていること ● 対象企業の主要な顧客への直接的なアクセスが可能なこと（顧客に直接ヒアリングを行うことで顧客の声を踏まえたマーケティング・営業戦略の策定が可能になる）
財務管理	<ul style="list-style-type: none"> ● 正しい財務データ（過去3年度程度）が提供されること ● 財務管理が完全にはアウトソーシングされておらず、財務管理を担う人材が配置されていること ● 経理データが帳簿等で予め管理されていること

(2) パイロット企業からの財務データ入手の難しさ

パイロット企業のうち数社が、当初財務データを提供することに抵抗感を持っていた。主な要因として、第三者に財務情報を開示することへの抵抗感や、財務データ自体が正しく管理されていないことが考えられる。そのため、JICA 専門家は、財務分析を行うことのメリットを丁寧に経営幹部に説明し、財務情報の提供を働き掛けた。また、財務管理分野のコンサルテーションにおいても、財務部門事務所の 5S、財務管理プロセスの業務改善等、財務データが必要でなくても進められる活動をまず実施し、具体的な成果を出してこうした企業からの信頼関係を構築し、財務データを提供することへの抵抗を取り除くように取り組んだ。

3.2 プロジェクト実施運営上の課題・取り組み・工夫～運営体制他

(1) プロジェクト活動と KIBT 独自の活動の両立

2年次においては、KIBT の Lecturer のうち、10名の MT 及び9名の TC が本プロジェクト活動に配置された。KIBT の Lecturer は合計 32 名で、約 6 割が本プロジェクト活動に関わったことになる。KIBT は JICA プロジェクトとは別に、Mandate に基づく独自の活動を行わなければならない。いうまでもなく、それらの活動には業績評価指標が設定され、KIBT 及び Lecturer はその指標を達成することが要求されていた。

前述2つの活動を並行して実施するためには、活動の効果的なマネジメントと適切な計画が必要であった。JICA プロジェクトチームは、本プロジェクトの活動計画を KIBT に前もって周知し、KIBT の Lecturer が本プロジェクトにおける自身の予定を踏まえて KIBT 独自の活動の計画をつくれるように働きかけた。他方、プロジェクト期間を通し、MT の多くの業務時間が本プロジェクト活動に費やされているため、KIBT の業績評価指標も従事する業務内容に合わせた形で修正された。

(2) KIBT 講師の昇進・省内他部局への異動

2017年3月末に、KIBT 12名の Lecturer (7名の MTC 及び5名の TC を含む) が貿易局の他部局ポストへの公募に応募した。これは、KIBT 内に昇格のためのポストが用意されておらず、処遇を改善するために他部局のポストに応募せざるをえなかったためと考えられる。以降、異動の対象となった MTC 及び TC の数名につき、コンサルテーションへの参加率が低くなった。2017年6月に、KIBT の講師 13 名 (MTC6 名、TC5 名) が応募に合格し、他部局に異動となることが確認された。技術移転のためのカウンターパートがいなくなってしまう事態が起こる可能性が生じた。

JICA ケニア事務所とプロジェクトチームは即時に対応し、本プロジェクトで必要な技術移転を完了するため、最低でもプロジェクト期間終了時まで異動の対象となっている Lecturer が KIBT に留まるよう、MoITC の事務次官に要請した。2017年9月中旬に同事務次官から、主要なプロジェクト活動終了時 (2018年6月) まで KIBT に留まることを命じるレターが同 Lecturer に対し発出された。その結果、昇進した MTC 及び TC は 2018年6月まで KIBT に留まることとなり、必要な技術移転を完了することができた。

本プロジェクトの当初技術移転終了時である 2018年7月初旬に、13名中 10名の KIBT 講師 (MT 5名と 2年次 TC 5名) が MoITC 貿易局内の他部局に異動した。

KIBTの職員数の減少を補うために、MoITCは2018年8月に新たな職員をKIBTに採用することを発表した。2018年10月及び11月に書類選考、面接、応募者への結果通知が行われたが、その後、ケニア政府人事院が内定した新規職員の採用を保留する決定を行い、2019年4月まで採用通知が送付されな

かった。しかし、2019年5月に同人事院が同採用を承認するに至った。その結果、KIBTに新たに12名の職員（Senior Principal Lecturer: 4名、Lecturer: 7名、Graphic Designer: 1名）が採用された。うち2名が本プロジェクトで育成されたTrainerであった（2年次に育成されたTC）。

(3) ケニア大統領選再選挙に伴う政治、治安状況の不安定に起因するプロジェクト活動の遅れ

2017年9月半ばに、ケニア最高裁判所は2017年8月8日のケニア大統領選の結果が無効であるとの判断を下し、その後、2017年10月26日に大統領選の再選挙が実施されることとなった。10月初旬に野党連合の大統領候補者が大統領選からの辞退を発表した後、政治状況は不透明となり、治安状況は不安定となった。

2年次の成果広報セミナーは、当初2017年7月に計画されていた。しかし、当初の選挙日程を踏まえ、まず11月4日に延期された。しかしながら、前述の再選挙の状況を鑑み、JICA ケニア事務所と協議の結果、JICA プロジェクトチームは同セミナーを2018年3月7日に再延期することに合意した。また、ナイロビ市内の安全・治安に関する警告発令のため、大統領再選挙日（2017年10月26日）前後の数日間、コンサルテーションのための企業訪問が延期された。そのため、KIBT-JICA チームは限られた日数で効果的、集中的にコンサルテーションを実施することで対応した（例えば、1日2社を訪問する等）。

本プロジェクト活動の管理を行うため、JICA プロジェクトチームの総括は、2017年9月及び11月の現地業務期間を延長した。また、2018年3月に延期された成果広報セミナーの準備を行うため、2018年2月において、計画より前倒しでケニアに赴任した。

(4) MTC への日当支払に関する KIBT の予算制約

ケニア政府 MoITC の規約には、同省職員が本省及び事務所以外で業務を行う場合は日当を支払うことを規定している。本プロジェクトの Record of Discussion では、Travel Allowance はケニア側（KIBT）が負担することとなっていた。MTC は本プロジェクトの2年次から現場コンサルテーションにおいてトレーナーの指導を行っているが、KIBT の旅費予算の制約から2年次において前述の日当がMTCに支払われていなかった。MTCによれば、このことが彼らのモチベーション低下の要因であったとのことである。

2017年9月末に、KIBT よりMTC への日当の支払につき、JICA から支援を得たい旨、JICA プロジェクトチームに要請がなされた。プロジェクトチームは JICA 本部及びケニア事務所と日当支給の可能性について協議した。検討の結果、MTC が3年次にコンサルテーションを実施した際には、本プロジェクトの予算制約の範囲内で例外的にMTCに日当を支給されることとなった。以降、MTC の出席率に大きな向上が見られた。

(5) 3年次の異なる機関から派遣される TC のプロジェクト活動への参加率の確保

3年次の TC はいくつかの協力機関（KNCCI、NPCC、KIRDI、産業・貿易・組合省貿易局国内貿易部）から派遣されていた。KIBT-JICA チームは TC 育成プログラムへの参加を確認するため、各機関から同意書を受領していた。しかし、TC は所属する機関における業務遂行も要求されるため、TC としての認定に必要な参加率を達成できないというリスクがあった。

実際に、ある所属機関の何名かの TC が、自身の機関での業務を行うため、2017年10月の TC 育成プログラムに参加できないという事態が起こった。この場合には、JICA プロジェクトチームの総

括と KIBT 副所長が同機関の幹部と面談し、TC 育成プログラムへの参加を優先してほしい旨を強く要請した。同機関も了承し、その後は、当該 TC の参加率は改善された。

3.3 教訓

本プロジェクトを実施の過程で得た教訓は以下のとおり。

(1) SME 向けのビジネス研修及びコンサルテーションへの強いニーズ

ケニアにおける中小企業の生産性は依然として低い状況にあり、その原因は適切な経営手法や製造技法の適用、導入が不十分であるためと考えられる。生産・品質管理に関しては、生産現場は管理が十分でなく、効率的な生産を行うことが難しく、安全管理にも改善の余地が大きい。生産工程や作業のムダも数多く見られる。生産現場では多くの品質不良品が発生するが、品質課題の根本的な問題が十分に分析されず、必要な対応策が実施されないことが多い。マーケティング・営業に関しては、多くの中小企業が顧客のニーズを理解するため、顧客と継続的なコミュニケーションを取る努力を行っていない。そのため、顧客のニーズは十分に把握されておらず、サービスや製品の品質改善に活かされていない。営業活動は十分に管理されておらず、営業活動で得られた顧客に関する重要な情報も企業内で十分に共有されていない。財務管理に関しては、財務情報が適切に管理されていないため、経営幹部が財務状況を踏まえた上での経営意思決定を迅速に行うことができず、かつ金融機関に融資申請等のための必要な財務書類を容易に提出することができない。また、絶えず更新された財務情報を含む定期的な経営レポートの作成を常に行っている企業は稀である。

表 41 は 3 年次に実施したパイロット企業向けモデル研修への対価の支払いに関する意思を示したものである。同様の研修（同様の研修項目で 1 日 6 時間×3-5 日間）を実施した場合、適当な対価として「10,001-30,000KSH」が最も多く挙げられた（39.4%）。また、表 42 は 3 年間のパイロット企業のコンサルテーションへの対価の支払いに関する意思を示すものである。本プロジェクトと同様なコンサルテーションを実施した場合、全パイロット企業のうち 30.2%が適切な対価として「50,001-100,000 KSH」を挙げた。金額には差があるものの、本プロジェクトのサービス受益者はモデル研修とコンサルテーションへの対価を払うことへの価値を見出している。

表 41: パイロット企業向けモデル研修への対価の支払いに関する意思（総回答数：71 名、1 日 6 時間 x3-5 日間実施した場合）

金額	割合（回答数）
0-5,000 KSH	1.4% (1)
5,001-10,000 KSH	16.9% (12)
10,001- 30,000 KSH	39.4% (28)
30,001- 50,000 KSH	19.7% (14)
50,001 – 100,000 KSH	15.5% (11)
100,001 KSH 以上	7.0% (5)

表 42: コンサルテーションへの対価の支払いに関する意思（総回答数：43 名、本プロジェクトと同様な形でのコンサルテーションサービスを受ける場合）

金額	割合（回答数）
0-10,000 KSH	4.7% (2)
10,001-50,000 KSH	20.9% (9)
50,001- 100,000 KSH	30.2% (13)
100,001- 200,000 KSH	20.9% (9)
200,001 – 500,000 KSH	11.6% (5)
500,001 KSH 以上	11.6% (5)

こうしたことから、ケニアの中小企業において依然としてビジネスプロセスを改善し、成長に向けた経営能力強化を図るためにビジネス研修及びコンサルテーションへの強いニーズがあるといえる。

(2) ケニア中小企業に有効な経営手法

ケニアの中小企業の経営能力強化を図るため、KIBT 及びその協力機関からのビジネス研修やコンサルテーションサービスの提供は、(1)で記載したケニア中小企業の経営課題を解決するために有効と考えられる。本プロジェクトにおけるコンサルテーション及びビジネス研修実施の経験から、表 43 に示す経営の考え方、手法がパイロット企業に受け入れられ、かつ実践的な成果を上げた（パイロット企業でのコンサルティング活動の詳細は[Appendix 6]及び[Appendix 7]を参照）。

表 43: 本プロジェクトのコンサルテーションにおいて対応した主要な経営課題と有効な手法

分野	主要な経営課題	有効な手法
生産・品質管理	生産現場の適切な管理	5S、目で見える管理
	安全管理	5S、KAIZEN、目で見える管理
	効率的な生産工程、作業工程の構築（ムダどり）	5S、KAIZEN、目で見える管理、Industrial Engineering、設備保全
	品質向上	5S、KAIZEN、目で見える管理、QC7つ道具/QCサークル
	適切な在庫管理	5S、KAIZEN、目で見える管理、在庫管理手法（先入先出等）
マーケティング・営業	顧客のニーズを踏まえたマーケティング・営業戦略の作成	顧客調査、マーケティング戦略理論（3C、PEST、5 Force 等）、マーケットリサーチ、セグメンテーション
	顧客との関係性の向上	顧客関係性管理、セグメンテーション、営業管理、営業担当者教育
	営業活動の適切な管理	営業管理、営業担当者教育、ナレッジマネジメント
	市場ニーズを踏まえた新製品開発	マーケットリサーチ、新製品開発管理（PDCA に基づく管理）、価格戦略
財務管理	財務情報の適切な管理	5S、目で見える管理、簡易財務テンプレート
	迅速な経営意思決定のための経営・財務レポートの作成	簡易財務テンプレートを活用した定期的な経営・財務レポートの作成、財務分析手法（損益分岐点、収益性、生産性、キャッシュフロー等）、予算管理
	財務情報を踏まえた適切な経營業績管理	財務分析手法、Key Performance Indicator による業績管理、予算管理

前述に加え、モデル研修参加者からの研修後のフィードバックを踏まえ、以下をテーマにした研修プログラムが中小企業のビジネス機能、経営機能の強化のために実践的であり、有効と考えられる。各研修の目的と特徴（ケニアの中小企業にとって有効と考えられる理由）は表 44 に示すとおり。

- 企業経営者を対象にした経営戦略・経営計画
- 零細、中小企業を対象にしたビジネスプラン作成
- 新卒者等を対象にしたビジネススキル
- 管理者・監督者を対象にしたマネジメントスキル

表 44: ケニアの中小企業において有効な研修プログラムの目的と特徴

研修名	研修目的	ケニア中小企業にとって有効と考えられる理由
経営幹部を対象にした経営戦略・経営計画	企業経営者・管理者が経営戦略を構想し、経営計画を作成するための知識とスキルを習得する。	ケニア中小企業において、経営戦略と経営計画を策定するための適切なスキルを有している企業経営者・管理者は少ない。本研修は自社の内部資源や外部経営環境の分析を踏まえ、実効性のある経営戦略を構築することに焦点を置いている。本プロジェクトにおいて、Toyota Kenya 及びパイロット企業を対象にモデル研修プログラムを実施したが、参加者の満足度は非常に高かった。
零細、中小企業の経営幹部を対象にしたビジネスプラン作成	企業経営者・管理者が自社のビジネスプランを作成するための実践的なスキルを習得する。	ビジネスプランを構築しているケニア中小企業は少ない。そのため、事業管理が適切に行われない要因となっている。また、ビジネスプランが準備されていないため、金融スキームへのアクセスが容易ではない。本プロジェクトにおいて、パイロット企業を対象にモデル研修プログラムを実施したが、参加者の満足度は非常に高かった。
新卒者等を対象にしたビジネススキル	参加者が社会人として必要な心構えを理解する。また、参加者が報連相を含む適切なビジネスコミュニケーションが取れるようになる。	ケニアにおいて新卒学生を対象にした実践的なビジネススキル習得のための研修プログラムはあまり実施されていない。新卒学生がスムーズに社会人となるため、ビジネスパーソンとしてのマインドセットや必要なコミュニケーションスキルを習得することは重要である。本プロジェクトにおいて、JKUAT 学生を対象にモデル研修プログラムを実施したが、参加者の満足度は非常に高かった。
管理者・監督者を対象にしたマネジメントスキル	中間管理者が管理者として必要な役割を理解し、行動変容に取り組む。また、組織目標を達成するため、チームを主導するリーダーとしての能力を習得する。	ケニアにおいて民間研修機関や大学がリーダーシップ、モチベーション、コーチング等のマネジメントスキルの要素を含む研修を実施している。しかし、実際のマネジメント実務を念頭におき、「業績管理」「部下育成」「組織能力の向上」等、中間管理者に必要なスキルの習得を図る研修はあまり実施されていない。中間管理者は経営改善を行う上でのキーパーソンであり、その役割を果たす上で必要なスキルを習得する必要がある。本プロジェクトにおいて、パイロット企業を対象にモデル研修プログラムを実施したが、多くの参加者は本研修内容がケニア中小企業の経営管理にも有効であると評価した。参加者の満足度も非常に高かった。

(3) コンサルテーションとビジネス研修の効果的な組み合わせ

本プロジェクトでは、5 つのモデル研修（経営戦略／計画、マーケティング／営業、生産・品質管理、財務管理、ビジネススキル・マネジメントスキル）が、コンサルテーションの終了後（第3年次）にパイロット企業の経営者や管理者を対象に実施された。パイロット企業の多くがコンサルテーション終了後のフォローアップを希望していたこともあり¹⁷、同研修がパイロット企業におけるコンサルテーション結果を持続するための貴重な機会となった。また、コンサルテーションにより具体的な成果が創出された場合、経営幹部はそれらの成果を持続するため、実際の業務担当者（管理者）を教育する必要が生じる。そのため、コンサルテーションとビジネス研修の組み合わせ、より具体的には「コンサルテーション実施後の社員スタッフへのビジネス研修の提供」はコンサルテーションの成果を持続するため、大変有効であった。

(4) ビジネスプラン作成研修に関する実践的なアプローチ

本プロジェクトの延長期間においては、企業向けのビジネスプラン作成研修を実施した。5 日間の研修プログラムのうち、1.5 日を各社自身の経営情報と財務データを基に参加企業が独自のビジネスプランを作成することに費やした。より適切なビジネスプランを作成するため、KIBT-JICA チームは

¹⁷パイロット企業を対象としたコンサルテーション・インパクト調査結果による。

同じ研修に、1社から異なる部門の管理者 2、3名が参加することを働きかけた。ビジネスプラン研修の TC と JICA 専門家は、メンターのように、各社がより良いビジネスプランを作成することを個別指導した。参加者は作成したビジネスプランを研修後すぐに活用できるため、こうしたアプローチは大変実践的であるとの評価を得た。

(5) 零細中小企業、公的な BDS 提供者が直面する課題

本プロジェクトの延長期間で実施された零細中小企業支援のための BDS に関する調査によれば、零細中小企業・起業家は、高い貸付利率、返済期間、より厳格な担保条件等により、大企業に比べより金融へのアクセスがより困難な場合が多いことがわかった。

他方、公的機関を中心とした継続的な BDS 提供体制には以下のような限界があると考えられる。

- 公的 BDS 提供機関間の調整、公的 BDS 提供機関間及び民間 BDS 提供機関間のネットワークの欠如
- 育成した人材の流出
- 予算や人材不足による BDS 提供の限界、及びサービス提供に関する実践的な仕組み（コストシェアリング、情報共有等に関する仕組み）の欠如

そのために、ケニアにおいて、公的機関による零細中小企業向けの BDS のワンストップサービスは未だ提供されていない。民間の BDS 提供機関の更なる活用が必要であり、そのために必要な環境（エコシステム）が整備されるべきである。

4. 成果・プロジェクト目標の達成度

4.1 成果 1 (KIBT における新規ビジネスサービス実施のための運営体制が構築される)

[指標 1-1] KIBT が日本人専門家の支援なしに主体的に実施する「新規ビジネスサービス」の年次ワークプラン（実施スケジュール、人的・活動予算等を含む）が開発される。

- 本プロジェクト開始後以降、KIBT は 2016/2017、2017/2018、2018/2019、2019/2020 の 4 年度の活動計画を JICA 専門家の支援なしに作成した。これらのいずれにも、本プロジェクトで開発した新たなビジネスサービスが含まれていた。
- 特に、2017/2018 年度の年度計画には、コンサルテーションを提供する企業数の目標が 8 社と設定されており、これは本プロジェクトの 3 年次のパイロット企業数である 6 社を上回る数であった。実際に、8 社に対するコンサルテーションが実施され、うち 2 社は KIBT が独力で実施したものであった。
- JICA 専門家によるコンサルテーションに関する技術移転が終了した後の 2018/2019 年度において、年間に実施されるコンサルテーションの対象企業数は 10 社と計画された。本プロジェクトで MT として育成された KIBT の職員が Embu、Bomet、Kakamega 各州で行われた JICA 一村一品プロジェクトのフォローアップ研修の講師の役割を担った後、KIBT は Bomet と Kakamega の州政府と MSME 向けのコンサルテーション実施に関して合意した。同年度、KIBT は JICA 専門家の支援を受けることなしに、4 社に対してコンサルテーションを実施したが、これは KIBT が独自に設定した目標値を下回るものであった。
- 前述の 2 地方政府に加えて、KIBT は起業家育成、ビジネス研修、零細中小企業向けのコンサルテーション等の提供に関する MOU を以下の機関と締結した。
 - 地方政府: Nakuru、Meru、Kirinyaga、Embu
 - 大学: Kabarak University、Management University of Africa、Kenyatta University、University of Embu
 - 金融機関: Post Bank
 - 産業団体: KNCCI、KAM
- 1 年次の活動を通して、新たなビジネス研修・コンサルテーションに対するステークホルダーのニーズが確認された。KIBT の過去 3 年間の年度報告書を分析し、KIBT の活動に関する現状を分析するとともに課題を抽出した。それを踏まえ、KIBT は、2016 年 11 月に JICA 専門家からの支援を受け、民間企業や NGO 等への認知度向上を図るため、Re-Branding 戦略を策定した。
- 中小企業向けの新たなビジネス研修は KJ-PRIME としてまとめられ、KIBT の Re-Branding 戦略のうちの主要な活動として推進されている。KJ-PRIME のカリキュラムを基に、1、2 年次においてトヨタケニア（アカデミー）及び JKUAT と共同でモデルビジネス研修が実施された。加えて、3 年次及び延長期間において、KJ-PRIME のカリキュラムを活用し、6 つのモデル研修がパイロット企業を対象に実施された。これらの研修プログラムの実施を通して、中小企業のニーズの定期的な見直し、ガイドライン・ツールの修正、MT の講師としての能力の強化等、新たな研修プログラムの実施体制がほぼ確立された。
- 2019 年 3 月に発表された Vision2030 における中期歳出フレームワーク（MTEF）では、2017/2018 から 2020/2021 年度にかかる KIBT への予算額は毎年増加傾向にある（表 45）。この増加額は新

たなビジネスサービス（中小企業向けのビジネス研修及びコンサルテーション）に向けられるものと考えられる。本プロジェクトの成果を持続し、かつ KIBT の活動範囲の拡大を担保するために、KIBT への予算措置の動向については今後もモニタリングしていく必要がある。

表 45: Vision 2030 中期歳出フレームワークにおける KIBT への予算配分

年度	2017/2018 (実績)	2018/2019 (実績)	2019/2020 (計画)	2020/2021 (計画)
経常予算計 (KSH)	83,006,824	93,178,680	96,739,734	99,249,894
新ビル建設関連費用 (KSH)	11,000,000	102,000,000	240,000,000	0

[指標 1-2]パイロット企業に対して実施した「新規ビジネスサービス」の結果は本プロジェクトでプロジェクト開始当初策定したカリキュラム及びシラバスに反映される。

- ガイドライン（カリキュラム、シラバス）及びツール（テキスト、講義マニュアル）の第1版が1年次に完成した。MTC 及び TC はそれらを適宜修正し、それらを用いて TC 向けの座学研修やパイロット企業向けのモデル研修を実施した。
- ガイドライン・ツールは3年間のコンサルテーションの結果を踏まえて、随時修正された。
- プロジェクトの延長期間において、JICA プロジェクトチームと KIBT は、講師向け及び企業向けのビジネスプラン研修のガイドライン、ツールを完成させた。それら、2018年10月のビジネスプラン講師育成研修及び2019年3月のビジネスプラン・企業向けパイロット研修で活用された。

[指標 1-3] 本プロジェクトで計画した現場コンサルテーションの最低30%は KIBT マスタートレーナー・講師及び KIBT 協力機関職員の混合チームによって実施される。

- 3年間でパイロット企業の候補として訪問調査を行った43社のうち、67.4%（29社）が前述の協力機関から紹介を受けた企業である。実際にパイロット企業として選考された企業のうち、協力機関から紹介された企業の割合は71.4%（21社中15社）であった。
- 3年次には、対象となる7社すべてのコンサルテーションが JICA 専門家、KIBT の MTC と他機関（KNCCI、NPCC、KIRDI、Internal Trade）から派遣された TC の混合チームで実施された。混合チームで実施されたコンサルテーションの割合は3年間で33.3%（パイロット企業全21社のうちの7社）であった。
- 本プロジェクトの延長期間において、外部関係機関との連携を強化するため、Coordinating Committee が3回実施された。JCC のメンバーに加え、零細中小企業や起業家のためのビジネス開発サービスに携わる機関が同会議に参加した。KIBT 及び参加機関がビジネス研修やコンサルテーションの協力による実施の可能性を検討し、いくつかの機関（Kabarak University、Management University of Africa、Kenyatta University、University of Embu、Post Bank、KAM、KNCCI 等）との協力活動（起業家育成・ビジネス研修、コンサルテーション等）が延長期間中に実施された。

4.2 成果 2 (KIBT の研修講師が新規ビジネスサービスを実施する能力を身に付ける)

[指標 2-1] マスタートレーナー候補者は本プロジェクトで設定したマスタートレーナーとしての基準(値)を満たす。

- 10名すべての MTC が 2016 年 8 月初旬に実施された「第 1 次評価」で 4 つの評価基準に関する達成指標をクリアした。同 MTC は 2 年次及び 3 年次における「MT 実習課程」に進んだ。
- 2017 年 3 月に財務管理分野に属する 1 名の MTC が KIBT を退職した。それを補うため、2 年次に育成したトレーナー 1 名を MTC として 2018 年 10 月より育成を開始した。
- 2017 年 10 月にマーケティング・営業分野の MTC1 名が KIBT 本部から Kisumu 地域事務所に異動となり、以降、本プロジェクトの MT 育成プログラムに参加し続けることができなくなった。しかし、同 MTC は、異動後、これまでの本プロジェクトでの技術移転で習得した知識、スキルが同地域の中小企業支援のために有効に活用している。彼は本プロジェクトで修正された研修ツールを活用してビジネス研修を実施し、かつ Kisumu 地域の 4 社（食品加工 2 社、繊維縫製 1 社、金属加工 1 社）と 2019/2020 年度におけるコンサルテーション実施に関する合意に至ったとのことである。
- 上記の MTC を除く 8 名の MTC が 2018 年 6 月の最終評価で達成指標をクリアし、MT として認定された。前述した 3 年次に MT 実習課程に加わった MTC1 名については、MT 実習課程での経験が 1 年のみ（MTC は原則 2 年間の MT 実習課程を経験することを想定）であるため、MT として認定されるために必要なコンサルテーションの実務経験を未だ備えていないことが本プロジェクト終了時において確認された。

[指標 2-2] マスタートレーナーに育成されたその他 KIBT 講師の 90%以上が本プロジェクトで設定したコンピテンシーレベルを超える。

- 2 年次において、9 名の KIBT の Lecturer が JICA 専門家の監督下、MTC により、TC として育成された。2017 年 7 月に実施された研修終了時の評価で全員が達成基準をクリアした。
- 3 年次において、協力機関から派遣された 9 名の TC が JICA 専門家の監督下、MTC により、TC として育成された。2018 年 6 月に実施された研修終了時の評価で全員が達成基準をクリアした。
- 3 年次において、3 名の KIBT の Lecturer がビジネススキル・マネジメントスキルの Trainer として育成された。2018 年 6 月に実施された研修終了時の評価で全員が達成基準をクリアした。
- 延長期間において、KIBT 及び協力機関から派遣された 7 名がビジネスプランに関する Trainer として育成された。2019 年 3 月に実施された研修終了時の評価で全員が達成基準をクリアした。

4.3 成果3(パイロット企業において企業業績が向上する)

[指標 3-1]全てのパイロット企業において5Sが実践される。

- 3年間の各終了時(2016年7月、2017年6月、2018年6月)に行った達成指標の評価において、5S活動は3年間のすべてのパイロット企業で実施されたことが確認された。
- コンサルテーション・インパクト調査によれば、パイロット企業の多く(21社中18社)がコンサルテーション終了後も5S活動を継続していることが確認された。

[指標 3-2]パイロット企業のビジネスプロセスが、プロジェクトチームが合意した評価基準につき平均で20%改善される(ビジネスプロセスの改善は、作業工程のムダの削減、企業経営を効率的に行うための計画・戦略・仕組みの構築等を含む)¹⁸。

- ビジネスプロセスの改善(ムダ取りを含む)率は、3年間の全パイロット企業(21社)の平均が25.9%であった。

[指標 3-3]「新規ビジネスサービス」関連の広報資料一式がKIBTビジネスクリニックに配布される。

- 本プロジェクトで作成したKIBTのパンフレットは、2016年8月27日に実施されたJICAのTICAD VIサイドイベントで配布された。開発後、KIBTの活動を普及広報するために活用されている。
- 2つのバナー(1つはビジネス研修PR用、もう1つはコンサルテーションPR用)は2016年8月の完成以降、成果広報セミナーや零細企業向け研修等のKIBTの活動で既に活用(展示)されている。
- KIBTコンサルティングガイドは2018年2月末に完成し、第2回及び第3回成果広報セミナーで配布された。完成以降、KIBTがコンサルテーションをPRするために活用している。
- ベストプラクティスDVD(Megh Cushion Industries社の事例)は2018年6月初旬に完成した。同DVDは第3回成果広報セミナー(2018年6月)及びAKAC2018(2018年7月)で紹介された。完成後、KIBTはコンサルテーションの普及広報のために活用している。
- 以上のように、上記の普及広報資料はKIBTの研修プログラムやビジネスクリニック等において、企業に対し、ビジネス研修やコンサルテーション等を普及広報するために既に活用され、今後も活用されることが期待される。

¹⁸ 本指標は2016年8月の第1回JCCでKIBT-JICAプロジェクトチームより改訂が提案され、JCCの合意を得て改訂された。詳細は「2.6 定期モニタリング及び合同調整委員会(JCC)」参照。

4.4 プロジェクト目標「ケニアビジネス研修所のビジネスサービス(中小企業向けの新規のビジネス研修・コンサルティングサービス)の品質が向上する」の達成状況

[指標 1] KIBT が提供したパイロット企業へのサービスに対する満足度が80%以上となる。

- 3年間の全パイロット企業を対象にした満足度調査の結果によれば、パイロット企業の93.3%がコンサルティングの結果に満足している(表46)。
- 前掲の表42(「3.3 教訓」参照)は3年間の全パイロット企業のコンサルティングへの対価の支払いに関する意思を示すものである。パイロット企業の多くが、金額には差があるものの、コンサルティングへの対価を払うことへの価値を見出している。

表46: 3年間の全パイロット企業を対象にした満足度調査の結果

提供されたコンサルティングサービスへの満足度 (回答数: 45名。調査対象者数は54名)		
とても満足している	77.8% (35)	93.3%
満足している	15.6% (7)	
どちらともいえない	2.2% (1)	
あまり満足していない	0.0% (0)	
まったく満足していない	4.4% (2)	

[指標 2] 本プロジェクトで開発した「新規ビジネスサービス」が KIBT の通常研修プログラムとして組み込まれる。

- 前述のように、中小企業向けの新たなコンサルティングサービスは KIBT の 2016/2017 年度から 2019/2020 年度の各 4 年度の KIBT の年次活動計画に含まれている。
- 新たなビジネス研修のカリキュラムである KJ-PRIME は 1 年次に開発された。KJ-PRIME のカリキュラムを基に、モデル研修が Toyota Kenya (Academy)、JKUAT、パイロット企業を対象に実施された。MTC 及び TC はそれらの研修の講師を務めた。KIBT は、2019/2020 年度、KJ-PRIME のカリキュラムを基にした研修プログラムの実施に強い意欲を示している。
- 本プロジェクト延長期間において、ビジネスプラン研修のガイドライン、ツールが完成した。これらはビジネスプラン講師育成研修及びビジネスプラン・企業向けパイロット研修で活用された。こうした研修プログラムを通して、KIBT 講師 2 名が BP の Trainer として十分な能力を有することが確認された。
- これらから、KIBT は新たなビジネスサービスを自身の活動として実施することに対し、強いオーナーシップと能力を有していると評価できる。

5. 上位目標の達成に向けての提言

上位目標：KIBT 及びその連携研修機関のビジネスサービスによりケニア中小企業の業績が向上する。

[指標1] 純売上値が年10%増加される。

- コンサルテーション・インパクト調査結果によれば、パイロット企業全 21 社における売上額のコンサルテーション実施後の増加率は平均 15.1%であった。もし、KIBT が新たなビジネスサービス（コンサルテーション）の提供を持続的に行っていけば、KIBT は、コンサルテーション対象の中小企業において、設定された目標値を達成する売上高の増加を支援することができるものと考えられる。
- コンサルテーションサービスの提供を維持するために、MoITCは必要な予算をKIBTに拠出する必要がある。加えて、KIBT はコンサルテーション経費の最小限必要なコストが受益者である企業側から支払われるような、コストシェアリングの仕組みを構築する必要がある。実際に、JICA プロジェクトチームは、KIBT がビジネス研修やコンサルテーションの提供に関する 6 州政府と協議において、州政府、受益企業、KIBT 間のコストシェアリングを提案していることを確認している。コストシェアリングシステムの構築に向けた努力が継続的に行われていくことが期待される。

[指標2] コンサルティングが中小企業 100 件以上に提供される。

- この指標を達成するためには、本プロジェクトで育成した人材を有する KIBT のみならず、KIBT の協力機関、すなわち、NPCC、KNCCI、KIRDI、MoITC 貿易局国内貿易課等もコンサルテーションを提供することが期待される。
- 表47は、KIBT と協力機関へのインタビュー結果及び各機関の年度計画を踏まえた、コンサルテーションサービスの実績、計画を示したものである。各機関合計で 2018/2019 年度には 40 社以上の企業にコンサルテーションサービスを提供されており、2019/2020 年度にもほぼ同程度のコンサルテーションの実施を計画しているとのことである。2020/2021 年度にも同様の数の企業に対しコンサルテーションを実施すると、今後 3 年間に於いて合計 100 社を超える企業にサービスを提供することになる。

表 47：KIBT と協力機関がコンサルテーションサービスを提供する企業数の結果/計画

組織名	2018/2019 (実績)	2019/2020 (計画)
KIBT	4	10
NPCC	30 (including one public sector)	20
KIRDI	5	5
KNCCI	6	6
合計	45	41

- SME を対象にしたコンサルテーションサービスの提供を持続的に行っていくためには、KIBT が育成された MT 及び Trainer を活用し、新たな職員や KIBT 地域事務所の職員を継続的に育成していく必要がある。こうした育成により、まずは、新たな職員等が起業家やビジネス研修を独

力で実施できるようになる（MT や Trainer がより高い技術力を必要とするコンサルテーションに集中できるようになる）ように取り組み、最終的には彼らがコンサルテーションサービスを提供できるようになることを目指す。KIBT がコンサルテーションサービスを継続的に行っていくため、そして内部人材の育成を図っていくために MoITC は KIBT に必要な予算措置を行っていく必要がある。

- KIBT には協力機関に対し、コンサルタント育成のための研修を継続的に行っていくことが求められる。加えて、協力機関のコンサルテーションサービス提供を働きかけ、かつその結果を把握するために、KIBT は本プロジェクトの延長期間で設立された Coordinating Committee のような、協力機関による定期的なネットワーク会議を維持すべきと考える。そのためには、MoITC は、中小企業向けの公的な BDS プロバイダーのネットワーキング会議をホストすることを KIBT の活動の一つとして位置づけるべきである。また、こうした活動を実施するために MoITC から KIBT に必要な予算配分が行われるべきである。
- 以上が適切に行われれば、本指標は 3～5 年以内に達成されるものと考えられる。

6. 投入の実績

6.1 日本側

(1) 専門家

担当	氏名	本邦所属先	人・月		
			現地	日本	合計
総括／連携調整／ビジネススキル向上	藤田 健司	日本生産性本部	21.30	1.00	22.30
生産・品質管理	林 隆男	ライジングコンサルタンツ(株)	16.50	0.00	16.50
マーケティング・営業	青海 義弘	日本生産性本部	17.00	0.00	17.00
財務管理	竹口 佳宏	日本生産性本部	18.90	0.35	19.25
広報	中嶋 修	(株)ロ・パ ナソニック・エセル・インターナショナル	3.00	0.00	3.00
業務調整／研修運営補助	上野奈津子	日本生産性本部	2.13	0.00	2.13
業務調整／研修運営補助	奥山 正康	日本生産性本部	4.00	0.50	4.50
業務調整／研修運営補助	小高 弘子	日本生産性本部	1.90	0.00	1.90
業務調整／研修運営補助	山田 智之	日本生産性本部	0.73	0.00	0.73
業務調整／研修運営補助	遊亀 佳織	日本生産性本部	6.73	0.50	7.23
合計			92.19	2.35	94.54

(2)機材

種類	数量	金額
プロジェクター	3	161,000 円
ラップトップコンピュータ	5	834,000 円
デジタルビデオカメラ	3	87,000 円
車両	1	43,120 米ドル

(3)その他

その他、プロジェクトの実施に必要な費用（車借上費用、講義実施費用、講義資料印刷費等）が負担された。

前述のように、KIBT の旅費予算の制約のため、KIBT 職員が本省及び事務所以外で業務を行う場合に支払われるべき日当が、MTC が本プロジェクト 2 年次にコンサルテーションを実施したことに対して支払われていなかった。本プロジェクトの Record of Discussion では、Travel Allowance はケニア側（KIBT）が負担することとなっている。このことが彼らのモチベーションを下げる要因となっていたことから、KIBT は MTC への日当の支払につき、JICA から支援を得たい旨、本プロジェクトチームに要請した。プロジェクトチームは JICA 本部及びケニア事務所と日当支給の可能性について

協議した結果、MTC が 3 年次にコンサルテーションを実施した際には、本プロジェクトの予算制約の範囲内で例外的に MTC に日当を支給することとなった。

6.2 ケニア側

(1) カウンターパート

No	氏名	氏名	役職
1	Mr. Stephen Kirui ¹⁹	Director, KIBT	Project Manager 知見共有セミナー2016 参加者 訪日研修研修員 (CP 幹部招聘)
2	Ms. Catherine Waweru ²⁰	Acting Director, KIBT	Project Manager AKAC 2018 参加者 第三国研修研修員 AKAC 2019 参加者
3	Mr. Nelson Gaitho ²¹	Senior Principal Lecturer, KIBT	Project Coordinator 知見共有セミナー2016 参加者
4	Mr. Patrick Nyakundi	Senior Principal Lecturer, KIBT	Project Coordinator 2年次に育成された Trainer AKAC 2018 参加者 ビジネス・マネジメントスキル Trainer 第三国研修研修員
5	Ms. Carol Choge	Lecturer, KIBT	Master Trainer (MT) 訪日研修研修員 (MTC 対象) ビジネスプランに関する Trainer
6	Mr. Gideon Njogu	Lecturer, KIBT	Master Trainer (MT) 訪日研修研修員 (MTC 対象) ビジネスプランに関する Trainer AKAC 2019 参加者
7	Mr. Musa Okwemba ²²	Lecturer, KIBT	Master Trainer (MT) 訪日研修研修員 (MTC 対象)
8	Ms. Sylvia Kaburu ²²	Lecturer, KIBT	Master Trainer (MT) 訪日研修研修員 (MTC 対象)
9	Mr. Jonathan Njogu	Senior Principal Lecturer, KIBT	Master Trainer (MT) 訪日研修研修員 (MTC 対象)
10	Ms. Pamela Onyango ²²	Lecturer, KIBT	Master Trainer (MT) 訪日研修研修員 (MTC 対象)
11	Mr. David Owitti ²³	Lecturer, KIBT	Master Trainer Candidate (MTC) 訪日研修研修員 (MTC 対象)
12	Mr. Job Ogolah ²²	Lecturer, KIBT	Master Trainer (MT) 訪日研修研修員 (MTC 対象)
13	Mr. Daniel Wechesa ²²	Lecturer, KIBT	Master Trainer (MT) 訪日研修研修員 (MTC 対象)
14	Mr. Samuel Mulei ²⁴	Principal Lecturer, KIBT	Master Trainer Candidate (MTC) 訪日研修研修員 (MTC 対象) AKAC 2018 参加者
15	Mr. John Munguti	Director, NPCC	知見共有セミナー2016 参加者

¹⁹ Mr. Stephen Kirui は 2018 年 1 月に定年退職となった。

²⁰ Ms. Catherine Waweru は 2017 年 9 月に KIBT 配属となった。

²¹ Mr. Nelson Gaitho は 2017 年 3 月に KIBT を離れ、NPCC に入職した。

²² 10 名の KIBT 講師 (MT5 名: Mr. Musa Okwemba, Ms. Sylvia Kaburu, Ms. Pamela Onyango, Mr. Job Ogolah and Mr. Daniel Wechesa, 2 年次に育成された Trainers 5 名: Mr. John Koross, Mr. Solomon Kiawa, Ms. Roseline Mumbo, Mr. Amos Mulinge and Mr. Reuben Ugeno) は 2018 年 7 月に MoITC の他部門に異動した。

²³ Mr. David Owitti は 2017 年 10 月末に KIBT 本部から Kisumu 地域事務所に異動となった。

²⁴ Mr. Samuel Mulei は 2017 年 3 月に KIBT を離れ、NPCC に入職した。

16	Dr. Chris Kiptoo	Principal Secretary, State Department of Trade, MOITC	Project Director 訪日研修研修員 (CP 幹部招聘)
17	Mr. John Koross ²²	Lecturer, KIBT	2年次に育成された Trainer ビジネス・マネジメントスキル Trainer
18	Mr. Solomon Kiawa ²²	Lecturer, KIBT	2年次に育成された Trainer
19	Ms. Grace Fikirini ²²	Graphic Designer, KIBT	2年次に育成された Trainer
20	Ms. Roseline Mumbo ²²	Lecturer, KIBT	2年次に育成された Trainer ビジネス・マネジメントスキル Trainer
21	Mr. Amos Mulinge ²²	Lecturer, KIBT	2年次に育成された Trainer
22	Mr. Ben Getange	Lecturer, KIBT	2年次に育成された Trainer Master Trainer Candidate (MTC)
23	Mr. Patrick Mwaura	Lecturer, KIBT	2年次に育成された Trainer
24	Mr. Reuben Ngeno	Lecturer, KIBT	2年次に育成された Trainer
25	Hon. Bahari Ali	Chief Administrative Secretary, MoLSP	AKAC 2018 参加者
26	Mr. Timothy Jessop	Advisor, Megh Cushion Industries LTD.	AKAC 2018 参加者
27	Ms. Agnes Mueni Sammy	Chief Human Resource Management Officer, KIRDI	3年次に育成された Trainer
28	Ms. Emily Kagendo Mutegi	Productivity Officer, NPCC	3年次に育成された Trainer AKAC 2019 参加者
29	Ms. Wilbroda Namunapa Okaka	Productivity Officer, NPCC	3年次に育成された Trainer
30	Mr. Alex Kachumo Tomereng	Principal, Trade Development Officer, Internal Trade, MoITC	3年次に育成された Trainer
31	Ms. Mabel Ambiyio Omurambi	Corporate Communications Officer, KNCCI	3年次に育成された Trainer
32	Mr. Lucas R. W. Mwago	Principal Trade Development Officer, Internal Trade, MoITC	3年次に育成された Trainer
33	Mr. Stephen Osedo	Graduate Management Trainee, KNCCI	3年次に育成された Trainer
34	Mr. Tobias Odongo Ogondi	Trade Development Officer, Internal Trade, MoITC	3年次に育成された Trainer
35	Mr. Japheth Atito	Trade Development Officer, Internal Trade	3年次に育成された Trainer
36	Ms. Nancy Muya	Director of Industry, State Department of Industry, MoITC	第三国研修研修員
37	Ms. Zahara Haji	P.A to the CS, Ministry of Labour and Social Protection	第三国研修研修員
38	Mr. James Kitavi	County Executive Officer, Mombasa Office, KNCCI	第三国研修研修員
39	Mr. Stephen Kimani Kuria	Accountant and administrator, Toyota Kenya Foundation	ビジネスプランに関する Trainer
40	Mr. Bosco Pius Olengiyaa	Productivity Officer II, NPCC	ビジネスプランに関する Trainer

41	Ms. Emily Mwita Boke	Productivity Officer II, NPCC	ビジネスプランに関する Trainer
42	Mr. Abdifatah Dakane	Membership Executive, KNCCI	ビジネスプランに関する Trainer
43	Mr. George Oswald Ong'ondo	Trade Development Officer I, Internal Trade	ビジネスプランに関する Trainer
44	Ms. Regina Irungu	Production Manager, Ultravetis East Africa Ltd.	AKAC 2019 参加者

以上に加え、機材管理、事務業務等に関わる職員が KIBT から配置された。

(2)その他

インターネット環境を有する事務所スペース、什器等が準備された。

参考資料 (APPENDIX)

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[Appendix 1] Project Design Matrix (PDM) - For Evaluation

Version: 1
Date: 10th July, 2019

Project Title: Project on Human Resource Development for Industrial Development

Implementation Agency: Kenya Institute of Business Training (KIBT)

Target Group: (Direct) KIBT staff members at professional level; (Indirect) Staff members at professional level at training institutions/ organizations that collaborate with KIBT, Enterprises that are receiving services from KIBT and/or its collaborators

Period of Project: Initially three (3) years from the date the first Japanese expert was dispatched (from 6th September 2015). The period was extended for one (1) year.

Project Site: Nairobi and surrounding areas

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions	Achievement	Remarks
<p>Overall Goal Business performance(s) of existing SMEs are improved through enhanced human resource(s) developed by KIBT and/or its collaborators.</p>	<ol style="list-style-type: none"> Real sales value is increased by 10% per year. More than 100 SMEs are provided consultancy services. 	<ol style="list-style-type: none"> Result of surveys Result of interviews 	Business environment for private enterprises in Kenya does not deteriorate drastically.	The achievements will be assessed in 3-5 years after the completion of the Project.	
<p>Project Purpose Quality of services (new training and consultancy programs for SMEs) that KIBT provides is strengthened.</p>	<ol style="list-style-type: none"> Satisfaction level of the pilot enterprises for the services provided by KIBT is more than 80%. “The new training and consultancy programs” developed in the Project becomes one of the regular training program of KIBT. 	<ol style="list-style-type: none"> Project report(s) Result of surveys Result of interviews Performance contract 	Policy direction and strategies for industrial development do not face drastic change(s).	<ol style="list-style-type: none"> Satisfaction level of the pilot enterprises for the 3 years was 93.3%. New consultancy services for SMEs were included in KIBT’s annual plans between 2016/2017 and 2019/2020. In 2018/2019, the consultancy for 4 MSMEs were implemented by KIBT without the assistance of JICA experts. 	
<p>Outputs 1. Implementation structure for the new training and consultancy programs for SMEs at KIBT is established.</p>	<ol style="list-style-type: none"> 1-1. Annual work plan(s) based on the new training and consultancy programs including plans on implementation schedule, human resource(s) and budget without assistance from the Japanese experts are developed. 1-2. Result of the implementation of the new training and consultancy programs at the pilot enterprises is reflected in the initial curricula and syllabus developed under the Project. 1-3. At least 30% of the on-site consultancy planned in the Project is done by a joint team consist of the candidates of master trainers and lecturers from KIBT collaborators. 	<ol style="list-style-type: none"> 1-1 Annual work plan(s) 1-2 Project report(s) 1-3 Result of interview(s) 	<ul style="list-style-type: none"> Scale of natural and/or man-made disaster that occur is not larger than what Kenya experienced in the past. KIBT lecturers who are trained under the Project remain in KIBT, if not in the Industrial Human Resource Development sector in Kenya. 	<ol style="list-style-type: none"> 1-1 New consultancy services for SMEs were included in KIBT’s annual plan, with schedule, human resources and budget between 2016/2017 and 2019/2020. It was developed without the assistance from Japanese experts. The new business services for SMEs, KJ-PRIME, was developed. KIBT has been working on having MOUs with various organizations, such as county governments, universities, for the provision of the services. <p>1-2 MTs and Trainers have been revising training guidelines and tools, based on the results of on-site consultancy. They also</p>	

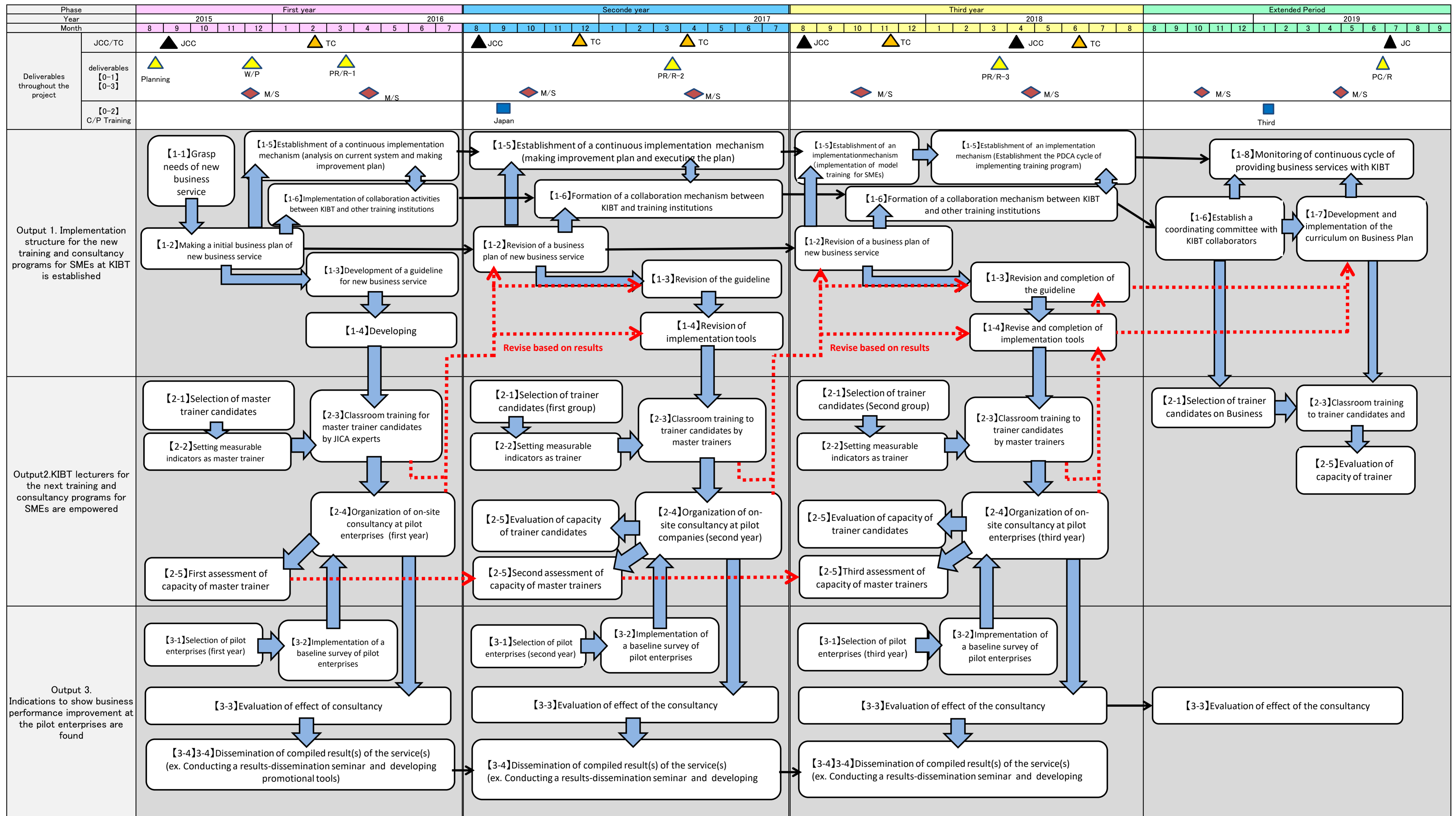
<p>2. KIBT lecturers for the new training and consultancy programs for SMEs are empowered.</p>	<p>2-1. All candidates of master trainers passed the criteria defined in the Project to become the master trainers.</p> <p>2-2. More than 90% of other KIBT lectures trained by the master trainers passed the competency level set in the Project.</p>	<p>2-1 Project report(s)</p> <p>2-2 Result of assessment of the candidate of master trainers and other KIBT lectures</p>	<p>conducted model training programs by utilizing them.</p> <p>1-3 60% (25/42) of candidate enterprises was introduced by collaborator in the 3 years. 33.3% of consultancy (7/21) was conducted by the joint team (KIBT and its collaborators) in the 3 years.</p> <p>2-1 10 MTCs passed the criteria at 1st assessment in the 1st Year. But 1 left KIBT in March 2017. 1 TC in the 2nd year has become an MTC and he was trained in the 3rd year. In November 2017, other 1 MT was transferred to a KIBT regional office and he could not continue to join the training program. However, he has utilized the skills obtained for supporting the SMEs in the region by providing training and consultancy in the region, since he moved.</p> <p>As the result, 8 MTs completed achievement indicators set in the final assessment in June 2018 and they received the certification as the MT.</p> <p>2-2. 9 TCs (KIBT lecturers) in the 2nd year passed the achievement indicators. 9 TCs (the staff of the collaborators) in the 3rd year also passed the achievement indicators.</p> <p>3-1. 5S was practiced in all of pilot enterprises for the 3 years.</p>
<p>3. Indications to show business performance improvement at selected pilot enterprises are found.</p>	<p>3-1. 5S is practiced by all pilot enterprises.</p> <p>3-2. Business process is improved by 20% per pilot enterprise on average, based on the criteria agreed on the team. (the improvement of business process includes the reduction of waste in operation, the development of the plan/strategy/system for managing enterprises effectively).</p> <p>3-3. A promotion package on the new training and consultancy programs is distributed at KIBT business clinics.</p>	<p>3-1 Activity report(s) per pilot enterprise produced in the Project.</p> <p>3-2 Activity report(s) per pilot enterprise produced in the Project.</p> <p>3-3 Other PR materials (DVD, leaflet)</p>	<p>3-1. 5S was practiced in all of pilot enterprises for the 3 years.</p> <p>3-2. The improvement ratio of business process (including waste elimination) was 25.9% on average among 21 enterprises for the 3 years.</p> <p>3-3 Developed promotion materials (leaflets, banners) have been utilized in KIBT's own activities. Consultancy Guide was developed and distributed in KIBT activities. The best practice DVD was completed in June 2018 and it was shown in various activities of KIBT.</p>

Activities	Input	Preconditions
<p>1.1 Conduct analytical work on needs of private enterprises based on the existing data and/or information collected before the project commencement.</p> <p>1.2 Prepare a business plan on how to improve KIBT service(s) based on the finding(s) of the analytical work in Activity 1.1.</p> <p>1.3 Develop a guideline (curricula and syllabus) for the new training and consultancy programs for SMEs based on the needs identified in Activity 1.1.</p> <p>1.4 Develop implementation tools such as textbook(s) and teaching manual(s) based on the guideline.</p> <p>1.5 Design an implementation mechanism such as 1) how to conduct needs assessment, 2) designing of training course, 3) implementation of service(s), 4) evaluation and 5) acquisition of new client(s) to conduct the new training and consultancy programs for SMEs.</p> <p>1.6 Form a collaboration mechanism at institutional level between KIBT and training institutions/ organizations to maximize quality and scope of business service(s) required by SMEs.</p> <p>2.1 Select at least three (3) lecturers per selected subject who are going to be trained as master trainers of the new training and consultancy programs.</p> <p>2.2 Set measureable indicators (achievement level(s)) for each KIBT lecturers who are selected as master trainers.</p> <p>2.3 Conduct the classroom training on the new training and consultancy programs to 1) candidates of master trainers by the Japanese experts and 2) other KIBT lectures by the master trainers.</p> <p>2.4 Organize on-site consultancy (based on the new training and consultancy programs) by the selected KIBT lecturers at selected enterprises .</p> <p>2.5 Establish a monitoring mechanism to check quality of services provided by KIBT and to provide feedback for continuous improvement.</p> <p>3.1 Select at least 6 pilot enterprises per year from the list of enterprises recommended by KIBT and/or its collaborators.</p> <p>3.2 Conduct a baseline survey to understand the current performance level(s) of the pilot enterprises in order to set measurable indicators to assess achievement level(s) throughout the project implementation.</p>	<p><u>Kenyan side</u></p> <ul style="list-style-type: none"> (a) Services of MEAAC&T’s counterpart personnel and administrative personnel as referred to in II-6 of R/D; (b) Suitable office space with necessary equipment and access to internet; (c) Supply or replacement of machinery, equipment, instruments, vehicles, tools, spare parts, insurance and any other materials necessary for the implementation of the Project other than the equipment provided by JICA; (d) Means of transport and travel allowances for counterpart personnel for official travel within the Republic of Kenya; (e) Information as well as support in obtaining medical service; (f) Credentials or identification cards; (g) Available data (including maps and photographs) and information related to the Project; (h) Running expenses necessary for the implementation of the Project; (i) Expenses necessary for transportation within the Republic of Kenya of the equipment referred to in II-5 (1) of R/D as well as for the installation, operation and maintenance thereof; (j) Necessary facilities to the JICA experts for the remittance as well as utilization of the funds introduced into the Republic of Kenya from Japan in connection with the implementation of the Project; and (k) Allocation of necessary fund and other support for implementing the Project as a part of KIBT services in “Performance Contract between the Principal Secretary, State Department of Commerce and Tourism and Kenya Institute of Business Training”. <p><u>Japanese side</u></p> <ul style="list-style-type: none"> (a) Dispatch of Experts Leader/ Collaboration Promotion/ Lecturer (General Business Skill) Public Relations Lecturer A (Production and Quality Management) Lecturer B (Management Strategy/ Marketing) Lecturer C (Financial Management) Project Coordination/ Assistance to management of training component Other necessary expert(s) (b) Training Subject: Practical approach to business management Method: Class room lecture, company visit Venue: Japan or third countries Participants: KIBT staff members at professional level 	<ul style="list-style-type: none"> - A sufficient budget is secured to at least maintain the KIBT’s routine and planned activities. - Selection of KIBT lecturers as members of the Project is completed.

¹ The on-site consultation will be carried out in phases – first phase (Japanese expert as a main advisor and candidates of master trainers as trainees), second phase (candidates of master trainers as main advisors and Japanese expert as supervisor), and third phase (master trainers as the main advisors and KIBT lectures as trainees). A-3

<p>3.3 After completion of Activity 2.4, progress of achievement(s) is assessed in order to provide appropriate feedback based on the assessment result(s).</p> <p>3.4 Disseminate the compiled result(s) of the service(s) provided to the pilot enterprises.</p>	<p>Number of participants: Maximum nine (9) participants per training Number of training: Twice (2)</p> <p>(c) Machinery and Equipment Five (5) laptop computers Three (3) projectors One (1) multifunction printer (colour printer, FAX, photocopier) Three (3) digital camcorders One (1) vehicle (4WD)</p> <p>(d) Other expenses necessary for the implementation of the Project Part of the cost for organizing trainings and seminars in Kenya Printing cost of training material, allowance for MTs on on-site consultancy visit</p>	<p style="text-align: center;">Issues and Countermeasures</p> <p><u>Issue</u> (a) 14 lecturers (7 MTs and 7 TCs) applied to the promotion in the other departments of the State Department of Trade in March 2017. In June 2017, it was confirmed that 13 lecturers (6 MTs and 7 TCs) were promoted and transferred to the other departments. (b) Due to the uncertainty of political situation as well as unstable security status, with reference to the repeat presidential election in Kenya, some of the Project activities were needed to be delayed. (c) Necessary allowance (meal allowance) for MTs was not provided by the GoK, due to the budget limitation. It was said to be a factor demotivating the MTs for participating in the on-site consultancy.</p> <p><u>Countermeasure</u> (a) JICA Kenya Office proposed to the PS so that these lecturers would stay at least until the end of the Project, in order to complete necessary technical transfer. In the middle of September 2017, the letter from the PS that instructed the promoted lecturers to remain KIBT until the end of the Project period was issued and sent to the lecturers. They actually remained at KIBT until the end of June 2018 and completed technical transfer in the Project. In July 2018, 10 promoted lecturers (5 MTs and 5 Trainers) moved from KIBT. 2 Trainers moved back to KIBT in May 2019. (b) In consultation with JICA Kenya Office, JICA project team and KIBT agreed on the postpone of the 2nd result dissemination seminar to March 7, 2018. Some of the visits to pilot enterprises in October and November 2017 were postponed due to the security cautions in Nairobi. JICA experts and the MTs needed to implement on-site consultancy efficiently and intensively on the limited days. (c) JICA finally decided on exceptional basis to provide the allowance for the MTs, when the MTs conducted on-site consultancy in the 3rd year.</p>
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[Appendix 2] Overall Work Flow



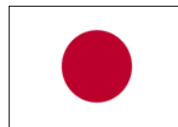
W/P: Work Plan PR/R: Progress Report PC/R: Project Completion Report M/S: Monitoring Sheet

Assigned Field	Name	Organization	Rank	1st Year												2nd Year							Third Year												Man-Month					
				2015					2016							2017							2018						2019						Total					
				8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8
On-Site Work in Kenya	Leader / Collaboration Promotion / General Business Skill	Takeshi Fujita	Japan Productivity Center	2		41				50					15	37		49			68		43			64		71		41		43	29			43	26	19	639	21.30
	Production & Quality Management	Takao Hayashi	Rising Consultants	3		33				70					78		48			55		40				61		82		28								495	16.50	
	Management Strategy /Marketing and Sales	Yoshihiro Aoumi	Japan Productivity Center	3		64				57					64		54			57		50				61		74		29								510	17.00	
	Financial Management	Yoshihiro Takeguchi	Japan Productivity Center	3		50				64					64		41			71		48				50		78		29			36			36		567	18.90	
	Public Relations	Shu Nakajima	Relo Panasonic Excel International	3												3					30					30												90	3.00	
	Coordinator/ Management of Training Component	Natsuko Ueno	Japan Productivity Center	4		64																																64	2.13	
	Coordinator/ Management of Training Component	Masayasu Okuyama	Japan Productivity Center	4						42					22	23		33																				120	4.00	
	Coordinator/ Management of Training Component	Hiroko Kodaka	Japan Productivity Center	4																	22		35															57	1.90	
	Coordinator/ Management of Training Component	Tomoyuki Yamada	Japan Productivity Center	4																		22																22	0.73	
	Coordinator/ Management of Training Component	Kaori Yuki	Japan Productivity Center	4																							24	18		16	11		16	16		43	1	36	20	202
				2,766																																				92.19
On-Site Work in Japan	Leader / Collaboration Promotion / General Business Skill	Takeshi Fujita	Japan Productivity Center	2		2		2													2																10	20	1.00	
	Financial Management	Yoshihiro Takeguchi	Japan Productivity Center	3																																	2	5	7	0.35
	Coordinator/ Management of Training Component	Masayasu Okuyama	Japan Productivity Center	4																	10																	10	0.50	
	Coordinator/ Management of Training Component	Kaori Yuki	Japan Productivity Center	4																																1	4	1	4	10
Total				30																																				2.35
Total																																								94.54
JCC/TC		▲																																						
Counterparts' Training		△ Kick off meeting																																						
Submission of Reports		△ Work plan																																						
		PR-1																																						
		PR-2																																						
		PR-3																																						
		△ Completion																																						
Legend		<div style="display: flex; justify-content: space-between;"> <div style="width: 15%;"></div> <div style="width: 15%; background-color: yellow; height: 10px;"></div> <div style="width: 15%; border: 1px dashed black; height: 10px;"></div> <div style="width: 15%;"></div> <div style="width: 15%;"></div> <div style="width: 15%;"></div> </div>																																						
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Revised 2018/09/26

What's KJ- PRIME?

*Kenya & Japan - PRogram for
Innovation and Management
Excellence*



Kenya Institute of Business Training (KIBT), assisted
by Japan International Cooperation Agency (JICA)

What KJ-PRIME Can Do for Your Organization

Do the people look at the same direction in your organization?

Are the people motivated in your organization?

Do the people behave themselves for achieving customer satisfaction?



**If you want
to improve
them...**

KIBT will support the establishment of excellent business process and the vitalization of the people in your organization, with the assistance from JICA.

What KJ-PRIME-TP(Training Program) can offer to you...

What You Want To Improve	Category of Training Program	Name of the Programs
<i>We want to establish business strategies...</i>	Management Skills and Business Skills Training Programs (A)	- Management Strategy & Planning (1)
<i>We want to enhance the teamwork and empower the employees...</i>		- Management Skills for Middle Managers (2) - Business Skills for New School Graduates (3)
<i>We want to improve the efficiency and productivity of the operations....</i>	Management Functional Training Programs (B)	- Production & Quality Management (1) - Marketing & Sales (2) - Financial Management (3)

Uniqueness of KJ-PRIME

- Practical by focusing on application capability
 - Focusing on **'what the participant will be able to do after the training'** rather than 'simply obtain the knowledge'. Especially focusing on **the capability of application**
 - Many exercises and case studies based on actual business practices
- Japanese essence
 - Utilizing concepts & methods practices in excellent companies in Japan & other countries
 - Long-term view of management, customer satisfaction, KAIZEN, 5S, Built-In Quality, problem solving tools, investing people, Reporting-Contacting-Consulting (Ho/Ren/So), etc

Management Strategy & Planning (A-1)

[Objective]

Executives and managers obtain the knowledge and skills to form management strategy and make management plans.

[Duration] 3 days

[Target] Executives and middle managers

[Fee] KSH XXXX

[After the training program...]

- The participants become capable of finding key issues for company's recovery and growth.
- The participants become capable of setting management strategies to enhance company power to follow environments and market change.
- The participants become capable of maximizing of company capacities.

[Contents]

1. Structure of management strategy (vision and mission → Management objectives → Management strategy → Management plan)
2. Case study and exercise- Management strategy and management plan in SMEs
3. Analysis on external environment / internal resource analysis
4. Planning competitive strategy
5. Management plan – procedure and steps
6. Exercise and group discussion – Analysis on management strategy and plan of SME-A

Management Skills (A-2)

[Objective] Middle managers are aware of necessary roles as a manager and they will try to change their behavior. And they will become the leader who can initiate the team for achieving organizational objectives.

[Duration] 3 days

[Target] Middle managers of private companies/public organizations

[Fee] KSH XXXX

[After the training program...]

- The participants become capable of executing performance management, utilizing the methods, such as KPIs, PDCA, problem solving methods.
- The participants become capable of making proper job instruction and motivating subordinates with appropriate communication skills.
- The participants act following the necessary elements as a leader.

[Contents]

1. Roles of manager in business management
2. Management of business performance (KPI, PDCA and problem solving)
3. Training of subordinate (OJT and job instruction, communication skill including counseling mind, coaching, active listening)
4. Development of organizational capacity (Management of team communication, management of conflicts)
5. Leadership for management innovation (leadership theories and case study)

Business Skills for New School Graduates (A-3)

[Objective] Participants obtain necessary mindsets as a business personnel. And they become capable of appropriate business communication, including 'Reporting', 'Contacting' and 'Consulting'.

[Duration] 1 days

[Target] New school graduates

[Fee] KSH XXXX

[After the training program...]

- Participants understand the difference between school life and work life.
- They become aware of the importance of 'Customer', 'Quality', 'Punctuality', etc.
- They become capable of setting the priority of the jobs and proceeding them.
- They become capable of implement "Reporting", 'Contacting' and 'Consulting'.
- They understand Dos & Don'ts in business communication.

[Contents]

1. Structure of business organization- difference between school life & work life
2. 6 Aspects of awareness required for fulfilling the job
3. Priorities of the Job (with an exercise)
4. How to proceed the jobs- Plan, Do, Check and Act (PDCA)
5. Receiving job instructions- 5W2H
6. Reporting, Contacting and Consultation
7. Business communications- Dos & Don'ts

Production and Quality Management (B-1)

[Objective] The participants obtain practical skills for applying production and quality management methods to improve productivity and quality.

[Duration] 3 days

[Target] Managers / supervisors in charge of production and quality.

[Fee] KSH XXXX

[After the training program...]

- The participants become capable of leading 5S activity in the company.
- The participants become capable of establishing quality control system by applying visual control methods.
- The participants become able to apply Industrial Engineering (IE) methods for eliminating the wastes of processes and operations.
- The participants become capable of making production plan.

[Contents]

1. Structure of production management
2. How to implement 5S
3. Visual management
4. Eliminating waste by using IE method
5. Production plan and production control
6. Cost accounting and cost planning
7. How to implement quality control

Marketing and Sales (B-2)

[Objective] The participants obtain practical skills for conducting marketing and sales activities effectively and efficiently for maximizing company value.

[Duration] 3 days

[Target] Managers / supervisors in charge of marketing & sales.

[Fee] KSH XXXX

[After the training program...]

- The participants become capable of finding market demand and its change in time.
- The participants understand how customer satisfaction is derived and how to take customers captive in their companies.
- The participants become capable of setting up marketing and sales strategy and a way of execution of it.

[Contents]

1. Marketing theories and customer value creation
2. Marketing analysis – SWOT, segmentation, market research, 4P/7P+4C
3. Marketing strategy (sales strategy, price strategy, distribution strategy, etc)
4. Relationship with customers
5. Marketing management
6. Case study of marketing and sales strategies by business type (Consumer goods manufacturer, production goods manufacturer, service company)

Financial Management (B-3)

[Objective] The participants obtain practical skills for implementing financial analysis and establishing appropriate financial management system.

[Duration] 3 days

[Target] Managers / supervisors in charge of financial management.

[Fee] KSH XXXX

[After the training program...]

- The participants become capable of implementing financial analysis for finding the main issues in finance, and taking countermeasures for improvement.
- The participants becomes capable of conducting cost analysis and taking the countermeasure for reducing unnecessary cost.
- The participants become capable of making future business plan by applying financial management methods.

[Contents]

1. Financial statement (balance sheet, profit & loss statement, cash flow)
2. Financial analysis (long term trend, profitability, stability, productivity)
3. Earnings / cost structure (variable/fixed cost, break even points analysis, etc)
4. Management accounting
5. Cost accounting (product/process costing, standard costing, variance analysis)
6. Application of FM methods to business management
7. Exercise of financial analysis

Model Training of KJ-PRIME



Model Training for **Toyota Kenya** and Its Related Companies on **Marketing & Sales** (August 4, 2016 at Toyota Kenya Academy)

Model Training Program on **Management Skills** (October 9-11, 2017 at Kivi Milimani Hotel)



If you are interested in these programs, please get contact with

[KIBT]
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[Appendix 5]

Summary of BDS Study

No	Name of Organization	Date of Study	Type	Main Services	Characteristics
1	Strathmore University	25-Sep-18	Incubation	<ul style="list-style-type: none"> - Providing incubation facilities for ICT related companies - Creating business linkage 	<ul style="list-style-type: none"> - It has created more than 300 new business - Supported by major ICT related companies
2	Kenyatta University	25-Sep-18	Incubation Entrepreneur training	<ul style="list-style-type: none"> - Providing incubation facilities (Chandaria Business Innovation & Incubation Centre) - Mentership - Program for Innovation 	<ul style="list-style-type: none"> - The incubation facility is supported by Chandaria Group. So far 329 companies graduated. The university provides mentorship service and training opportunities. - 'Program for Innovation' provides the students the opportunity to analyze current issues in specific enterprises and think about the solutions for innovation. - Possibility of cooperation with KIBT on entrepreneur training
3	TVET Authority	1-Oct-18	Vocational training	<ul style="list-style-type: none"> - Vocational training for industries (including MSMEs) - Provision of entrepreneurship and management training 	<ul style="list-style-type: none"> - Under Ministry of Education. 174 training facilities around Kenya. - Focus on the enhancement of competency, including entrepreneurship, based on the needs of industries.
4	NITA Textile Training Institute	26-Sep-18	Vocational training	<ul style="list-style-type: none"> - Vocational training for textile and fashion industries (including MSMEs) 	<ul style="list-style-type: none"> - Under Ministry of Labour and Social Protection. One of the 7 training centres under NITA. - Provision of standard and tailor made training for industries - Possibility of cooperation with KIBT on entrepreneur training
5	NITA Athi River	2-Oct-18	Vocational training	<ul style="list-style-type: none"> - Vocational training on mechanical engineering, automotive engineering, electrical-electronics, etc. - Industrial attachment program 	<ul style="list-style-type: none"> - Under Ministry of Labour and Social Protection. One of the 7 training centres under NITA. - Close linkage with the enterprises in industrial areas (such as ETZ Athi River) - Focus on hand-on training

No	Name of Organization	Date of Study	Type	Main Services	Characteristics
6	Kenya Industrial Estate (KIE) LTD	8-Oct-18	Incubation, financial service, business advisory service	<ul style="list-style-type: none"> - Incubations and industrial parks - Financial assistance service (loans) - Business advisory service (BAS: business training, counselling, etc) 	<ul style="list-style-type: none"> - BDS provider under Ministry of Industry, Trade and Cooperatives. . KIE provides BDS integratedly. - 10 regional offices and 27 branch offices - Request from KIE for improving BAS - Possibility of cooperation with KIBT on entrepreneur training
7	Jomo Kenyatta University of Agriculture and Technology (JKUAT)	9-Oct-18	Entrepreneurship	<ul style="list-style-type: none"> - Link the students with industries 	<ul style="list-style-type: none"> - Linkage by attachment - internship program - JKUAT Tech Expo (the opportunity that students introduce the results of their studies to industries, government officials, etc). - JKUAT constructed Nairobi Industrial and Technology Park, with the assistance of GOK.
8	Export Processing Zone (ETZ) Athi River	11-Oct-18	BAS, incubation	<ul style="list-style-type: none"> - Industrial park for exporting companies - Business advisory services - Incubation service (Export Business Accelerator Programme) 	<ul style="list-style-type: none"> - Export Processing Zone, where the enterprise which obtains more than 80% of their sales value from exporting business get the incentives to operate. - Provision of One Stop Services (counselling, introduction of investors, introduction of financial services) for the member - The incubation service aims at supporting potential enterprises which will be able to do export business.
9	AFRICINVEST and SFC Finance Limited	20-Nov-18	Financial service	<ul style="list-style-type: none"> - Provision of loan (USD-denominated) to small and medium enterprises 	<ul style="list-style-type: none"> - Africinvest does not operate investment activities for SMEs in Kenya, since the exit strategy is quite limited. - SFC Finance Ltd , the subsidiary company of Africinvest, does the provision of the loan. The target enterprise is the SME with rather larger scale (minimum loan amount is 1 million USD). - The interest rate is a bit lower than the banks, but the loan is provided in USD and also paid back in USD.

No	Name of Organization	Date of Study	Type	Main Services	Characteristics
10	IDB Capital Limited	26-Nov-18	Financial service	- Provision of loans to small and medium enterprises	- Public financial institution under Ministry of Industry, Trade and Cooperatives - It provides various loans to Limited Liability Companies. - In collaboration with the Government of Kenya and India, IDB provides the loan for the SMEs which import parts, machineries, equipment, etc, from India.
11	Post Bank	29-Nov-18	Financial service	- Provision of saving account for individuals and organizations	- Public financial institution under Treasury - Specialize in the provision of saving account. In order to increase the number of account holders, Post Bank works with various collaborators. - Possibility of cooperation with KIBT on the provision of business management training for saving account holders
12	Development Bank of Kenya (DBK)	30-Nov-18	Financial service	- Provision of loans to enterprises(mainly project loans)	- Public financial institution under Treasury. - It mainly provides loans for development projects (agri, manufacturing, construction, housing). In collaboration with China Development Bank, DBK provides loans for the owners who bought the houses in Greatwall Apartment Project in Machakos County.
13	Kakehashi Africa	12-Apr-19	NGO	Facilitating and supporting platforms and activities where Japanese and Africans can: -Exchange information. -Match their needs and resources. -Build relationships and trust.	- Kakehashi Africa is a business network created by participants of the ABE Initiative. It has offices in East Africa, West Africa, South Africa, North Africa and Central Africa. About 1,000 members in Africa and 160 members are in Kenya. - The most difficult thing for starting own business is financing. - The second is that there is no knowledge or experience to advance the business.
14	EMBU COUNTY	15-Apr-19	County	- Formulation of policy to support MSMEs in the county and necessary coordination for the implementation of the programs.	- The 4 main groups who felt the need for training on entrepreneurial training are Boda Boda riders, miraa business, hawkers and Jua Kali operators. - The tourism sector is currently the target to be developed. - The best way forward is to start by training the Embu County Government Staffs who are involved in MSMEs support.

No	Name of Organization	Date of Study	Type	Main Services	Characteristics
15	NYERI COUNTY	15-Apr-19	County	<ul style="list-style-type: none"> - Formulation of policy to support MSMEs in the county and necessary coordination for the implementation of the programs. - Establishment of fund for MSMEs. 	<ul style="list-style-type: none"> -The county would be interested in entrepreneurship and business development training. - Coffee farmers and dairy cooperative need help with consultancy services to increase profitability.
16	NAKURU COUNTY	17-Apr-19	County	<ul style="list-style-type: none"> - Formulation of policy to support MSMEs in the county and necessary coordination for the implementation of the programs. - Establishment and management of the funds for SMEs. 	<ul style="list-style-type: none"> - Nakuru County is one of the areas which lots of manufacturing companies accumulates. They include agro-processing, metal-processing, textile, electric/electronics, construction materials. - The main areas of collaboration with KIBT would be entrepreneurial training (youth groups and women's groups) and on-site consultancy. The MOU draft would also be presented within 2 weeks.
17	KITI Headquarter	17-Apr-19	Vocational training	<ul style="list-style-type: none"> - Vocational training for industries (including MSMEs) under MoITC. - It has 60 lecturers and 34 staff. 	<ul style="list-style-type: none"> - It has 9 technical courses (automobile engineering, packaging, mechanical engineering, electrical/electronics, building/construction, leather, clothing/textile, food/beverage, ICT) and 1 business management course. - They normally have on average 800 to 850 students per semester. - Needs for modernizing the equipment and machineries.
18	iHub Kenya	23-Apr-19	Incubation	<ul style="list-style-type: none"> - One of the oldest incubation in Africa. - One-week boot camp after a 6-months' curriculum and training. - Mentors system 	<ul style="list-style-type: none"> - The most effective way is using accelerators. - iHub has over 17,000 people subscribed to their newsletter and over 3,700 people on their twitter handle. - The biggest challenge of iHub is the lack of financial sources for conducting business support services.
19	KEY Microfinance Bank	23-Apr-19	Microfinance institution	<ul style="list-style-type: none"> - Financial assistance service for micro and small enterprises -A credit proposal form that captures the details of the entrepreneur and business. 	<ul style="list-style-type: none"> - Rebranded from REMU to KEY microfinance in February 2019. - 4 branches, Nariobi, Kimathi, Meru and Mau. - Minimum 100,000 Ksh loans. Various loan schemes based on collateral and assets.

No	Name of Organization	Date of Study	Type	Main Services	Characteristics
20	GroFin Kenya	24-Apr-19	Financial Institution	<ul style="list-style-type: none"> - Private financial institution (non-bank). - Mainly provision of loan for SMEs (minimum 100,000 USD). 	<ul style="list-style-type: none"> - It operates in Africa and middle east countries. - The organization operates with 6 full time employees of these 3 are investment managers. - Since it focuses on supporting rather bigger SMEs, it provides business support both in pre-financing and post-financing.
21	Gearbox	26-Apr-19	Incubation	<ul style="list-style-type: none"> - Providing incubation services for mainly manufacturing MSMEs. It has mechanical and electrical machineries. 	<ul style="list-style-type: none"> - Established in 2014, supported by international NGOs. - Worked with KCB foundation and did training in Kariobangi, Kamukunji and Ngong Road for Jua Kali artisans. - KCB is more willing to offer them loans, once the artisans are trained. - It operates a training academy.
22	SMEP Microfinance Bank	29-Apr-19	Microfinance Institution	<ul style="list-style-type: none"> - Start from church banking. Now has 18 branch offices and 270 staff. - Provision of loans mainly for groups (10,000 - 300,000 KES) 	<ul style="list-style-type: none"> - They have 15,700 shareholders, NCKK which is a church organization owns 71% of SMEP. - Less than 5% staff have financial capacity to assess business when they are borrowing. <p>Group/community banking. This is for self-help groups and majority are women.</p>
23	Kenya Women Microfinance Bank(KWFT Bank)	29-Apr-19	Microfinance Institution	<ul style="list-style-type: none"> - One of the biggest MFIs in Kenya. 245 branch offices in 45 counties. - It provides loan for 30,000 members. - 800,000 clients, mostly women. 80% of their customers live in the rural areas. 	<ul style="list-style-type: none"> - Before giving loans they train for 8 weeks on financial literacy, co-guaranteeing, and book keeping. - Special facilities such as water and sanitation. - Provision of an energy saving cooker and a small range of solar products.
24	Nairobi Garage	2-May-19	Incubation	<ul style="list-style-type: none"> - Provision of incubation services in 3 sites (Ngong Road, Westland and Karen) in Nairobi. - They include provision of co-working space, introduction of investors, PR/ market development support, and training. 	<ul style="list-style-type: none"> - Most users are in the field of ICT, FinTech, Service and E-Commerce. -The need for training is high in 'Legal Service', 'Accounting', 'Leadership / Coaching', etc. -The current management issue is the retention of users.

No	Name of Organization	Date of Study	Type	Main Services	Characteristics
25	growthafrica	3-May-19	Incubation	<ul style="list-style-type: none"> - The main activity is providing an acceleration program for start-up companies. It has been implemented 14 times in Kenya so far. 	<ul style="list-style-type: none"> - Established in 2000. It developed businesses in Kenya, Uganda, Uganda, Ethiopia, Zambia, Malawi etc. - Its acceleration program is a 30-month program and designed by growthafrica's staff (growth catalyst) to meet the needs of the enterprise. The program has been financially supported by various NGOs and donor agencies.
26	CAP Youth Empowerment Institute(CAPYEI)	3-May-19	NGO	<ul style="list-style-type: none"> - Basic Employability Skills Training(BEST) for supporting the graduates or dropout students from secondary school. - It aims at giving them vocational skills for employment. 	<ul style="list-style-type: none"> - There are 45 training facilities in Kenya. They have trained 47,440 people. 77% of them got a job. 8% start their business. - The challenge for CAPYEI is how to increase the opportunities for students to find a job or start a business. Also, no follow-up after graduation. - Currently financial access of the students is quite limited.
27	U&I Microfinance Bank	6-May-19	Microfinance Institution	<ul style="list-style-type: none"> - Provision of loans to small, medium enterprises and a few big businesses. - It focuses on MSMEs which locate in River Road (Jua Kali Sector). 	<ul style="list-style-type: none"> - It operates in 5 offices. - The process of their loans is very fast i.e. 4 days up to 2 weeks. - Asset financing is the loan facility with the highest uptake. - It provides business advice services for MSMEs by the staff (mentors).
28	Kenya Bankers Association(KBA)	8-May-19	Association for financial sector	<ul style="list-style-type: none"> - Industrial association which represents banking institutions. - BDS services for banks and enterprises, mainly formalization, market awareness, and access to capital. 	<ul style="list-style-type: none"> - It also provides training programs for bankers and enterprises through face to face and on an online platform. - There is high reliance on MPESA and there is not yet a system to evaluate business based on these transactions. - In terms of a discussion on the interest rate cap. KBA stands for the removal of it.
29	DFID Kanya	14-May-19	Donor agency	<ul style="list-style-type: none"> - The UK's government arm for administering overseas aid. - Started a new project to support SMEs in Kenya, called 'The Kenya Catalytic Job Fund (KCJF)'. 	<ul style="list-style-type: none"> - KCJF is the project to provide grant of 5 Million GBP for selected SMEs in Kenya for 4 years. The SMEs are selected based on business plan pitching. - DFID mainly has 3 areas of support 1) agri-business and manufacturing, 2) informal sector, and 3) marginalized groups such as women, people with disability and people from arid areas such as Northern Kenya.

No	Name of Organization	Date of Study	Type	Main Services	Characteristics
30	County Industrial Support, State Department of Industry	6-Jun-19	Government department	- Coordination with county government and support of the county Industry.	- Kenyan banks are reluctant to support start-up companies. It is difficult to get a loan from the bank without any achievement. - KIRDI is an incubation center under MoICT. There are KIE and IDB Capital, which are mandated for providing financial assistance to MSMEs, under MoITC. - CISD mentioned that CISD could be the coordinating organization if the project on BDS for MSES was implemented in Kenya.
31	The Micro and Small Enterprises Authority (MSEA)	7-Jun-19	Governmental organization	- Formulation of policies and programs for micro & small enterprises. - Coordination of public and private sectors. - Allocation of County Enterprise Development Officer in 22 Counties.	- MSEA planned the installation of "Credit Guarantee Scheme for MSE". Currently discussing with Treasury. - The establishment of "the MSE Business Solution Center", which will provide one-stop service for MSE, is under consideration. - Introducing "Local Purchase Order (LPO)". - Infrastructure development for SMEs(Incubation facility).
32	Kenya Association of Manufacturer(KAM)	7-Jun-19	Organisation	- KAM was established in 1959 as a representative organisation for manufacturing industry. - Business development support (matching, providing information, consultation services and training programs, etc) to the members.	- The members are approximately 800 different companies and organizations - It has bases in 7 locations in Kenya and has 80 staff in total. - KAM has the MOUs with various financial institutions to support the member enterprises of KAM. But the access to finance is still limited. - KAM holds the KAIZEN Forum every year, in collaboration with KAIZEN Institute.
33	Joint meeting among County Industrial Support Directorate (CISD) of Mombasa, KIBT and Equity Bank Mombasa Branch	12-Jun-19	Government departments / private sector	- CIDO coordinates organizations under the MoICT and plays a role of One Stop Service for MSME. - KIBT provides Productivity Training. - Equity Group Foundation provides training programs in cooperation with KIBT.	- The difficulty of accessing finance is always a problem for CIDO. - Equity Group Foundation provides training programs, "Financial Literacy" and "E-learning Program". They have been very successful. - KIBT Coast Office covers 6 counties nearby. If the project on BDS for MSES was implemented in Mombasa, KIBT mentioned that it could cover other counties through the network of KIBT.

No	Name of Organization	Date of Study	Type	Main Services	Characteristics
34	Equity Bank (Equity Group Foundation)	20-Jun-19	Bank	-Responsible for CSR activities within the Equity Group. "The main activities include providing the scholarships, support for entrepreneur and micro enterprises development and financing through "Risk Sharing Fund".	- Equity Group Foundation was established in 2012. - It has 300 employees in Kenya and 50 employees at Nairobi headquarters. - It has 150 trainers and all of them are qualified as instructors of 'ILO's Start and Improve Your Business (SIYB) Training Programme'. - There is a current trend of loan lending, called as Cash Flow Based Lending, instead of Collateral Based Lending. The capacity of bankers needs to be enhanced its application.
35	Economic Projects Transformation Facility(EPTF)	2-Jul-19	NGO	- Promoting the employment of poor people (who live in slums, job seekers after graduation), women, MSMEs in the region. - Provision of training programs and mentorship.	- EPTF was established in 2004 as an economic support organization for the private sector by Navigators Kenya. - As BDS services, 'Market & Linkage', 'Financial Support' and 'Exposal Visits' are provided. - EPTF has a database of 98 instructors.

[Appendix 6] Activities in each pilot enterprises in the 3 years

1. 1st Year

(1) Centrofood Industries

[Production and quality management field]

Centrofood is a food maker mainly producing tomato ketchup and fruits juice. The major objective of the consultation was to introduce and establish 5S while enhancing hygiene control. 5S audits were conducted in four rounds and a 5S/improvement seminar was offered during the period. Through these activities, the staff's increased awareness enabled the company to achieve an improvement rate of 82 percent in the end. To help the workers visualise their goals, pictures of food factories in Japan were used.

Even before the project started, the president of the company gave onsite instructions to the workers, but 5S activities did not take root. The factory manager and section members attended almost all the sessions and learned how to promote 5S throughout the entire organization.

Meanwhile, achieving desirable hygiene control for a food factory proved harder than expected, because the airtight was difficult in the current facility. The company will be required to tighten the production processes and install hygiene management tools when the factory moves to a new location.

[Marketing and sales field]

KIBT-JICA team and the president of the company agreed to focus their efforts on three areas: (a) reduction and stabilisation of procurement costs, (b) establishment of a structure for developing new products; and (c) promotion of 5S. The team interviewed the company's major clients and suppliers and conducted market research on the maker's KEN Brand ketchup (sampling and evaluation against competitors' products). They also interviewed the suppliers, the brokers as well as supermarkets, who are the company's mainstay clients.

After discussions with the suppliers about stabilising procurement costs, the team confirmed that risks could be shared by signing long-term contracts. Also, based on the hearings from farmers, the team drew up a proposal of improvement measures, including plantation contracts and capital participation. In the hearings from procurement managers of supermarkets, the team learned that the company's products had a good reputation among their customers. The supermarkets expressed their intention to consider the company's proposal of new products.

As for the structure for developing new products, the team compiled a proposal on developing products in different categories through discussions with the company.

[Financial management]

The financial analysis report was highly appreciated by the management, especially because such an analysis had not been done before. The company's sales have grown steadily over the past six years, maintaining the

break-even point ratio, profit rates, and financial stability at high levels. Considering these circumstances, three themes were chosen for the consultation: (a) implementation of 5S in the administration and finance departments, (b) enhancement of the internal control environment of the finance department, and (c) creation of financial analysis data and standardization of reporting to the management.

A major improvement was recognized in (a) implementation of 5S, a result of the 5S education given to all members of the administration and finance departments. Progress was monitored after the implementation of 5S and instructions were given as needed. Regarding (b), the JICA-KIBT team provided a financial analysis tool and instructions on its use. The company later introduced the tool and began full-scale operation. Before this instruction, the company had not conducted any financial analyses, although data were processed for financial settlements. By analysing data the company was able to obtain an accurate picture of its financial status as well as identify issues. Since the awareness of the finance staff has also changed, reporting to the management has become smoother, contributing to the achievement of (c).

Among the future tasks are (a) creation of a business plan and budget for the medium term and more detailed financial analysis of the budget and performance, (b) introduction of the software suited for calculating the manufacturing cost, and (c) continued practice of 5S. The proposal was submitted to the company.

(2) Megh Cushion Industries

[Production and quality management field]

Megh Cushion manufactures seats and metal parts for vehicles and motorcycles. Its main customers include General Motors East Africa (OEM of ISUZU buses and trucks), HONDA KENYA (motorcycles), and automobile repair factories. 5S audits were conducted for the stitching process, the fitting process, the engineering section, and the welding process. To develop 5S champions (leaders in charge of promoting 5S), the supervisor of each process and administration staff were asked to attend the sessions. In the fitting section, the operation rate was calculated by work sampling to check the results of the 5S activities and an improvement plan was created based on the results. KIBT-JICA team also held 5S/improvement seminars for the staff and supervisors of the headquarters to raise their awareness.

Compared with the status in September 2015, the factory's working environment has changed remarkably, and productivity has also improved, particularly in the stitching and fitting processes, largely because the factory manager was motivated by the consultation and assigned a 5S champion to lead the KAIZEN activities.

Thanks to the strong leadership of the factory manager and other members of the management team, the company implemented the proposals suggested in a short period of time. When the leaders were occupied with their duties, however, the activities tended to slow down or even regress. As future tasks the company is expected to build upon its ability to promote 5S and KAIZEN activities across the entire organization by installing 5S champions in all sections or holding meetings to share information.

[Marketing and sales field]

Management interviews and SWOT analysis highlighted the need for market research to understand the business trends with ‘matatu’ (private bus service) and also public bus services. The company’s sales had dropped considerably over the past two years, but no detailed investigation had been made. The consulting team conducted a customer-based analysis of the company’s sales performance to identify the customers with sharply reduced orders and visited them for interviews.

While discussing the survey results with the company, it became clear that it had made little effort to gather market information or communicate with customers because of its virtual monopoly over the market. They agreed to establish a scheme to collect up-to-date market information regularly and to introduce a client-management system to improve customer relations. The team also suggested that the company set up a system to compile market data as well as report regularly to the headquarters and hold monthly breakfast meetings to exchange information with customers. The company appreciated these practical ideas based on their actual situation.

[Financial management]

The company’s financial status was unstable and the method of financial management required improvement. The team analyzed the company’s financial condition of the past five years and submitted a report, which was valued by the company, since no such analysis had been done in the past. The team discussed with the management and decided to provide consultation on (a) 5S in the indirect departments, (b) introduction of quarterly financial settlements, and (c) introduction of monthly financial settlements.

Major progress was made in (a) because the financial officer received 5S guidance from the JICA-KIBT team and led the project himself. Since the management had not been checking the financial data more than once a year, the team advised the company to review the data pertaining to its financial status at least once each quarterly period. The JICA-KIBT team explained to the finance staff how to use the financial analysis tool and supported its introduction. In the end, the finance staff has been able to use the tool on its own. As a secondary effect, the financial officer also learned how to extract and analyze data. As the advanced activity of (b), (c) has also been achieved with the company now conducting a monthly financial analysis.

As future tasks, the company is expected to create a budget and conduct variance analysis of its actual performance, examine the results of the financial analysis more carefully, and draw up and execute improvement plans. For example, it would be effective to analyze the increase in fixed costs and take specific measures to reduce them. Making 5S efforts continuously is also an important item. These ideas were proposed to the company and have been approved by the management.

(3) Auto Ancillaries

[Production and quality management field]

Auto Ancillaries produces leaf springs for large vehicles. Its main customers include General Motors East Africa (OEM of ISUZU buses and trucks) and car repair factories. The U-bolt process and the leaf spring assembling process were chosen as the targets of the 5S audits. The U-bolt process achieved an 80-percent evaluation in the final audit. While monitoring the progress made in the U-bolt process, 5S activities were started in the leaf spring assembling process. Also, in order to improve the quality of the U-bolt process, a seminar on creating a quality control chart was held for 15 supervisors and section chiefs.

At first, progress was sluggish, met by a sense of hesitation from GM to the improvement activities, but the project got on track as it gradually gained understanding.

[Marketing and sales field]

To consider future directions of the company's core business as an OEM and also the sales potential in open markets, the JICA-KIBT team and the company agreed to interview its main customers. They examined the sales trends with their main customers by ABC analysis and conducted a hearing. Among the findings was the increasing competitiveness of low-cost Chinese products in the used car market, especially the items in large circulation. Meanwhile, it was not uncommon for users to pay higher prices for high-quality, durable products. Moreover, shops targeting such customers were not losing out to Chinese competitors. Since the company, dealing more than 10,000 items, had not managed the sales data on their customers or products, the information gathered through the survey was considered valuable.

Based on the survey results, the team advised the company to adhere to its OEM business and policy to prioritize quality. The proposal also included a CRM strategy to boost its relationship with customers who value the company's quality-oriented policy, further enhancement of its quality assurance policy as well as the strategy to temporarily suspend sales to dealers who primarily handle high-demand and low priced products.

[Financial management]

At first, the finance manager assigned to this project was not enthusiastic about the activities, making it difficult to proceed as planned. The situation improved later as KIBT-JICA team analyzed past financial data and explained the results to him. The team's use of a method new to the company impressed the finance manager and gained his cooperation; it was also discovered that he had management concerns about the low, unstable profit rate. Based on discussions with the owner and financial managers, they decided to focus the consultancy on four themes: (a) implementing 5S in the financial department; (b) improving the break-even point ratio (target: 3%); (c) creating monthly reports on financial indicators, including the break-even point ratio; and (d) creating financial reports as preparation for monthly financial settlements.

First, (a) was started by providing a seminar on the introduction of 5S to all members of the financial department to help them understand the importance of the activities. The team also took pictures during their visit to check on the progress. With these efforts, the results of the 5S audits improved. As for (b), the team introduced a financial analysis tool and created a system aimed at better financial management. But achievement of the 3-percent target rate remains a work in progress. Regarding (c) and (d), the company is already able to calculate financial data, including the break-even point ratio. The finance manager has also improved the analysis tool originally provided by the JICA-KIBT team by having the data in the finance system automatically synced with the analysis tool via the Excel spreadsheet. It was explained that he was reporting on the company's financial status during the monthly management meetings that included the manufacturing department.

Among the future tasks are (a) creation of mid-term and annual budgets and analysis of the results, (b) further improvements in financial analysis, and (c) continuation of 5S activities. The team explained the proposal in the final report meeting, discussed it with the owner and had it approved.

(4) Match Electrical

[Production and quality management field]

Match Electrical manufactures street lights and their related equipment, mainly for central and regional governments. It adopts a high-variety, low-volume production system. 5S audits were conducted in five rounds to penetrate and establish 5S activities in the company. As the result of the 5S activities, its achievement rate rose by more than 20 percent to the 75-percent level. The team conducted work sampling and a time study on production of the star-shaped metal frame, and discussed with supervisors and workers how to set timeline targets and how to reflect the observation results in actual operations. With these efforts, the productivity also improved by about 10 percent. The consultancy activities temporarily stalled due to the replacement of workers, but momentum was later regained.

Since worker turnover was high at this company, education on 5S and the safety policy at the time of employment was crucial. Even though the factory handles heavy steel structures, there was no ceiling crane to move work in progress. It was also difficult to change the layout according to the manufacturing flow. The team discussed the installation of a ceiling crane in the final proposal. Use of multi-skilled workers capable of covering various processes is a prime consideration.

[Marketing and sales field]

With the company's main customers being central and regional governments, potential cash management risks involving material procurement were a major issue. Therefore, the consulting team decided to improve the company's business management structure with specific measures, such as the introduction of business-unit-based budget control. Also, since the company supplies products for public projects, promotion of social

contribution activities to advertise its clean image was chosen as a consultation theme, thereby introducing the concept of social marketing to the company.

To achieve the first objective, the team provided the company with a practical format for the introduction of a budget control system. With the consent of the owner, the team asked the workers to provide numerical targets and activity plans, but the required data were not collected. As the need for educating section leaders became clear, the MTC offered training about the concept of budget control. Through these efforts, operation of the budget control system started shortly before the end of the project.

In the meantime, social contribution was pursued through circle activities. The team asked the workers to provide ideas about what they could do continuously, in addition to the activities they were already engaged in. Their ideas were screened based on their relationship with the company's core business and social impact, before compiling the final implementation plan. We are planning to check the level of accomplishment during the impact survey in six months' time.

[Financial management]

After discussion with an accountant and the supervisor of the financial department, KIBT-JICA team decided to focus on (a) 5S in the indirect departments, (b) introduction of project costing, (c) improvement in the exchange control method, and (d) introduction of corporate governance.

First, the team provided 5S training to the indirect departments to raise staff awareness about the importance of 5S. Also by providing instructions regularly throughout the project period, the level of 5S increased. As for (b) project costing, since most of the public projects that the company is involved in extend for a period of over six months or one year, it was crucial to manage product costs carefully. In reality, however, cost calculation or profit forecasts were not conducted properly due to insufficient communication between the manufacturing and finance departments. The JICA-KIBT team advised the two departments to hold meetings regularly to exchange information. The finance team also took the initiative in establishing a scheme to promote constant awareness of the costs. As for (c), the company was feeling the need for exchange control, but no specific measure had been taken. The JICA-KIBT team gave instruction on exchange control methods and made a proposal based on the company's actual situation. With regards to (d), the team explained the structure of general corporate governance and advised on how the company should tackle this matter.

Future tasks are to remain heavily focused on the four themes and education of the finance staff and other employees to achieve the objectives. Since the introduction of a new finance system has already started, providing the employees with financial knowledge is required. In the final report meeting, which was attended by the president, the team made a report that included these proposals.

(5) Kikoy Mall

[Production and quality management field]

Kikoy Mall produces Kikoy (Swahili for wrap), Kenya's traditional hand-woven fabric. While implementing 5S audits, KIBT-JICA team conducted a time study on bottleneck processes, and discussed and implemented improvement measures. The team also held a 5S/improvement seminar for all workers, for which operations were completely shut down for three hours. Since the entire factory staff attended the seminar, the need for 5S and improvement activities was clearly understood. Their awareness of the activities was raised.

The factory manager was enthusiastic about the KAIZEN activities and implemented a number of measures. First, the company installed shelves for work-in-progress inventory and raw materials to shorten the time for taking them out, and introduced wagons between workers to minimize unnecessary moves. It also designated places to store threads and changing the order of the processes. As the results of these activities, the factory's productivity improved.

The project period saw a change in the company's main product from Kikoy towels to pajamas, as well as the increase in the number of manufacturing workers from 38 to 100. It was because the company managed to have a major contract from Egyptian company to produce pajamas and increased the necessary number of operators. But the 5S/improvement know-how within the new structure was not followed adequately. The company is expected to implement measures to enhance productivity while maintaining stable business operations.

[Marketing and sales field]

The company, located in the Export Processing Zone (EPZ), exports all of its products to mainly European countries. Based on the results of the business management analysis and market research, the consulting team decided to explore the possibility of new product development. The team analysed specific overseas markets, studied their needs and the possibility of commercial activities in such markets. At the request of the company, the team studied the Japanese and Australian markets and submitted the results to the company.

The team also proposed that the company consider increasing its exports to countries nearer to Kenya, instead of focusing only on industrialized markets, and also instructed on the basic process of market research to enable the company to conduct its own research on its neighboring countries.

[Financial management]

The company's financial management had been outsourced to an accounting office, which handled the monthly and annual financial settlements; the president would check the financial data only once a year. The JICA-KIBT team examined the data of the past three years and discovered that the company's financial status was being affected by a high variable cost ratio. The team discussed with the president and decided to tackle four areas: (a) 5S in the president's office and indirect departments, (b) reduction in the variable cost ratio, (c) monthly

analysis of the break-even point, and (d) creation of financial analysis reports and use of the data in the decision-making of business management.

At first, the office of the indirect departments was extremely cluttered, but as the workers made efforts to accomplish (a), the office became better organized and the space began to be used more effectively. This was achieved also due to the training by the MTCs, which helped the workers of the indirect departments recognize the usefulness of 5S activities. Regarding (b) reduction in the variable cost ratio, the team provided instruction on the variable cost items and other important points that required careful attention. Currently, efforts are being made to lower the ratio. As for (c) monthly analysis of the break-even point, the company has established a system to regularly monitor the status and it is already in operation. The company also hired finance staffs as part of the effort to achieve (d) creation of financial analysis reports. Financial settlements and analysis, which used to be entrusted to an external party, are now being done by in-house resources. The company is also creating monthly reports using the financial analysis tool provided by the JICA-KIBT team.

2. 2nd Year

(1) Ultravetis East Africa Ltd. (on-site consultancy on all the three fields)

[Production and quality management field]

Ultravetis manufactures and distributes pesticides and animal feed and has about 80 employees. The company imports raw materials from other countries, and the main operations involve mixing, repacking, and packaging. The production process is simple where the head office factory repacks and packages pesticides, and the second factory near the head office factory mixes, repacks and packages animal feed. The company handles chemical products that are hazardous to human health, so the level of operation control is relatively high. It also implements the Good Manufacturing Practice (GMP). However, it had not carried out 5S or KAIZEN before the start of our consultation. So, KIBT-JICA team determined the following three consultation themes: a) improving the 5S audit assessment levels (in both the head office and new factories), b) working on 5S and KAIZEN systematically, and c) raising the productivity of the packaging lines (the pesticide and animal feed repacking processes).

The company has been working on systematic activities under the leadership of the production manager since the implementation of GMP. Therefore, the introduction of 5S was very smooth and the 5S audit score was 95 points, up from 66 points before the consultation. The company was actively involved in 5S and formed a KAIZEN team that was comprised of the production manager and staff and the supervisors of the head office and new factories. It was difficult to improve the productivity of the packaging lines during the project period due to relocation to the new factory and equipment updates. However, in the final phase of the consultation project, the team made some proposals to the company, including the reduction of the setup time, the improvement of the production plan, the acceleration of the packing operation and the improvement of operation processes, and the company examined the implementation of these proposals. Specifically, KIBT-JICA team provided documents that explained case examples and methods for the reduction of the setup time, and skill

map examples for the improvement of work efficiency and the development of multi-skills of operators, thereby encouraging the company to make voluntary efforts.

[Marketing and sales field]

Ultravetis conducts area marketing and product-by-product marketing. KIBT-JICA team have confirmed that the company is operating at an overwhelmingly higher level than average Kenyan companies. On the other hand, as for animal supplement products that are imported and in-house manufactured, low-margin imported products account for 75% of the total sales, 50% of which are purchased. Accordingly, the profit growth is sluggish. The livestock industry is growing in Kenya as the government strengthens its support for the industry. But major manufacturers, from which Ultravetis imports products, have tended to participate directly in the Kenyan market, thus intensifying competition. The company hires college graduates with science majors as sales representatives who need to know product expertise, but they often lack sales skills and the turnover rate of the sales staff is high. With these factors in mind, KIBT-JICA team and the company determined the following consultation themes: a) making the action plan to improve the business considering the regional characteristics; b) setting up the action plan to enhance sales efficiency; and c) implementing 5S in the sales office.

As for a) and b), KIBT-JICA team conducted a questionnaire survey for each region's staff in order to check the regional market situation and the skills and motivation of the staff. The results revealed that inventories and high demand for better treatment were major problems. First, our deep analysis of the inventory problem found that stock-out was a major complaint in the sales sites. The team analyzed the monthly stock-out statistics for the previous year and the causes of the stock-out that significantly affected sales, and categorized them into the stock-out caused by external factors that are difficult to be addressed for a short time (e.g. higher demand for products than expected due to a prolonged rainy season, delays in deliveries from suppliers due to shortages of raw materials, and delays in import permissions at the customs) and the stock-out caused by internal factors that can be addressed immediately. KIBT-JICA team proposed the following short-term and medium-term measures, respectively, against the stock-out caused by internal factors: improving communication between the sales staff and customers and between the sales staff and the production and logistics divisions, thereby minimizing stock-out; and accelerating the plan of shifting imported products to in-house manufactured products.

Demand for better treatment varies depending on the region and is mainly caused by the dissatisfaction of the region management leaders over the management. It is important to motivate the sales force in order to increase business efficiency and maximize profits, so the team proposed that the company should take measures, including the introduction of a fair and multifaceted evaluation, thereby improving the employee performance evaluation method.

As for c), KIBT-JICA team conducted the 5S audit and gave guidance for improvement, and then confirmed that the working environment was improved in the sales office. The guidance for the improvement of inventory management that caused the stock-out at issue offered a practical learning opportunity to MT and TC who rarely engaged in inventory management on site. They were able to clarify internal and external product distribution channels and found out which point was a bottleneck for stock-out problem.

[Financial management]

Ultravetis is one of the large companies among the nine pilot enterprises. There are about 20 people working in the finance and accounting division, including the budget section. KIBT-JICA team decided to begin with a financial analysis for the company. When the results of the analysis of the five-year financial data were explained to the president, he showed an interest in the production of monthly financial analysis data. So, the team decided to support the implementation of a monthly financial management system, and also analyzed expenses and sales at the same time. Furthermore, KIBT-JICA team decided to give advice on the establishment of a corporate governance system. 5S was also explained to the CEO and the finance officer, and then they asked us to implement 5S in the administration and financial divisions.

First, KIBT-JICA team explained about the financial analysis template developed by the JICA-KIBT team. The company has a solid accounting management system that is supported by the accounting division and the budget section. After providing advice based on the template, the company added the template to its financial system to establish an automatic data extraction system on its own. The top executive indicated his intention to use the data to make business decisions in the future.

Regarding corporate governance, the team created and explained a matrix of ideas to advise that governance and internal management are important if the company wishes to go public in the future.

Finally, KIBT-JICA team gave the presentation three times to explain 5S to the supervisors and employees of the administration and financial divisions, including accounting and human resources. All of them listened to it attentively and received it well.

A new facility, which was completed in July 2017 serving as head office and factory, is large and clean. Ultravetis is expected to grow further in the years to come.

(2) Hope Uniform Outfitters (on-site consultancy on marketing and sales / financial management fields)

[Marketing and sales field]

Hope Uniform Outfitters, established in 2012, manufactures and distributes mainly school uniforms, but it has yet to turn a profit. It is currently designated as a school uniform distributor by 25 schools, but the competition with other designated distributors is fierce. Its marketing and sales capabilities need to be reinforced. The uniform system at public schools is a public and social system that can preserve the impartiality of clothing among children. With this in mind, a marketing concept and a sales training system must be developed. Because the company sells school uniforms, sales activities are limited to a few months of the year, with no other sources of income in the remaining months, which poses a problem in terms of cash-flow management.

In this consultation, KIBT-JICA team and the company determined the following three themes: a) improving the relationship with customers (schools & parents), by creating the opportunity of communication with them; b) establishing the sales policy to apply the concept of corporate social responsibility; and c) implementing 5S at sales office.

As for a) and b), KIBT-JICA team conducted a customer survey and found that the company needs to enhance relationships with school officials, guardians and the local community and improve its name recognition. One idea was proposed for that is to increase CSR activities based on the needs of schools and the local community, thereby gaining trust from them to establish the business foundation. Specifically, the company sets up a

network fund that is beneficial to the local community, and then asks schools, PTAs, churches and other community members for support to the fund. The company executive showed an interest in this idea, so KIBT-JICA team advised that the company should create a prospectus for the fund, including the significance of the fund and the benefits and roles of membership, and then ask community members for support. The team highlighted that the company should ask school executives (schools as customers for the company that have strong mutual trust) and local financial institutions (whose support is essential for establishing the fund) in particular for their cooperation and participation in setting up the fund. Due the nature of the proposal, KIBT-JICA team couldn't confirm the outcome during the consultation period. However, the team were able to add the following viewpoint to the company business strategy: departing from the conventional "price competition" and "promoting CSR activities to improve the brand value" as a going concern in the community. They also advised the company to develop products (hospital and company uniforms) other than school uniforms to make profits during the non-school uniform season. For CSR activities, it is important for the sales staff to improve their skills to communicate with customers, so KIBT-JICA team invited the sales staff to the sales training, which was organized by the JICA-KIBT team for the pilot enterprises for the 2nd year. This became a valuable opportunity for MT and TC to learn the significance of CSR for business management.

As for c), KIBT-JICA team conducted the 5S audit and gave guidance for improvement, and then confirmed that the store environment was improved.

[Financial management]

The company's financial management was undeveloped. Because it did not have an accountant, the accounting data was not managed well. So, they determined the following consultation themes: implementing 5S in the administration and financial divisions; developing a system for the monthly settlement of accounts; building a system that analyzes profits to improve the operating efficiency of the three stores; and improving the management of products and inventories.

First, KIBT-JICA team provided 5S training to the staff in the head office and the three stores. The team conducted the 5S audit at each store to explain improvements. All the trainees were attentive. After the audits, KIBT-JICA team revisited the stores to follow up the progress and confirmed that 5S was maintained. The team also advised them about the regular check of inventories and how to deal with customers during crowded hours. The company is expected to maintain 5S in the future.

Regarding the improvement of financial management, the company did not have an accountant before the start of our consultation, but it hired a contract accountant after our consultation (work about once a week). The JICA-KIBT team advised the accountant on how to settle monthly accounts and how to use the financial analysis tool developed by the team. KIBT-JICA team also held several meetings to explain to the supervisor about the importance of regular financial management to make appropriate management decisions. However, the financial data was not well organized, so the team couldn't assess the financial situation during the consultation period. As a result, KIBT-JICA team could not achieve our target for financial management, which was the introduction of a new system for the settlement of monthly accounts and the management of store-by-store profits and costs. The supervisors from all the divisions gathered at the final debriefing to listen to our report. They said they will work hard in reference to our advice.

(3) Turea Ltd. (on-site consultancy on all the three fields)

[Production and quality management field]

Turea produces mattresses (both foam and spring types) and beds for sale in Kenya. It has 98 employees (including 70 factory workers). In recent years, the scale of production has grown rapidly, with steps steadily taken to expand its production capacity. The production lines are laid out in close proximity in sequential order. After discussions with the management team and the analysis of the factory, KIBT-JICA team and the company determined the following two consultation themes: a) improving the productivity of the mattress assembly process and the sewing process; and b) implementing 5S.

As for a), KIBT-JICA team sampled workpieces in the mattress assembly process to analyze the operating rate. As a result, non-operation hours account for 46% of the total. Therefore, the team promoted the 5S and other activities to improve the process. This improved the working environment and the 5S audit assessment rate from 58% before consultation to 68% after consultation. A total of 10 operators participated in 5S training. At the same time, they tried to introduce 5S in other processes but failed because the persons in charge did not participate. At the end of our consultation, it was proposed that the company as a whole should make sure to conduct 5S by forming a 5S team in each workplace, checking the progress regularly and setting regular cleaning days.

[Marketing and sales field]

Turea commenced business about two years ago. Despite the short-term operations, it adopted an innovative white-based design that had not ever been seen in Kenya before, built showrooms considering locational conditions sufficiently, and promoted advertising actively, thereby attracting the new rich in Kenya. As a result, it has been steadily increasing its sales for such a short time. In addition to selling through distributors, such as supermarkets, the company sells products directly to customers at ten showrooms in Kenya's major cities. The president said that he wants to penetrate his management philosophy to his Kenyan staff and further invigorate sales activities, thus establishing a brand and expanding business in the entire East Africa. So, KIBT-JICA team determined the following three consultation themes: a) promoting sales policy of value addition through improving the functionality of the products; b) improving sales activity by applying advanced sales promotion technology, learning from best practices, such as IKEA; and c) implementing 5S in the sales division.

As for a) and b), the company is working on the pull strategy with unique products and active advertising, but the pull strategy is insufficient because it is just a matter of time before the company is followed by competitors. Therefore, it is necessary to enhance customer contact activities to strengthen the brand power from now on. To assess customer contact activities, KIBT-JICA team conducted a questionnaire survey of staff at the ten showrooms on their daily customer services and satisfaction in the capacity of an employee, and also a door-to-door survey of the showroom in Nairobi. It was found that the showroom staff just dealt with customers but did not receive training for actively expanding sales. So, KIBT-JICA team invited the sales staff to the sales training, which was organized by the JICA-KIBT team for the pilot enterprises for the 2nd year, giving advice on an active sales attitude toward customers, sales management techniques, etc. It is also necessary for the company to develop new products systematically in preparation for fierce competition expected in the future. To that end,

the team showed other companies' new product development examples and proposed the introduction of a program that standardizes new product development.

As for c), KIBT-JICA team conducted the 5S audit and gave guidance for improvement, and then confirmed that the working environment in the head office was improved.

[Financial management]

Turea was working on the introduction of a new accounting system with the support of an external consultant. However, past financial data was not well organized and fully assessed. So, KIBT-JICA team determined the following three consultation themes: a) introduction of financial analysis tool and transferring the knowledge of using this tool to key finance members; b) implementing 5S in the administration and financial divisions; and c) creating monthly management and financial reports.

As for a) and c), KIBT-JICA team requested the company to submit the financial data many times. The team also requested the newly hired accounting consultant to provide the data but failed to obtain the data and assess the financial analysis situation. They also explained to the management and the financial staff about the importance of monthly account settlement and financial reports, but they did not create any reports.

As for b), KIBT-JICA team explained to the financial officer, managers and staff in the administration and finance divisions about 5S at the start of our consultation. The team conducted a 5S audit and then followed up the progress to confirm a slight improvement.

The manager in charge of the general operation asked us questions about how to build an ideal corporate structure and a suitable organization, and the team made suggestions for the improvements.

(4) Mambo Interiors (on-site consultancy on marketing and sales / financial management fields)

[Marketing and sales field]

Mambo Interiors manufactures and distributes furniture for general households, and its products are generally made to order. Mainly customers place semi-custom orders based on furniture models displayed in the showroom, adjusting the size according to individual space requirements. KIBT-JICA team determined the following 3 consultation themes: a) specifying the target customers and matching the sales concept & product lineup; b) conducting sales promotion activities to the target customers efficiently; and c) implementing 5S.

As for a) and b), the team proposed conducting interviews with customers at major shopping malls and its product users. But it was not implemented, because the company did not provide the customer information. So, the team clarified STP (Segmentation, Target, and Positioning), explained the significance of setting marketing and sales strategies based on STP, proposed narrowing down customers through STP and developing products in consideration of the target market, and then supported the creation of the sales strategy accordingly.

As for c), the team explained to the head office and the sales division about 5S and encouraged them to implement improvement activities, but they did not do so in their stores.

[Financial management]

Mambo Interiors designs, manufactures and distributes African-style furniture. The company targets upper- and middle-class customers. There is demand for its products, but the problem lies in low profit margins. The

company outsources accounting but is eager to manage it by itself as soon as possible. It also strongly desired to reduce costs at its furniture studio and increase profit margins although this was not relevant to financial management. In response to these requests, KIBT-JICA team determined the following consultation themes: providing advice on how to assess the accounting data; collecting information on the financial management software suitable for the company; and establishing a monthly account settlement process. If the company provided us with the financial data, KIBT-JICA team would analyze the financial condition to give advice on financial improvement. The company was not selected as a pilot enterprise for production and quality management field, so the JICA-KIBT team in charge of this field agreed with the company to support the introduction of improvement activities for improving the furniture production site.

First, KIBT-JICA team collected information and proposed the financial management package software suitable for the company. It decided to introduce a financial software program according to advice from the JICA-KIBT team. On the other hand, although the team requested the company many times to submit financial data for analysis, it was not provided due to delays in monthly account settlement and financial data.

KIBT-JICA team provided 5S training to about 10 workers at the furniture studio. The furniture studio was full of waste and was not cleaned, but pieces of cut wood were placed randomly. So, the team began with the 1S (Sort), providing advice on setting a space for waste and affixing to waste and objects red strips that explain how to deal with them. As the workers were able to see the working environment improved by sorting and setting in order, they were very proactive and cooperative. Accordingly, the studio was tidied up and the workers were motivated to maintain the condition. If the president displays his leadership, the staff are expected to continue the 2Ss (Sort and Set in order), which were carried out as a result of our consultation.

(5) Sadolin Paints (E.A.) Ltd. (on-site consultancy on production and quality management field)

[Production and quality management field]

Sadolin is a paint manufacturer with about 300 employees. The production manager previously worked for the Indian subsidiary of one multi-national paint company, and he worked on the introduction of 5S in the company. After discussions with the manager and a factory analysis, KIBT-JICA team determined the following consultation themes: a) promoting 5S; and b) improving the productivity of the fitting process.

First, the team exchanged opinions with the production manager in charge about how to promote 5S. KIBT-JICA team introduced the 5S audit check sheet used by the JICA-KIBT team and advised on how to promote 5S. Then, the team provided support for 5S in the fitting process and the warehouse.

However, the company was acquired by a foreign-affiliated company in April 2017, and the management policy was changed by the new management. The new management did not agree to the continuation of our consultation, so KIBT-JICA team had to suspend it.

(6) Balm Industries Ltd. (on-site consultancy on all the three fields)

[Production and quality management field]

Balm Industries manufactures hair care products, particularly shampoo. It has 20 employees. After changing its sales strategy target from middle-level users to low-end users, the company has been receiving more orders. However, because the production structure is underdeveloped, the production capacity is insufficient. The small

factory lacked sorting and setting in order. Work-in-progress products, inventories of finished products, and packaging materials took up the production space. All the employees improved the working environment by sorting and setting in order before the 5S audit, and then embarked on improvement activities. The consultation themes were as follows: a) implementing 5S (improving the 5S audit assessment levels and building a system that promotes KAIZEN); and b) reducing inventories of packaging materials. As for a), all the employees conducted sorting and setting in order before the 5S audit. Eventually, the audit assessment score was over 70 points, up from 50% before the 5S audit. A system was established where employees conduct 5S and KAIZEN under the instruction of the president. The president said that the introduced 5S raised the awareness of employees, taking action quickly without procrastination. As for b), in addition to the introduction of 5S mentioned above, the inventory of bottles was reduced from two months' worth of bottles to one month's worth of bottles. Currently, production results and inventories are manually recorded, so KIBT-JICA team proposed the next step, which is to keep records with Excel.

[Marketing and sales field]

Balm Industries is cultivating a market in rural areas to promote the manufacturing and sales of products, while targeting the low segment market in Nairobi and other cities to sell products via wholesale outlets. After increasing steadily, the growth rate has plateaued in recent years. The company asked for support to enhance sales capabilities in areas other than Nairobi and devise a sales strategy for the future. So, the team determined the following three consultation themes: a) standardizing the process of sales activity by area for sales promotion; b) establishing the process of developing new product according to the area focus sales activity; and c) implementing 5S in the sales division.

To examine a) and b) and assess the current situation of the sales force, KIBT-JICA team interviewed with three sales members and conducted a door-to-door survey of business partners in Nairobi. These were aimed at checking the skills of the sales staff, the sales management method, and business partners' evaluation of products and the sales staff. The results confirmed that the products and the sales force of the company were highly evaluated in Nairobi. The immediate challenge for the company is to enhance sales capabilities in rural areas, so KIBT-JICA team suggested that the company should relocate a capable salesperson in Nairobi to a rural area, but the team found that this was not practical because sales capabilities may decrease in Nairobi. Alternatively, KIBT-JICA team proposed that the company should promote the salesperson to the top position in the sales division to motivate him and give more responsibility, thereby enhancing sales capabilities in Nairobi and rural areas. KIBT-JICA team also proposed hiring and nurturing new sales staff in a planned manner. The company agreed to these proposals. They advised the company about sales management and the medium-term sales plan creation process when the sales force is increased.

As for c), KIBT-JICA team conducted the 5S audit and gave guidance for improvement, and then confirmed that the working environment in the sales office was improved.

[Financial management]

Most employees belonged to the manufacturing or sales divisions. The managing director looked after the administration and finance divisions almost alone and wished to increase the financial staff. KIBT-JICA team

received the financial data and analyzed the financial condition for the past five years. Accordingly, the team determined the following three consultation themes: a) analyzing costs and profitability based on the existing financial data and proposing financial improvement measures; b) introducing financial analysis tools; and c) developing the skills of new financial staff.

As for a), KIBT-JICA team analyzed the financial data for the past five years and found that the company was in a difficult financial condition without turning a profit. It also had a cash-flow problem. So, the team advised that the company needs to increase profits by assessing product lines by profit and sales and minimizing unprofitable product lines, and to calculate costs for it.

As for b), KIBT-JICA team instructed the company on the cost calculation concept generated by the JICA-KIBT team, how to allocate overhead costs, and how to assess product costs. MD, who was young and motivated, worked on the calculation of profit margins by product line and the review of unprofitable product lines according to our instruction.

As for c), the team instructed a new accountant. They explained the analysis results of the company's financial data for the past five years, and confirmed financial characteristics, issues and check items for the future.

Finally, MD analyzed the profits of all product lines and decided to discontinue the manufacturing and sales of unprofitable product lines. So, the company is proceeding on the right track. MD expressed his deep appreciation for our activity

(7) Colour Labels Ltd. (on-site consultancy on all the three fields)

[Production and quality management field]

Colour Labels prints labels for packaging containers. It has 100 employees. The company has been in business for 30 years, but had never implemented 5S, so there was much room for improving the production environment. So, KIBT-JICA team determined the following two consultation themes: a) implementing 5S (improving the 5S audit assessment levels, providing 5S training, and developing a structure that promotes 5S and KAIZEN); and b) improving the operation rate of the flexographic printing line.

5S was carried out in all the processes, including pre-press (including pre-cutting), press (flexographic and gravure), PVC molding and post-press (inspection and rewinding, post-cutting, and adhesive binding). Persons in charge from each workplace attended the 5S audits. A total of 89 workers including night-shift workers participated in 5S training. The 5S audit assessment was improved from 35% before consultation to 59% after consultation. 5S also helped eliminate unnecessary raw material inventories and product stocks, creating about 150 m² space in the material warehouse.

The corporate structure is rather nonhierarchical, so the company has only a small number of managers and supervisors. To maintain and improve 5S, it is necessary to develop a structure that promotes 5S. KIBT-JICA team highlighted this point as a future challenge for the company and made some proposals, including the setting of requirements for appointing 5S supervisors and the provision of incentives.

[Marketing and sales field]

Colour Labels receives orders from major companies in Kenya as well as other countries and has achieved steady growth. However, competition is becoming fiercer in the market, and profit margins are on the decline

because unit prices have decreased. So, KIBT-JICA team determined the following three consultation themes: a) establishing the process of making customer-oriented business plan; b) improving the process of customer service based on the customer survey; and c) implementing 5S in the sales division.

As for a) and b), the team conducted customer surveys in the early phase of the consultation. The results found that profit margins declined because unit prices were decreased by the recent fierce competition, and that only two persons in the service division dealt with customers. Therefore, customer service became inadequate, which may lead to the defection of customers. Furthermore, some competitors have already adopted digital printing to reduce the lead time and respond to low-volume on-demand printing while Color Label has not. Based on the survey results, KIBT-JICA team explained to the company executive that the immediate challenges to improving profit margins are to build a system that captures changing customer trends and market needs appropriately and to establish an in-house system that responds to changing needs. Digital printing was difficult to introduce for a short time, so the team proposed that the sales staff should offer attentive customer service to retain customers and improve customer satisfaction. In addition, the sales staff need to enhance their sales capabilities because they serve as a contact point with customers. Therefore, the team invited them to the sales training, which was organized by the JICA-KIBT team for the pilot enterprises for the 2nd year, giving advice on the basic knowledge about sales, how to develop relationships with customers, sales management techniques, etc. This training was well received by the company. So, it will develop an in-house sales training program based on our sales training.

The JICA-KIBT team proposed that the company should start preparing for digital printing in consideration of on-demand printing that may become a mainstream in the market. For reference, the team introduced sales systems, printing technologies and applications that are adopted in the digital printing operations by small and medium-sized Japanese companies.

As for c), the team conducted the 5S audit and gave guidance for improvement, and then confirmed that the working environment in the sales office was improved.

The key point of the consultation for the company was to enhance capabilities to respond to market and competitors' changes that tend to be ignored during a steady growth period. This consultation gave a practical learning opportunity to MT and TC. They were able to apply their learned knowledge to the workplace.

[Financial management]

Colour Labels is a relatively large company among the pilot enterprises. KIBT-JICA team explained the importance of financial analysis to the financial officer several times and he understood the benefits. So, the team and the company determined the following three consultation themes for the finance division: (a) supporting the implementation of a financial analysis tool and training an accountant, (b) establishing a process for preparing a monthly financial report, and (c) implementing 5S in the administration and financial divisions. First, KIBT-JICA team obtained the company's financial data for the past five years and analyzed it. The results found that sales and profits steadily grew, but profit margins and break-even points were on a decline. The team shared these analysis results and explained the importance of monthly financial analysis. As for b), it was explained that the company should always pay attention to financial indexes in doing business because the scale of the business is relatively large and the size of the market is large. Then, the JICA-KIBT team explained to

the accounting manager the outline of the financial analysis tool developed by us and gave him instruction in the usage. After that, the team entered the financial data for the past one year into the financial analysis tool for calculation and exploratory analysis. They could not complete the full-fledged introduction of this financial analysis tool and the instruction in the usage during the consultation period, so KIBT will continue to provide support where necessary.

As for c) “implementing 5S in the administration and financial divisions,” KIBT-JICA team provided 5S training to the administration and financial divisions in the early phase of the consultation. Many members gathered from the administration and financial divisions, including accounting, human resources, quality assurance and sales. After that, the team conducted the 5S audit and gave guidance for improvement in the administration and financial divisions several times and confirmed that the 5S levels were improved.

(8) Palmy Enterprises Ltd. (on-site consultancy on all the three fields)

[Production and quality management field]

Palmy Enterprise produces toilet paper and paper towels. It has 50 employees. Managers and supervisors have not been sufficiently trained, so improvement activities have not been implemented in a planned manner. Every morning, all employees clean the workplace, so the production line is in order, but waste and by-products are not handled well. Based on discussions with the top executive and a factory analysis, KIBT-JICA team determined the following two consultation themes: a) implementing 5S (improving the 5S audit assessment levels, providing 5S training, and developing a structure that promotes 5S and KAIZEN); and b) improving the productivity of the packaging process.

As for a), the team involved the factory manager and the supervisor to work on 5S training, the development of a structure that promotes 5S, and the improvement of the 5S levels. About 80% of the employees participated in 5S training and the 5S promotion structure was developed. However, the 5S assessment level was 60% before consultation and remained at the same level even after consultation. The factory stores many raw materials and paper generated from production, so it was very difficult to maintain 5S. KIBT-JICA team proposed that the company should carry out cleaning regularly and systematically to improve the 5S levels. As for b), the team made some proposals based on our analysis of the layout and the operation rate but failed to change the processes and carry out KAIZEN activities.

[Marketing and sales field]

Palmy Enterprise mainly conducts route sales to supermarkets and wholesale distributors. Because the company sells difficult-to-differentiate products competing against major manufacturers, the challenge is to maintain and expand sales. So, KIBT-JICA team determined the following three consultation themes: a) specification of the target customers and matching the sales concept & product lineup; b) improving sales promotion process and enhancing sales promotion activities; and c) implementing 5S in the sales division.

As for a) and b), to explore product differentiation measures and shift from route sales to direct customer sales, KIBT-JICA team first assessed the current sales routes, situation and skills. Accordingly, it was found that the sales staff need to receive training on sales methods and management. To differentiate products, it is effective to develop products which large companies don't want to handle due to time and effort in manufacturing, so

KIBT-JICA team also advised the company as a first step to classify customers into groups, including hospitals, hotels and general offices, to survey customers in terms of inconvenience and potential demand for the existing products. The president agreed to this proposal and committed himself to take leadership of developing products. For training on sales management for the sales staff, KIBT-JICA team invited the president and the sales staff to the sales training, which was organized by the JICA-KIBT team for the pilot enterprises for the 2nd year, giving advice. After the training, a training assessment meeting was held and the president expressed his intention to begin in-house training based on this training.

As for c), KIBT-JICA team conducted the 5S audit and gave guidance for improvement, and then confirmed that the working environment in the sales office was improved.

Palmy Enterprise is one of the small businesses that are major customers for KIBT. Management improvement through introducing marketing concepts faces many difficulties due to external conditions, including customers and markets. However, after many discussions with the company based on the results of the customer, market and competitor analyses, KIBT-JICA team achieved the company's understanding of the importance of improving the sales system. This opportunity helped us enhance our consultation skills for MTs and TCs.

[Financial management]

There is room for improvement in the financial data management. The president and the administration manager were impressed by the financial analysis tool presented by us and asked us for support in building a financial analysis system. In addition, another important challenge is to give instruction about corporate accounting to the accounting manager. KIBT-JICA team gave instruction on the basic knowledge about financial statements to him. In the future, KIBT-JICA team will support the establishment of a system that settles accounts on a monthly basis and support the introduction of 5S to the administration and financial divisions. So, KIBT-JICA team determined the following consultation themes: a) creating monthly business and financial reports; b) improving the skills of the accounting manager; and c) implementing 5S in the administration and financial divisions.

As for a), KIBT-JICA team collected and analyzed the tax filing data for the past three years and explained the results. The team reported that the company had no financial problems, the break-even point was low, and the cash flow was stable. It was suggested that the company should settle monthly accounts appropriately and report the results to the management accurately and immediately. As for b), KIBT-JICA team gave instruction to the accountant, who was a son of the president, about the accounting method and key points and the usage of the financial analysis tool created by the JICA-KIBT team. In response to our advice on the importance of assessing the financial and production situations, the company plans to hire an external consultant to develop a database for managing inventories and work-in-process products, thereby improving productivity. If this data is linked with the accounting data, the company situation may be more clarified, which help the management will make better decisions in the future.

As for c), KIBT-JICA team supported the implementation of 5S in the president office and the accounting office. After several 5S audits and improvements, the importance of 5S is being accepted by the employees. 5S can be sustained at their offices.

(9) Plast Packaging Industries Ltd. (on-site consultancy on production and quality management field)

[Production and quality management field]

Plast Packaging prints labels for containers and molds plastic containers. It has 150 employees. The company has been in business only for a short time because of 10 years' experience of label printing and three years' experience of plastic container molding, but it has made active equipment investment to expand its business. KIBT-JICA team decided to focus our consultation on the plastic container (PET and HDPS) process and determined the following consultation themes: a) implementing 5S (improving the 5S audit assessment levels, providing 5S training, and developing a structure that promotes 5S and KAIZEN); and b) reducing the setup time for HDPS and other products.

As for a), the 5S assessment level in the HDPE process was improved from 61% before consultation to 81% after consultation. The team also provided training on 5S and the preventive maintenance of equipment in the middle phase of the consultation, where 21 employees (80% of the total personnel) participated. As for b), KIBT-JICA team inspected the workplace and advised the company to improve the mold working environment, but the operation and the process were not improved. In the final phase of the consultation, regarding b), KIBT-JICA team explained the flow of reducing the setup time and provided documents (improvement case examples), thereby encouraging the company to take voluntary actions.

3. 3rd Year

(1) Welding Alloys Ltd. (On-site consultation on all three fields)

[Production and quality management field]

Welding Alloys Ltd. is a manufacturer of welding electrodes, oxygen and acetylene, with almost 100 employees. While there are no major issues at factories that have been newly established and relocated from the Industrial Area two years ago, the implementation of 5S at warehouses for raw materials and mechanical equipment as well as in the welding electrode process has been established as a focus point. As the employees at the company are relatively young and have a strong desire for training, targets have also been set for training implementation and participation rates. KIBT-JICA team has established the following consultation themes: a) improvement of 5S level through 5S audit and building of an organization promoting 5S and KAIZEN (welding electrodes process) and b) improvement of productivity in the straight-line process and the coating process.

As for a), KIBT-JICA team has promoted 5S and improvement activities by establishing a project team with mill managers and HRM representatives, and it has implemented two 5S training sessions (basic training in January and case studies in April). All production lines were stopped during the case study training in April and all 45 workers participated in that training. The first 5S audit score was 46%, which was improved up to 77% in the 5S audit implemented at the end of February. Eight 5S experts were also appointed.

As for b), KIBT-JICA team conducted a time study and proposed a reduction in setup time and multi-machine handling. In addition to operation results, the production results data has already been collected by KIBT-JICA team, so the team proposed measures to improve those results by specifying issues that are hampering improvements in productivity such as unskilled workers in setup, improvements in work methods and work tools, and developing a setup change schedule for multi-machine handling.

[Marketing and sales field]

The company has steadily adopted PDCA and worked towards achieving its sales targets, but a high turnover of sales representatives has been an issue. It has also been confirmed that sales have been sluggish due to weakness in the company's sales management system and the entry of Chinese products in the market. Moreover, the sales manager was transferred to another company, and the director took charge of the sales representatives as an emergency measure.

It is important for the company to build a strong sales team that is not affected by the external environment, and KIBT-JICA team established the following consultation themes: a) setting up the action plan to enhance sales manpower; b) revising and improving the growth strategy; and c) improving the customer information system based on 5S concept and establishing the mechanism to use the information effectively.

As for a), KIBT-JICA team conducted interviews on the current efforts by the company's sales personnel and recommended that the sales manpower be strengthened. The company's director participated in the sales promotion training and sales management training implemented by KIBT in April 2018, and it has been confirmed that the company is working to develop its own sales training based on the KIBT training.

One issue related to b) is that sales targets have not been clearly set in the company's business plan, so the team proposed creating a growth strategy with a clearer awareness of the segments. The team also conducted customer surveys and presented proposed segments. It is confirmed that the company has revised its growth strategy in the business plan.

As for c), the team introduced the 5S concept to managers and staff at the sales department. Following that, the team conducted a 5S audit and gave improvement guidance, and it has been confirmed that the office environment at the sales department has improved.

[Financial management]

Welding Alloys has received its capital from an investment company. Under guidance from the investment company, the company created financial statements based on a SAP-based system for a required period before consultation started. Its sales have been at around 400 million to 500 million shillings over the past five years, resulting in its current good financial condition where it is basically profitable. KIBT-JICA team established the following consultation themes: a) implementation of 5S at administration and finance office; b) training of managers and staff at financial section on being able to analyse financials timely; and c) development and improvement of monthly management and financial report.

As for a), KIBT-JICA team started by conducting the 5S training and then it conducted a 5S audit. After giving the 5S guidance, the team checked the 5S progress at the finance office and the financial document stock room, and it found that documents are being organized by date and financial documents are being stored on an organized manner, showing significant improvement from the condition before consultation. Following continuous guidance and checks by KIBT-JICA team during the consultation period, there was a significant improvement in the 5S level at the finance office and financial document stock room; e.g. checking of documents that are required to be stored under law and promotion of the disposal of unnecessary documents.

As for b) and c), although the company staff have an understanding of the company's financial condition through the SAP system, they have not conducted analyses using financial analysis indicators such as a break-even point

(BEP) and return on assets (ROA). KIBT-JICA team therefore showed the financial staff its template for financial analysis that the team has created, and instructed the staff on how to use the financial template and how to create management materials based on that template. The financial staff are now able to enter monthly data and conduct financial analyses at the end of each project.

(2) Branan Flowers (On-site consultation on all three fields)

[Production and quality management field]

Branan Flowers is a producer and exporter of 15 kinds of roses to Europe, with 470 employees at 28 greenhouses. The consultation themes are as follows: a) improvement of 5S level through 5S audit (packaging process); b) number of staff/workers who are involved in 5S audit (the whole factory); and c) productivity improvement at bundling process, and KIBT-JICA team implemented the 5S and improvement activities by targeting the fresh flower packaging process from which the expected improvement effect can be seen.

As for a) and b), the initially measured points in the 5S audit were 61, but this improved to 74% in the third audit in November. The packaging process supervisor, who was the contact person on the company side, has gained a stronger sense of responsibility through the on-site consulting activities, and is now able to lead other members. The number of staff involved in the 5S audit has remained eight people. In order to continue 5S in the future, responsible persons will be appointed and 5S implementation dates will be set.

As for c), a project team consisting of around 10 people, including HRM staff, the packaging process group leader, staff and others, promoted productivity improvement. As conveyors were installed during the consultation period, KIBT-JICA team conducted two-time measurements during the sleeving process for which no target time was set, collected effective data from all workers engaged in that process, set the target time and started operation. As a result, the packaging process working time was reduced from an average of 11 seconds to 9 seconds.

For the company-wide promotion of KAIZEN as a future issue, KIBT-JICA team recommended that the company develop responsible managers such as farm managers and packaging process leaders.

[Marketing and sales field]

Based on interviews with the company's management and sales managers, KIBT-JICA team set the following consultation themes: a) developing a new market, b) improving the product value, and c) improving management of market information based on 5S concept.

As for a), KIBT-JICA team gave guidance on the basic marketing strategy development process, and based on this it supported the formulation of the company's mid-term marketing plan. Following that, the team supported the formation of growth strategies to make continuous efforts to develop markets reliant on the mid-term plan and to put in place a product-development mechanism. The team also gave guidance on how to develop business plans for single fiscal years according to the mid-term plan to give substance to the strategy. The strategy focuses on the development of untapped markets in Europe—including Eastern European countries—and those in the Near and Middle East, and the company has started to explore the possibility of exporting products by contacting commercial departments of embassies while at the same time developing plans.

As for product value improvement and product development in b), KIBT-JICA team recommended that the company differentiate its products from those of its competitors by focusing on popular flowers in each season in the target markets and to supplement that by supplying flowers from Kenya, which is in the southern hemisphere, when those flowers do not grow well in the northern hemisphere. The company has started to take specific measures based on those policies at the end of the project.

Unfortunately, there has been no significant progress on c) because the people in charge have been tied up with shipment coordination and other duties. It has been confirmed that the current situation is such that the persons in charge have a wide range of duties and do not have enough time to improve information management or develop new markets. The company has agreed to employ new staff or assign a person in charge of routine tasks so that the people in charge of c) above can focus on the development of new markets and new products.

[Financial management]

Based on interviews with the company's management and financial managers, KIBT-JICA team established the following consultation themes: a) implementation of 5S at administration and finance office, b) training of managers and staff at financial section on being able to analyse financials timely, and c) development of monthly management and financial report.

As for a), KIBT-JICA team explained the concept of 5S and implemented a 5S audit and gave guidance at administration and finance offices. As a result, the company is now able to keep things tidy and organized at the end of the project, which is a major improvement from before the start of the project.

As for b), KIBT-JICA team explained to the farm managers and accounting team how to conduct financial analyses and also explained the financial templates created by the team. When the team input financial data submitted by the company into the financial templates and explained the results thereof to the management and financial officers, the management and financial officers found our analysis results very useful. The purpose of building a mechanism for prompt financial analyses has been reconfirmed at the direction of Managing Director. When consultation with the company ended, the accounting managers and assistant managers basically had a good command of the financial templates and were able to easily create monthly financial reports. It is expected that those will be more effectively used in the future.

(3) Kenya Coach Industries Ltd. (On-site consultation on all the three fields)

[Production and quality management field]

Kenya Coach Industries Ltd. is a bus and truck body manufacturer with 150 employees. At the start of the consultation (October 2017), the company planned to relocate its factory to new premises along Mombasa street (relocated in June 2018). To lay the groundwork for improved productivity at the new factory, KIBT-JICA team set the following consultation themes: a) improvement of 5S level through 5S audit (all processes); b) participation rate in 5S training (all the staff/workers related) and c) number of staff/workers who are involved in 5S audit (all managers).

As for a) and c), the company has promoted 5S and improvement activities in a top-down fashion, and all of the production managers and four executives attended each meeting at the time of our visit and all the indications in the 5S audit were followed. The company has also made efforts to achieve a 5S score of 80 and a participation

rate in designated members' 5S activities of 100% (all employees) at each office, and the points improved to 73 at the time of the fourth audit targeting all processes.

As for b), KIBT-JICA team implemented 5S training for all workers in May. The first training was attended by 45 people as estimated, but due to increased orders following that, the initially scheduled second training was not conducted. The team recommended that in the future the company set up a 5S/improvement bulletin board to post radar charts and before-and-after photos, implement competitions by conducting 5S audits for each department, and develop 5S training officers under mill managers.

[Marketing and sales field]

With the capital transfer from General Motors to Isuzu last year, the company's business agreement with General Motors, which was a major customer, fell apart. The company decided to expand sales using its own sales service network for the time being, but it has no mechanism to internally train sales personnel, and its mid-term strategies lack specifics. Given these circumstances, KIBT-JICA team set the following consultation themes: a) improving the budget achievement rate by enhancing sales management; b) making a plan to expand the customers, including the review of current marketing strategy; and c) improving customer information system based on 5S concept and establishing the mechanism to use the information effectively.

As for the enhancement of sales management in a), the current situation is such that turnover of newly-hired sales representatives is high and sales are mostly dependent on a few senior sales representatives. To improve this situation, KIBT-JICA team arranged for three sales department staff to join the sales promotion and sales management training implemented by the team, and following that it was confirmed that the company is preparing its own sales training program based on that training. The team also analysed requests and issues frequently raised in interviews with sales representatives and customers and reported improvement measures to the management. The president commented that a team sales system to enhance sales capability has already been implemented and is gradually producing results.

As for b), it has been confirmed that as support to expand the company's customer base a maintenance caravan and traveling service unit (in a truck loaded with consumable parts) has been launched and started local touring. As sales promotion measures, the company plans to regularly invite potential customers to Nairobi and hold shows to promote their products at a hotel. It has also been confirmed that the company is strengthening its activities for effective contact with customers using the Internet.

As for c), the company is currently analysing customer information and organizing information by segment. Sales representatives are building an easy search mechanism.

[Financial management]

The company's sales achieved five-fold growth compared with five years ago, surging to 3.4 billion shillings. On the other hand, its profit margins remain relatively low and cash flow is also tight, so KIBT-JICA team had discussions with its management on how to increase the company's financial situation. As a result, the following three consultation themes have been set: a) development of mid-term business plans; b) training of managers and staff at the financial section on being able to analyse financials in a timely manner; and c) development of monthly management and financial reports.

As for a), KIBT-JICA team gave guidance to management, financial managers and mill managers on how to create mid-term and annual budgets. The team explained how to create budgets using important financial figures such as orders, sales, costs, purchases, management costs and profits.

As for b) and c), the company explained that their current accounting mechanism was created by the president himself. When KIBT-JICA team input financial data obtained from the company into the financial templates created by the team and explained the result to the president and other executives, the president and other executives said that they had never seen such analytical data and were happy about being able to confirm their financial situation from a new perspective. Following that, the accounting manager took the initiative to customize the financial templates. The accounting manager says that by using the financial templates it is now possible to easily and promptly analyse important financial indicators and report to the president.

(4) Plast Packaging Industries Ltd. (On-site consultation on marketing / sales field and financial management field. The consultancy on production & quality management field was conducted in the 2nd year.)

[Marketing and sales field]

Plast Packaging Industries Ltd. is a printing company specializing in various packages. The issue faced by the company was to create and implement a sales-management system. The basis for its budget development was ambiguous and sales forecasts and results were not properly managed and there was an enormous discrepancy between forecasts and results. The president was aware of the issue and understood the need to create a future-oriented management system while the company's management scale is still relatively small. The KIBT-JIC team focused on the following two consultation themes: a) establishing the sales management system based on appropriate budget and result control; and b) improving capabilities of sales representatives.

As for a), the KIBT-JIC team first suggested making it a routine task to create proper sales budgets and manage progress against budgets. As a result of obtaining necessary information at the plan formulation stage and taking sufficient time to analyse information, budget figures were improved to more realistic target values. Moreover, by conducting regular checks and reviews at the implementation stage based on PDCA, it has been confirmed that budget and result control has been improved.

As for b), the president and sales representatives participated in sales training and sales management training implemented by the KIBT-JIC team, in which the team gave guidance on the roles of the sales team and methods of sales promotion and sales management. It has been confirmed based on subsequent interviews that the company has been gradually implementing sales management. It has also been confirmed that the company will establish its mid-term sales plans and annual business plans based on that training.

[Financial management]

Based on interviews with the company's executives, KIBT-JICA team set the following three consultation themes: a) implementation of 5S at administration and finance office; b) training of managers and staff at financial section on being able to analyse financials timely; and c) development of monthly management and financial report.

As for a), KIBT-JICA team implemented 5S training three times targeting all sections in the administration and financial divisions. Following that, the team implemented a 5S audit and provided 5S guidance. By actually

looking at the administration and financial divisions, it can be seen that they are well organized and the employees at each division understand the importance of continuous 5S and regular checks.

As for training managers and staff at the financial section in b), KIBT-JICA team explained the financial templates created by the team, input the company data into the templates, analysed the data, and gave guidance to management on the creation of financial reports. Further, the company's accounting manager and persons in charge attended pilot training for companies with a theme of financial management which was held in March 2018 and worked to acquire financial management knowledge.

As for c), the company customized the aforementioned templates to suit its need. KIBT-JICA team checked the contents of those customized templates and gave instructions on the detailed points requiring modification. The accounting manager used the template to create monthly financial reports and reported to the president. The president listened to the financial analysis results and said that the company hopes to use those results as the basis for its management decisions.

(5) Thika Cloth Mills Ltd. (On-site consultation on production and quality management field)

[Production and quality management field]

Thika Cloth Mills Ltd. is a textile production company with 600 employees (2 shifts) and a history of more than 40 years. Under the managing director and the mill manager, there are five departments: thread spinning, weaving, dyeing, printing, and engineering, and the factory is extensive. Extended 5S activities were developed in a reverse order of the processes starting from the product warehouse.

KIBT-JICA team set the following three consultation themes: a) improvement of 5S level through 5S audit (folding section/finished product inventory), b) the participation ratio of 5S training (80% of the employees), and c) increase in the number of staff/workers who are involved in 5S audits (management staff). As there is no staff directly under management director, around 15 managers and staff from five divisions participated in the 5S and improvement activities, which consisted of reflection on the previous training, 5S field surveys, assessments and improvement discussions. The extended 5S activities were developed in a reverse order of the processes starting from the product warehouse.

As for a), the initial 5S audit score was 62% for the product warehouse and folding processes, which improved to 73%. The score for the processing section improved from 57% to 65%. As for b), a total of 20 managers and staff participated in the six 5S consulting activities. As for c), the number of employees participating in 5S audit increased from 8 to 10 people. Two out of the five main divisions were involved in the aforementioned activities. As the company plans to independently promote the 5S on a company-wide basis after the completion of on-site consultancy with KIBT-JICA team, the company will appoint a 5S promotion officer (human resource management staff) and set 5S implementation dates and prepare a 5S promotion timetable.

In addition to the results achieved by the company, it was of great significance that the MTCs and the Trainers experienced 5S and improvement consulting to a company with a larger management scale.

(6) Chui Auto Springs Industries Ltd. (On-site consultation on all three fields)

[Production and quality management field]

Chui Auto Springs Industries Ltd. is an Indian-family company with 70 employees that manufactures

automotive leaf springs. With sales of 250 million shillings, the company's business scale is somewhat small in the industry, and further improvement of productivity and shortening of lead times to improve its competitiveness is an issue. KIBT-JICA team chose the following three consultation themes: a) improvement of 5S level through 5S audit (all processes), b) participation rate in 5S training (80% of all the staff/workers related), and c) [increase in] number of staff/workers who are involved in 5S audit (management staff). Four people including the managing director in charge of production, the production section manager, the supervisor and one other employee attended each visit and promoted activities. In addition to the 5S audit implemented together with KIBT-JICA team, the company set every Saturday as a 5S day, on which 5S activities were conducted at all factories.

As for a), the president and mill managers had a strong motivation for improvement, and KIBT-JICA team conducted five 5S audits and the audit score improved to 85%. The company produced boxes for unfinished products and bolts and nuts and placed them next to each workbench. All products and unfinished products are now managed on pallets. As for b), 55 people participated and diligently studied in the 5S training. As for c), the number of staff/workers increased from four to five people.

The reduction of product dead inventory and optimization of steel materials and U-shaped bolts are future issues. KIBT-JICA team calculated productivity (production volume/number of personnel) based on the provided data, and proposed setting production targets and management of productivity indicators based on historical data as a future issue.

The company has grown as a manufacturer of automotive springs for the maintenance industry. However, its current factory is too small to realize its pending entry in the built-in automotive spring industry, so drastic decision-making and preparation for capital expenditure is required. The team recommended that the company consider as a diversification strategy internally manufacturing U-shaped bolts and centre bolts, which are currently purchased from China.

[Marketing and sales field]

Our analysis of the sales trends by customer over the past five years reveals that sales have been sluggish in recent years compared to past sales increases. KIBT-JICA team discussed, as an improvement measure, to realize strategies that are poles apart: improving its inefficient sales to individual distributors while improving communication with individual customers. The team set the following two consultation themes: a) establishing the system to develop new customers, and b) establishing the system to improve the relationship with current customers.

As for a), the team first examined the company's basic policy to develop OEM clients as an untapped market and to expand export sales to East African nations. When the team suggested reinforcing the sales system by adding personnel, two new sales representatives were immediately assigned. The company also created leaflets and general catalogues for sales channel development. Sales representatives participated in sales management training implemented by KIBT-JICA team in April 2018, based on which the company has formulated its own marketing strategies and training program. At the same time, as it is difficult to individually deal with almost 300 distributors, the team proposed an idea to improve sales efficiency by introducing a layered management

system in which those sales networks are stratified (ex. primary distributors, secondary distributors, etc.). The team also proposed the promotion of online sales to improve sales efficiency.

As for b), KIBT-JICA team proposed that the company establish a new customer strategy to build platform functions such as individually contacting web-based customers and providing regular opportunities for customer interaction. In the end, the company presented specific proposed plans for each of the above proposals and confirmed its policy to promote trials in the future.

[Financial management]

KIBT-JICA team has set the following three consultation themes and proceeded with consulting: a) implementation of 5S at administration and finance office; b) training of managers and staff at financial section on being able to analyse financials timely; and c) development of monthly management and financial report.

As for a), the team first explained 5S to administration and finance office staff, and they agreed on the implementation of 5S at their offices. The team also conducted 5S audits and recommended improvements based on those audits, and then conducted regular follow-ups. As a result, the 5S audit results improved from 30% from before the audit to 60%. The team confirmed the company's willingness to continue to implement 5S in the future.

As for b), KIBT-JICA team first obtained the company's financial data for the past five years, and conducted a financial analysis based on the financial templates created by the team. Based on the result of that analysis, the team instructed the CFO and accountants on how to read financial indicators such as the break-even point and how to improve those indicators. After that, the team continuously provided those people with coaching on the technical transfer of financial templates and financial analysis methods. They also participated in financial management pilot training provided by KIBT-JICA team and acquired practical knowledge.

As for c), the company revised the aforementioned financial templates into a suitable form. The company uses accounting software called Sage and its accounting data is reliable, so the team instructed the company to accurately enter data in the financial template and complete entries in accordance with the guidelines. As a result, the company has built a mechanism to conduct annual, quarterly and monthly financial analyses and create financial reports.

The team pointed out as a future issue that management analyses were adversely affected by a lack of monthly inventory management. The team advised the company to consult with an external audit company at an early stage and reflect its inventory on a monthly basis.

(7) Miyonga Fresh Greens (On-site consultation on all three fields)

[Production and quality management field]

Miyonga Fresh Greens is an exporter of fruit and vegetables with 20 employees. The company has a leased factory space in the Utawara district for vegetable selection and packaging. It purchases fruit from external producers and vendors and exports that mainly to European countries. KIBT-JICA team chose the following consultation theme: a) improvement of the 5S level through the 5S audit (all processes), and it will set additional themes after commencing activities.

However, exports to European countries stopped in early 2018, followed by an ongoing situation in which only four employees were engaged in small-scale packaging for domestic markets. It was found at the beginning of February that the function of production would be inoperative for a long period and the team had no choice but to discontinue the consultancy on this field.

[Marketing and sales field]

KIBT-JICA team set the following consultation themes for the company: a) improving the filing system of delivery / sales related documents, based on 5S concept; and b) training on effective management of export operations.

As for a), KIBT-JICA team instructed the company to implement 5S-based filing; specifically, the team advised the company to file hard copies of relevant documents by shipment so that they could be managed efficiently. As a result, the company has become able to manage shipment volumes and profits and losses for each customer. As for b), it was discovered as a result of analysing the current cost structure that the company was unable to generate profits due to high costs as its business focuses on CIF (shipping and insurance premiums including cost, insurance and freight) transactions for which airfares fluctuate significantly and it was difficult to manage costs. Therefore, the team advised the company to review CIF, and it was confirmed that the company would shift its focus to FOB (free on board), which had lower freight costs and insurance premiums. At the same time, in November 2017, the company faced a quality issue in which its cold storage became unavailable and the quality of products that were stored and shipped at room temperature deteriorated. The company became heavily involved in addressing that issue and the team's consulting activity in this field ceased. The major cause of this issue was that the company determined transportation routes based only on cost and ignored freshness, which was an important perspective for perishable items. The team therefore explained this to the company and encouraged it to be aware of the importance of always monitoring the market to see what customers want.

[Financial management]

Having been incorporated recently, Miyonga Fresh Greens used Strathmore University's incubation facility as its office and developed and produced products at KIRDI's incubation facility. As explained before, its main production facilities were leased from another factory's production line. When the consultation began, the company was still in the process of operationalization and constructing its business base. Having recently started its business, no financial data was accumulated or organized. The company had not maintained balance sheets, so the team conducted financial analysis only based on profit and loss statements. The team set the following three consultation themes: a) assistance for introduction of financial and accounting system; b) training of staff at financial section on being able to make monthly financial report correctly; and c) development of monthly management and financial report.

As for a), the team instructed the company to introduce a financial and accounting system. Originally, the introduction of an accounting management system such as Quickbook was considered. However, because it was necessary for executives to focus on sales and production activities, the team advised the company to not introduce a financial management system first and instead to outsource accounting to an external accounting

firm to prepare accurate monthly financial statements. By employing an accounting officer later during the consulting period, the company had become able to prepare financial reports internally.

As for b), KIBT-JICA team instructed the president, executives and accounting officers on how to process accounting, prepare monthly financial statements, conduct financial analyses, etc. The president was very positive and was also willing to work on budget-making.

As for c), the company trained a newly-hired accounting officer, who is now able to create monthly management and financial reports using the financial templates created by KIBT-JICA team.

(8) Mama Maize Millers (On-site consultation on production and quality management field. The company which was selected as a pilot enterprise in April 2018, after the withdrawal of Miyonga Fresh Greens in this field)

[Production and quality management field]

Mama Maize Millers is a maize grain manufacturer with 60 on-site employees (130 employees company-wide). The president is enthusiastic and has taken part in 5S audits and leads the persons in charge at each division. Through around three months of activities (April - June 2018), improvement of the 5S level has been confirmed. Also, its factory is a process-type factory and assumed to have limited process that can be improved, but after cleaning following the 5S audit, it has become easy to understand the process, which enabled the team to make various proposals such as how to manage materials and maintain facilities.

[Appendix 7] Result of On-site Consultancy Impact Survey- Pilot Enterprises in the 3 years

[1st Year]

Name of Enterprise: Megh Cushion		Date: 7 th March 2017
Current business status	<ul style="list-style-type: none"> - Sales has increased 188 Mil. KES (2014/2015) to 238 Mil KES (2015/2016). - However, it will be reduced in 2016/2017 to 228 Mil KES, due to the sales decrease in the seats for trucks. It was because a main customer (automobile assembler) suspended production for three months against the GOK policy on increasing the ratio of exercise duties severely. On the other hand, the good sales trend of motorcycle parts (seats and metal parts), which has started since 2015, will cover major portion of the loss in the sales of seats for trucks. 	
Sustainability of management improvement activities	Production & Quality Management	<ul style="list-style-type: none"> - 5S has been maintained since the completion of the project. Every Friday, 5S is implemented in the whole company, and the supervisors assess the 5S level. - By factory observation, it was confirmed 5S was organized properly and visual control was implemented most of the processes. - Time study has been applied periodically. The production plan has been controlled continuously. - Safety at factories have been enhanced by 5S. It has been maintained and improved since the completion of the consultancy.
	Marketing & Sales	<ul style="list-style-type: none"> - The customer relationship management system which had been established based on the proposal by KIBT-JICA team is being used to conduct sales promotion activities. - Sales representatives per main customer (based on the proposal by KIBT-JICA team) has functioned effectively to keep the close relationship with the customers. - The company maintains the policy focusing on listening to the voice of the customers. They utilize social media for informing the information of their products. The company also has renovated the showroom and utilized it for business communication with the customers. - The company executes marketing policy developed and monitors the sales results vs sales target monthly.
	Financial Management	<ul style="list-style-type: none"> - The company has sustained to make the periodical management reports (monthly). In addition, it has improved further to issue weekly sales reports, based on the proposal by KIBT-JICA team. It supports the prompt decision making of management (especially sales promotion activities). - The company hired two finance specialists who can manage financial systems and financial management to much focus on business planning and business analysis. - The company is planning to implement ERP in very near future which could systematize all key areas to provide the managements with key numbers and information in a timely manner. - 5S has been implemented every week and it helps the effective management of financial documents.
Impact	<ul style="list-style-type: none"> - Workplace has been organized well. It assures the customer the good management practices of Megh Cushion. The company obtained the deal of the production of the seat to motorcycle since the middle of on-site consultancy period. The business now becomes to grow as one of the core business of the company. - Due to the business success, the number of employees (permanents) increased from 105 in October 2015 to 160 in March 2017. - Due to the business success, the company is now building a new factory (5 story work office). - The main bank evaluates the good management of financial data. It results in the good relationship with the bank, which may make the process of provision of loan from the bank smoother. - Many rules at factories and offices have been clarified. The employees can concentrate their main jobs and their job ownership of employees has been enhanced. The company provides training sessions and supports skill development. 	
Satisfaction level for consultancy	Very satisfied in all the three fields	
Requests to KIBT-JICA Project Team	<ul style="list-style-type: none"> - The company appreciates it if KIBT-JICA team visits the company periodically to check whether the company is being on the right track in management improvement activities. It would like to have objective view. - The company is also willing to share their achievements among other SMEs. 	

[Appendix 7] Result of On-site Consultancy Impact Survey- Pilot Enterprises in the 3 years

Name of Enterprise: Auto Ancillaries		Date: 8 th March 2017
Current business status	<ul style="list-style-type: none"> - Sales has decreased by about 5%, due to the market factors. Main end users (transporters) have been not eager to investing on new tracks, based on the factors, including the Standard Gauge Railway Project between Mombasa and Nairobi. In addition, major auto-assemblers has started CKD (completed knock down) and brought the parts from other countries. 	
Sustainability of management improvement activities	Production & Quality Management	<ul style="list-style-type: none"> - 5S has been maintained since the completion of the project. Every week the supervisors check the 5S level. - By factory observation, it was confirmed 5S was organized properly. The work floors of U-bolt process and leaf spring process is kept clean. - Quality Control Chart was made. But it was not applied throughout the factory. .
	Marketing & Sales	<ul style="list-style-type: none"> - The documents provided by KIBT-JICA Team on customer relationship are used as a guideline to approach the customer. It helps to think about the issues and weakness of the company. - Customer Relationship Management system was proposed by KIBT-JICA team. But it has not been established yet.
	Financial Management	<ul style="list-style-type: none"> - 5S has been implemented every week and it helps the effective management of financial documents. - Based on the Excel format provided by KIBT-JICA Team, the financial manager made the analysis tool which could extract specific financial data automatically. The system is utilized well now and it helps the manager to make the monthly report. - Improvement of Break-Even Point (by 3%) has not been achieved yet.
Impact	<ul style="list-style-type: none"> - The concept of maintaining good organization of workshops is understood by all the members of the company. They accept the concept and implement it. The working culture was changed. 	
Satisfaction level for consultancy	Very satisfied in all the three fields, especially PQM.	
Requests to KIBT-JICA Project Team	<ul style="list-style-type: none"> - The company wants to enhance its publicity, based on the results created in the consultancy. It is also willing to share their achievements outside people. 	

[Appendix 7] Result of On-site Consultancy Impact Survey- Pilot Enterprises in the 3 years

Name of Enterprise: Kikoy Mall		Date: 8 th March 2017
Current business status	<ul style="list-style-type: none"> - During the consultancy, the company got a big deal to produce pajamas with an Egyptian company. The company invested on the machineries and hired employees. However, due to the change of the policy of Egyptian government, the Egyptian company withdrew from the project in October 2016. Because of the debts from the bank for the investment, Kikoy now has tight condition on working capital. The company have sold the machineries and reduced the area of workshops (the space becomes half of the size before). - Since the withdrawal of the Egyptian customer, the company concentrates on working a French customer. The order is stable and rather expanding. - As the Government of Kenya revised the policy, the companies which operate in EPZ can sell in the local market in the limitation up to 20% of its total sales. So, the company is looking for the customer in the local market. - The number of employees was changed from 38 in October 2015, 100 in July 2016, to 40 in March 2017. 	
Sustainability of management improvement activities	Production & Quality Management	<ul style="list-style-type: none"> - 5S has been maintained the workshop and the storage. Wastes at workshop are separated. However, periodical assessment has not been implemented since October 2016. - Production area was reduced by 50%, because of the withdrawal of the Egyptian customer and the insufficient working capital. Now the company only manufactures Kikoy products to France with one production line.
	Marketing & Sales	<ul style="list-style-type: none"> - The company tried to find the business partners in neighboring countries, but has given up due to the issues on working capital.
	Financial Management	<ul style="list-style-type: none"> - The company uses the system to regularly monitor the financial status. - During the project, the company hired 2 financial staff, coping with the expansion of the business with the Egyptian company. However, due to its withdrawal, the company needed to reduce the indirect cost and fired these staff. The financial status is monitored by GM.
Impact	<ul style="list-style-type: none"> - Due to the unexpected change in business, the company could not concentrate on continuing management improvement activities. 	
Satisfaction level for consultancy	Very satisfied in all the three fields. But it was unfortunate not to continue the activities, due to the external business condition.	
Requests to KIBT-JICA Project Team	<ul style="list-style-type: none"> - The company wants to have the business partners or investors in its business field. 	

[Appendix 7] Result of On-site Consultancy Impact Survey- Pilot Enterprises in the 3 years

Name of Enterprise: Match Electricals		Date: 14 th March 2017
Current business status	<ul style="list-style-type: none"> - Sales has increased by about 5%, due to the increase of the construction project, before the election. - The company has been expanding the production facilities. 	
Sustainability of management improvement activities	Production & Quality Management	<ul style="list-style-type: none"> - 5S has been maintained since the completion of the project. Every evening after the operation, 5S was implemented for 20 minutes. - By factory observation, it was confirmed that 5S and visual control were sustained to some extent. Especially, 5S at the storage house was implemented well (Seiri and Seiton). - Production space has been expanded. The ceiling crane (which was proposed to be equipped by KIBT-JICA team) has not been equipped yet.
	Marketing & Sales	<ul style="list-style-type: none"> - Based on the proposals by KIBT-JICA Team, the company applied the budget control by product. The new financial system was utilized for this purpose. The cost of materials has been monitored periodically. - The final report by the team was utilized for forming the strategic plan after the project.
	Financial Management	<ul style="list-style-type: none"> - New General Manager was hired in January 2017. He found the consultancy report provided by the KIBT-JICA Team very useful. Now the weekly meeting of senior managers is held every Monday morning (7:30-8:30), in order to discuss on management issues, as well as financial results. After the meeting, weekly meetings by departments are held. - In addition, once every month, the general staff meeting is held to share current status of the company. - The new financial system has been in operation. Utilizing it, management report, including cash flow and budget/result monitoring, is produced every week. Based on the report, the management issues are discussed in the weekly senior management meeting.
Impact	<ul style="list-style-type: none"> - The number of employees was increased from 50 in October 2015 to 80 in March 2017. - The storage house was completed. The new factory is under construction at the other site in Thika. It will be completed in May 2017. - Most of the managers (General Manager, Financial Manager, and Sales Managers) left from the company. The management was renewed, except the owner. 	
Satisfaction level for consultancy	Very satisfied in all the three fields.	
Requests to KIBT-JICA Project Team	<ul style="list-style-type: none"> - The company would like to have the follow-up of on-site consultancy by the KIBT-JICA Team, in order to know whether the company is going to the right direction. - The company also requested to KIBT for providing the training for its employees on business management. 	

[Appendix 7] Result of On-site Consultancy Impact Survey- Pilot Enterprises in the 3 years

Name of Enterprise: Centrofood		Date: 23 rd March 2017
Current business status	<ul style="list-style-type: none"> - Sales has been stable in the current year. The competition is very tight. The company managed to keep the same level of sales amount, by developing new products, such as white and brown vinegar. - The company has been building the new building next to the current building since 2014. It will be completed in 2-3 months. Administration and sales departments will move to the new building. These spaces will be used for production. 	
Sustainability of management improvement activities	Production & Quality Management	<ul style="list-style-type: none"> - 5S has been maintained since the completion of the project. It was implemented throughout the factory. 5S is implemented every day and by all the workers. Due to the implementation of 5S, the workshops have been organized and the operations can be done easily and smoothly. - By factory observation, it was confirmed that 5S and visual control were sustained. The products and materials are set in order at production lines, as well as storage.
	Marketing & Sales	<ul style="list-style-type: none"> - Based on the proposals by KIBT-JICA Team, the company discussed with suppliers on a long-term contract with bargain price and capital participation. But they have not been agreed. However, since the starting of on-site consultancy in KIBT-JICA project, the company has become accustomed to having periodical communication with suppliers. - Taking the proposals into consideration, the company has developed new products, including white/brown vinegar. In addition, the company has been making the efforts for developing other new products.
	Financial Management	<ul style="list-style-type: none"> - Financial manager who worked with KIBT-JICA Team left the company. The new person in charge was allocated last February. The financial analysis tool which had been developed with the support of KIBT-JICA Team is not used now. - Since the resignation of the former manager, the financial report has not been produced periodically.
Impact	<ul style="list-style-type: none"> - The number of employees was the same in 2015 and 2017 (35). - The company has kept stable business result. The new office building will be completed in 2-3 months, as it has been scheduled. - The implementation of 5S changed the mindsets of the operators. Before the implementation, the workers didn't know what were correct to be done. After the implementation, the workers have got to know what they should do, and what they should not do. 	
Satisfaction level for consultancy	They are satisfied in all the three fields. The company understands the proposals suggested by the team were very useful. But they could not implement some of them, due to the resignation of the key staff. The president mentioned that it was all up to the management of the company that some of the activities were not sustained.	
Requests to KIBT-JICA Project Team	- The company also requested to KIBT for providing the training for its employees on business management.	

[Appendix 7] Result of On-site Consultancy Impact Survey- Pilot Enterprises in the 3 years

[2nd Year]

Name of Enterprise: Turea LTD.		Date: 23 th Oct 2017
Current business status	<ul style="list-style-type: none"> - Sales have increased from 270Mil KES (2016) to 350 Mil KES (2017 until Oct). Despite the influence of repeat presidential elections, business is expanding by offering the best quality, price and marketing to people with problems of sleep. If there had been no re-elections, sales would have increased more (by about 20%). - A new store was open in Carrefour and it would upgrade the status of the company. 	
Sustainability of management improvement activities	Production & Quality Management	<ul style="list-style-type: none"> - 5S is implemented every Saturday and cleaning is now done regularly. - The director set the standards for 5S so that employees can manage it themselves.
	Marketing & Sales	<ul style="list-style-type: none"> - The showroom staff reacted well to the marketing and sales consulting. Also, by submitting a report once a month, communication has become smooth and follow-up easier. The sales training provided by the KIBT-JICA team helped the development of the capacity of sales staff. - Based on the suggestion from KIBT-JICA Team, the company applied the push-style sales activity, more focusing on improving the relationship with the customer. In order that, the number of vehicles has also increased from 2 (2016) to 6 (2017). - The current issue is the structure of sales management. There is a lack of the marketing managers who can analyze customers' information and guide the sales staffs.
	Financial Management	<ul style="list-style-type: none"> - The company started an administrator meeting every Saturday. Periodic meetings have improved reporting and operations. - 5S at administration offices has been also continuously implemented every Saturday.
Impact	<ul style="list-style-type: none"> - People are able to solve their problem by themselves because of setting 5S standards. - The number of employees has increased by 22% from 98 (2016) to 120 (2017). - A new shop was open in Carrefour. - Due to the business success, the company built a new factory. - The biggest benefit was the organization in the factory. People improved operation and reporting, and got better access to goods and tools they use in their respective tasks. 	
Satisfaction level for consultancy	Yes, very satisfied in all the three fields.	
Requests to KIBT-JICA Project Team	The company wants to have more 5S consultancy and business training.	

[Appendix 7] Result of On-site Consultancy Impact Survey- Pilot Enterprises in the 3 years

Name of Enterprise: Palmy Enterprises Limited		Date: 23th Oct 2017
Current business status	<ul style="list-style-type: none"> - Sales have increased from 32 Mil KES (2016) to 72 Mil KES (2017). - There were political influences which resulted in reduction of the public purchase volume from the existing customers (regional governments). But it was covered by expanding the sales in new regions. 	
Sustainability of management improvement activities	Production & Quality Management	<ul style="list-style-type: none"> - 5S has been maintained since the completion of the project. Twice a day people check 5S, before they start their work and after the work. - People began to manage their time better. The workshops were organized well and the transportation in the workshop became easier.
	Marketing & Sales	<ul style="list-style-type: none"> - Management strategy was established with the assistance of the KIBT-JICA Team. As part of the marketing strategy, the company expanded the geographical area to the eastern region like Kisii and Boito. It leads to the expansion of the sales. - People began to manage their time better. Before the consultancy by the KIBT-JICA Team, the sales staff was able to deal with only one customer a day, but now they can deal with several customers a day. - The company increased the number of sales staffs from 3(2016) to 6 (Oct 2017), this has strengthened sales management.
	Financial Management	<ul style="list-style-type: none"> - The company created a system that can monitor their financial status by using a new computer and systemized the invoices. Now they are able to know sales every morning. - The information on inventory is kept in the database. The company trained employees to understand how to use the new system. - The company can monitor the finance status more efficiently than before consultancy.
Impact	<ul style="list-style-type: none"> - Due to the business success, the number of employees has increased from 50 (2016) to 54 (2017) - Through the implementation of 5S as a company, the culture of working as a team was established. 	
Satisfaction level for consultancy	Very satisfied in all the three fields, especially FM.	
Requests to KIBT-JICA Project Team	<ul style="list-style-type: none"> - The company wants to enhance company policy and idea. - The company wants to have a 3-year strategic plan with receiving advice from consultants 	

[Appendix 7] Result of On-site Consultancy Impact Survey- Pilot Enterprises in the 3 years

Name of Enterprise: Hope Uniform		Date: 27th Oct 2017
Current business status	<ul style="list-style-type: none"> - Business has been expanding well. Sales have increased by 40% from 5,800 thousand KES in 2015/2016 to 8,000 thousand KES in 2016/2017. - The company has been badly affected by the political situation. Although the company is in a quiet period now, they are still accepting pre-sales for graduation ceremony. However, parents do not buy uniforms in a situation where they do not know what will happen in the future because of the unstable political situation after the repeat elections. - The number of permanent employees has increased from 7(2016) to 9 (Oct 2017). 	
Sustainability of management improvement activities	Production & Quality Management	Consultancy was not implemented.
	Marketing & Sales	<ul style="list-style-type: none"> - From on-site consultancy, the company learnt the segmentation of the customers. Initially, they planned to put efforts equally on 200 schools, but after the advice of KIBT-JICA consulting, they decided to make the segmentation of core customers. They focused on 50 schools, and they did polite correspondence and continued communication. As a result, the company received a very good reputation from their clients and established trust. This led to additional orders. - They started producing new items. The company started selling dust coats, bed sheets and bed covers as a new marketing strategy. They have clients that regularly order the new products.
	Financial Management	<ul style="list-style-type: none"> - The company introduced the system to regularly monitor their sales by scanning the bar code. The system also makes it possible to monitor the amount of inventory. - 5S has been maintained since the completion of the project. Every Saturday morning, 5S is implemented.
Impact	<ul style="list-style-type: none"> - The founder said that opening her eyes is the best impact. She noted she needs to improve more and she fixed the financial system and reconsidered the marketing strategy. - The head office is currently under construction for expansion to the double sizes. The company sets a management policy that it will focus on enhancing the functions of the head office rather than increasing the number of stores. - 	
Satisfaction level for consultancy	Very satisfied. Especially the company appreciated the ON-SITE consulting. There are only few consulting companies that come to the working place and give them adequate advices. The consultant team is dedicated and feels like they are a member of the Hope Uniform team.	
Requests to KIBT-JICA Project Team	<ul style="list-style-type: none"> - The company would like to have follow-up of on-site consultancy by the KIBT-JICA Team, - The company would like to have a suggestion about suitable financial systems. 	

[Appendix 7] Result of On-site Consultancy Impact Survey- Pilot Enterprises in the 3 years

Name of Enterprise: Colour Labels Ltd.		Date: 31 th Oct 2017
Current business status	<ul style="list-style-type: none"> - Business is slow in all aspect these days due to the presidential election. Due to the decrease of the demands of the customers, the company needed to decrease inventory amount and reduced the volume of goods produced. The working days were reduced, due to many national holidays related to the election. The company try to utilize this period for doing necessary preparation after the economic slump. - The number of employees has increased from 120 to 130 from Oct 2016 to Oct 2017. 	
Sustainability of management improvement activities	Production & Quality Management	<ul style="list-style-type: none"> - 5S has been maintained since the completion of the project. There was a resistance from the employees in the start. But they gradually understood the effectiveness of 5S. Now the staff check the level of 5S everyday by marking the 5S check list. - With the implementation of 5S, the company succeeded in creating new spaces (150m²) in the factory. The passages of the workshops were safely secured and the transportation became easier. The storage was organized better for finding necessary items easier. - The company has a production quality management meeting once every two weeks on Saturday.
	Marketing & Sales	<ul style="list-style-type: none"> - After on-site consultancy, the company started to have a training for new employees. - The company is planning to hire three more sales people because they understood the importance of closer contact to the customers for grasping the needs of the customers. They will be exclusively engaged in sales and marketing.
	Financial Management	<ul style="list-style-type: none"> - The company does analyze the finance every month. - The biggest change regarding Financial Management was to learn the proper way of ERP (Enterprise Resource Planning) with the assistance of the KIBT-JICA Team. By using ERP effectively, the company now can instantly know the necessary information from each system like the inventory management system, production management system, logistics management system and so on. As a result, the company became able to control wasteful inventory.
Impact	<ul style="list-style-type: none"> - Due to the consultancy, everything has become more systematic and organized. - The staff are getting more disciplined. They can work even without supervision from the directors and managers. - The company visited Ultravetis (another pilot enterprise) and learnt how they managed the workshops. - The number of employees has increased from 120 to 130 from Oct 2016 (before on-site consultancy) to Oct 2017 (after on-site consultancy). 	
Satisfaction level for consultancy	Very satisfied.	
Requests to KIBT-JICA Project Team	<ul style="list-style-type: none"> - The company would like to have follow-up of on-site consultancy by the KIBT-JICA Team, 	

[Appendix 7] Result of On-site Consultancy Impact Survey- Pilot Enterprises in the 3 years

Name of Enterprise: Ultravetis		Date: 7 th Nov 2017
Current business status	<ul style="list-style-type: none"> - Sales have decreased from 816 Mil KES (2016) to 789 Mil KES (2017). - Business has been hit hard by drought and unstable political situation. Drought reduced animals that made sales of animals related products decrease. Also, due to the political situation, the company couldn't continue to produce several products - The number of employees has increased from 80 to 100 from Oct 2016 to Oct 2017, because the company expanded business. 	
Sustainability of management improvement activities	Production & Quality Management	<ul style="list-style-type: none"> - Based on the proposal by KIBT-JICA team, 15 Quality Control Circles were formed. 5S is implemented under the QCCs every day before the work starts. - By training the workflow based on the operation standards, operations were more organized. - Based on the proposal by KIBT-JICA team, the packing operations were examined and the wastes of operation were eliminated. As the result, the speed of packaging was improved. The company made production progress boards which can check the progress of each line three times a day. - By learning 5S, the mindset of staff was improved. They started cleaning the factory by themselves.
	Marketing & Sales	<ul style="list-style-type: none"> - One of the issues of the company was low profit rate, due to high dependence on imported raw materials. With the suggestion by KIBT-JICA team, the company launched new product development based on the market survey. As the result, 2 new products (a medicine that kills worms, and an insecticide with the materials made in Kenya) were developed. - Before the consultancy, the lack of inventory is one of the major issues. Based on the suggestion from KIBT-JICA Team, the company has improved the inventory management to monitor the inventory level and take the possible measures.
	Financial Management	<ul style="list-style-type: none"> - 5S has been maintained at administration offices. Everyday 5S is implemented. - Based on the template provided by KIBT-JICA team, the company has developed financial management system. Based on it, the financial report is issued in monthly basis which is used in the management meeting. The company has also developed the system which enables to check the stock level weekly as well as daily sales.
Impact	<ul style="list-style-type: none"> - One supervisor, who had attended the pilot training program on management skills by KIBT-JICA project, made the production plan with Gant Chart. It clarified the target and the gap between the plan and the actual status. It enabled the company to manage production plan effectively. - The company became able to make the plan of purchasing suitable materials and market than before. - The biggest benefit was the improvement of time management. The staff start to think that they don't want to waste time. They began to manage their schedule by themselves. - The company built a new building with 5th stores in July of this year. 	
Satisfaction level for consultancy	Yes, very satisfied.	
Requests to KIBT-JICA Project Team	<ul style="list-style-type: none"> - The company would like to learn more quality management and the introduction of skill map. 	

[Appendix 7] Result of On-site Consultancy Impact Survey- Pilot Enterprises in the 3 years

Name of Enterprise: Plast Packaging Industries LTD		Date: 8 th Nov 2017
Current business status	<ul style="list-style-type: none"> - Business is going well by improving their efficiency. There are few competitors for this company, since the company focus on the SMEs as its customers. - Originally there were many orders but the company could not take on all of them, due to the production capacity. However, since the production efficiency has improved by 5S, they can now accept more orders than before. - The number of employees has increased from 150 to 183 from 2016 to 2017. 	
Sustainability of management improvement activities	Production & Quality Management	<ul style="list-style-type: none"> - 5S has been maintained since the completion of the project. After on-site consultancy, they started a PQM department meeting. It has been held once a week every Saturday morning. - Once a month the company receives an external audit from Africinvest (a private financial institution). It checks inventories and machine efficiency. - Due to the consultancy, the time management was improved. The company emphasizes on time management in the weekly meeting. - The company started to implement monthly preventive maintenance activity.
	Marketing & Sales	On-site consultancy has been implemented in the 3 rd year.
	Financial Management	On-site consultancy has been implemented in the 3 rd year.
Impact	<ul style="list-style-type: none"> - The biggest benefit is the improvement in the communication between the production department and the engineering department, mainly in charge of maintenance of the factory. Before, sometimes engineering department planned something different from what the production department planned. Now they have good communication and agreement on what to do. - One of the major impacts was in the organization of storage. The employees started to arrange their items in order. Now they can find everything much easier than before. - Preparation before stopping the machine also gave us another impact. In the past, the preparation was not enough in advance, so there was a lot of machine downtime before the workers started the operation of the machine. Based on the advice of the KIBT-JICA Team, the workers started to prepare it in advance, and work efficiency was improved. 	
Satisfaction level for consultancy	Yes, very satisfied.	
Requests to KIBT-JICA Project Team	<ul style="list-style-type: none"> - The company would like to learn more KAIZEN not only 5S but also other KAIZEN methods. - The company would like to attend a management training for owner, if KIBT-JICA held it. 	

[Appendix 7] Result of On-site Consultancy Impact Survey- Pilot Enterprises in the 3 years

Name of Enterprise: Balm Industries LTD		Date: 15 th Nov 2017
Current business status	<ul style="list-style-type: none"> - Business has been expanding well these days. Especially the sales in September this year was good. Sales have increased by 20% from 3.2 million KES in Sep.2016 to 3.9 million KES in Sep.2017. - In fact, the business result of the company was affected by politics. There was a period that they could not work for a week both in August and October 2017, due to the effect of repeat elections - A 	
Sustainability of management improvement activities	Production & Quality Management	<ul style="list-style-type: none"> - 5S has been maintained since the completion of the project. However, the company had not decided the date when to start implementing 5S, so they will regularly check 5S from now on. - The space was saved by 5S activity. It became easier to find necessary product items from the inventory. - The operation flow has been better.
	Marketing & Sales	<ul style="list-style-type: none"> - The company increased sales by changing marketing strategies. After on-site consultancy, the company changed the main target from middle class to low class. They put more effort on the low-priced brands like "Bamsi" and "Baby Love" than ever before. It has started to sell those items specifically to the low-income areas such as Eastland. - This strategy succeeded and led to sales growth in September 2017. - The company employed three new sales staff to enhance sales activities especially in Nairobi.
	Financial Management	<ul style="list-style-type: none"> - Based on the advice of the KIBT-JICA Team, the company screened products with good performance and bad performance, and they succeeded in leaving only good products with good performance. It helped to reduce costs and increase profit margins. - In addition, by using the template provided by KIBT-JICA Team, the company became able to trace sales trend and conduct profit analysis easily. - There is a problem that no one is in charge of the financial management now. The wife of the director was scheduled to be in charge of the financial management, however for some reason she could not join the company. The director is currently managing all of it. The director said he will hire someone like a financial manager or a clerk to help him in the near future.
Impact	<ul style="list-style-type: none"> - Due to the consultancy, everything has become more systematic and organized. - The number of employees has increased from 20 to 25 from 2016 to 2017. 	
Satisfaction level for consultancy	Yes, very much. But the director suggests that there is a room of improving practical capability of KIBT consultants for providing better advices based on the actual circumstances of each company.	
Requests to KIBT-JICA Project Team	<ul style="list-style-type: none"> - The company would like to have follow-up of on-site consultancy by the KIBT-JICA Team, 	

[Appendix 7] Result of On-site Consultancy Impact Survey- Pilot Enterprises in the 3 years

[3rd Year]

Name of Enterprise: Chui Auto Springs Industries		Date: 4th Oct 2018
Current business status	<ul style="list-style-type: none"> - Business has been expanding well. The sales from January to June 2018 (for half a year) was 140 million KES. Since total sales amount was 250 million KES last year, it is expected that this year sales will exceed last year. - The number of employees is 70. It has not changed since last year and all employers are permanent employees. 	
Sustainability of management improvement activities	Production & Quality Management	<ul style="list-style-type: none"> - The company has continued implementation of 5S. In each section, they clean and check 5S for 10 to 15 minutes on Wednesday and Saturday morning. The factory manager is mainly in charge of this. - The KIBT-JICA team conducted 5S training for all staff. The factory manager is teaching and training staffs based on it.
	Marketing & Sales	<ul style="list-style-type: none"> - The company has increased the number of sales staffs from 2 to 3 to strengthen the relationship with existing customers. The sales manager is planning to add another salesperson in the near future. - Developing its export business to the East African Community (EAC) is one of the company's policy and it is expanding steadily. They already started distributing their products to Burundi this April and Tanzania this September. Also, they plan to export to Uganda next year.
	Financial Management	<ul style="list-style-type: none"> - The finance reporting template that was taught by KIBT-JICA team has been used well. - The finance department has introduced regular meeting with using the finance report. After this regular meeting, the financial manager shares that information to the directors of all the departments. - With regard to inventory management, previously the company took inventory once a year, but now they started to take inventory once every three months.
Impact	<ul style="list-style-type: none"> - The efficiency of staff is the biggest change. - The company has a better layout which has shorten the process in all sectors. - The staff were able to maintain tidiness and find things easily. 	
Satisfaction level for consultancy	Definitely yes.	
Challenges for business development and supports needed	<ul style="list-style-type: none"> - The economy and politics is always a challenge for business development. According to the company, the government is not spending money for the economy these days. The shipping costs have increased a lot due to the soaring gasoline cost. The delay of containers at port is also a problem. Extra shipping costs are added for the delay, but Kenya Port Authority does not cover the delay. - The company currently doesn't have a business plan. The business plan training is exactly what they wanted. 	

[Appendix 7] Result of On-site Consultancy Impact Survey- Pilot Enterprises in the 3 years

Name of Enterprise: Plast Packaging Industries LTD		Date: 15th Oct 2018
Current business status	<ul style="list-style-type: none"> - Business has been expanding well. Sales has increased 50million KES from 2017 to 2018 (January to September). - This company is also focusing on expanding business overseas. Currently they are developing business in Tanzania, Burundi and Rwanda. The export ratio is as much as 20% of the total sales. - The number of employees was increased from 120 (2017) to 137 (Oct 2018). They are all permanent employees. 	
Sustainability of management improvement activities	Production & Quality Management	On-site consultancy was implemented in the 2 nd year.
	Marketing & Sales	<ul style="list-style-type: none"> - The company were able to implement Customer Relationship Management System. On Customer Relationship Management System, the KIBT-JICA team focused on client follow-ups such as making calls, sending Emails etc. Before the consulting, they had not done such a follow-up. - They were able to segment their markets and divide sales force according to the competency of each staff. - They were able to do a SWOT analysis of the company. - Now they understand customer needs and package their products according to the customer needs.
	Financial Management	<ul style="list-style-type: none"> - The finance department introduced the creation of monthly management reports. Monthly reports are now prepared after which the finance manager attends a monthly meeting with the directors and discuss the report into depth. Monthly reports have enhanced that all the postings and ledgers were up to date and errors are discovered / corrected early. - After analyzing their several years reports with the help of KIBT-JICA team, they realized that there was an over investment in machines, thus the analysis helped the directors plan and make decisions. - The finance reporting template has also been very useful in testing the accuracy of data.
Impact	<ul style="list-style-type: none"> - Improvement in financial management was the biggest impact. The company were able to analyze the product cost. They established the position of the cost accountant and allocated an employee. He succeeded in reducing the product cost by checking the cost carefully. Reducing the cost contributed to the increase in profit greatly. - Impact of consulting does not go to only the departments of sales / financial management, but also HR department. They were able to reduce manpower wastage and cost after carrying out a manpower audit across the organization. 	
Satisfaction level for consultancy	Very satisfied. Especially the company appreciated the On-Site consulting. The director herself had the knowledge of finance and business management, but it was difficult to share this knowledge to all the employees. In on-site consulting, KIBT-JICA team taught our employees directly and they became to have necessary knowledge. It helped them to grow together.	
Challenges for business development and supports needed	<ul style="list-style-type: none"> - Although this company is developing its export business steadily, they think that there are some obstacles to go to the next stage. For example, they don't know how to make an overseas branch. They also want to make more connection with foreign companies and investors. - The director suggested us two training sessions. One is "how to grow the company to go to the next stage for Africa's CEO." This is a training for CEO who wants to extend business to outside country. The other is "To be invest for ready", which is for African CEO who started business. To develop a strategic plan is included. The director said that it is may not for her company but it is useful for young company and it will help to develop the Kenya economy. 	

[Appendix 7] Result of On-site Consultancy Impact Survey- Pilot Enterprises in the 3 years

Name of Enterprise: Thika Cloth Mills		Date: 23 rd Nov 2018
Current business status	<ul style="list-style-type: none"> - Comparing with extraordinary demand in 2017 due to the needs for garment products for the campaign in the presidential election, the business became normal and sales have decreased relatively. - The number of employees is 650. It has increased from 600, when the consultancy started. It is actually fluctuating according to the workloads based on the market. 	
Sustainability of management improvement activities	Production & Quality Management	<ul style="list-style-type: none"> - The company has continued implementation of 5S since the completion of the OSC. 5S activity is continuously implemented by all the staff (managers and workers). - 3 staff were selected per department as the member of the 5S audit and the audit was implemented once a month. All the audit members gather once a month and exchanges the results of the audit. The audit members also join 5S audit in the different departments for exchanging the view and learning from the practices in other departments. - Based on the proposal by KIBT-JICA team, the stocks were analyzed and classified. The stocks classified as dead stocks were sold and disposed. It created the spaces available. - The introduction of FIFO was proposed by KIBT-JICA, but it has not been implemented yet, due to the limitation of the spaces and difficulty of handling garment materials.
	Marketing & Sales	On-site consultancy was not implemented in this field.
	Financial Management	On-site consultancy was not implemented in this field.
Impact	<ul style="list-style-type: none"> - The attitude of workers has been changed, due to the practice of 5S. All the employees were involved in 5S and good housekeeping culture was established. - Inventory became able to be controlled properly and wastes of inventories were reduced 	
Satisfaction level for consultancy	The activity was excellent and we are satisfied with the result. 5S and KAIZEN activities has not resulted in the increase of sales, but it was not the objective, since the sales mainly depend on the market trend. To practice and implement such activities enhance the capacity of the organization.	
Challenges for business development and supports needed	<ul style="list-style-type: none"> - The governmental supplies are often procured by foreign suppliers, not by domestic suppliers. The policy for institutional order should be made. - TCM needs the finance for updating / modernizing the machineries and equipment. The company applied the loan to the SUNREF (Sustainable Use of Natural Resources and Environmental Finance) Program assisted by the government of France through KAM (Kenya Association of Manufacturers) and CBA (Commercial Bank of Africa) in purchasing the equipment for energy saving. It was better condition than the ones which other commercial banks offered. It is good to have other financial sources which provides the loans in better conditions. *https://www.sunref.org/en/projet/banking-on-new-technology-to-modernize-textile-firm-and-expand-capacity-2/ - Training programs, such as production and quality management, textile technology, new product development, marketing & sales, are needed to enhance the capacities of the employees. 	

[Appendix 7] Result of On-site Consultancy Impact Survey- Pilot Enterprises in the 3 years

Name of Enterprise: Kenya Coach Industries		Date: 28 rd Nov 2018
Current business status	<ul style="list-style-type: none"> - Sales in 2017/2018 was decreased to 2.1 Billion KES, comparing to 2.6 Billion KES in 2016/2017, due to the drastic changes in the market. The company is now struggling with tight regulations and increase of VAT. - 50% of production (mainly production of trucks) was transferred to the new factory. The productivity will increase when all the operations are transferred to the new factory. - The number of employees is 300. It has increased from 150, when the consultancy started. 	
Sustainability of management improvement activities	Production & Quality Management	<ul style="list-style-type: none"> - The company has continued implementation of 5S since the completion of the OSC. 5S is monitored every day. 5S meeting is held every week throughout the factory and 'Weekly Cleanliness Champion' is selected. - The storage of the new factory is well arranged by 5S and visual control. The pathways in the factory is kept clean and are colored for separation.
	Marketing & Sales	<ul style="list-style-type: none"> - Most of the sales staff was replaced. The company has 5 sales staff, but plans to increase number of the sales staff in younger age, since the increase of the sales is crucial for the company. - The company applied some of the proposals made by KIBT-JICA team. However, these have not created actual business results in the short term.
	Financial Management	<ul style="list-style-type: none"> - The template proposed by KIBT-JICA team was very useful. With the tool, the company can easily monitor the Key Performance Indicators (such as BEP) and produce monthly financial report. This enables us to make management decision very easily. - Based on the proposal by KIBT-JICA team, the idea of reverse budget (making the medium-term budget first and specifying the annual budget required) was applied. It is the appropriate concept to manage the business in the longer span of the time.
Impact	<ul style="list-style-type: none"> - For the company, the financial year 2017-2018 was the transition period to move from old factory to new factory. By introduction of 5S, good work habit was established and it was transferred to the new factory. Based on the factory observation, the new factory looks organized and the cleanliness has been kept easily. - By improving the financial management, the company can easily monitor the business result and specify the key management issues to be solved. Now the sales increase is crucial and we are planning to enhance the sales force. 	
Satisfaction level for consultancy	Satisfactory. Especially, the activities on Production/Quality Management and Financial Management improved the capabilities of the company.	
Challenges for business development and supports needed	<ul style="list-style-type: none"> - The on-site consultancy by JICA expert team should be implemented for longer period. One year is not enough period to secure that the activities create the results. Especially, the activities related to Marketing & Sales might take much longer time to capture the results. 	

[Appendix 7] Result of On-site Consultancy Impact Survey- Pilot Enterprises in the 3 years

Name of Enterprise: Branan Flowers		Date: 25th Feb 2019
Current business status	<ul style="list-style-type: none"> - Business was in a severe situation in 2018. The sales in 2017 was 36 million KES, but it decreased to 32 million KES in 2018. - There were two main reasons why their sales declined. One was due to the climate change in Europe. Europe was hit by a heat wave last year. The demand for roses during the hot season decreased. Another reason was due to the heavy rain in Kenya. Last year it rained more than usual from May to August in Kenya. It is difficult to maintain the good quality of roses during wet weather conditions. - The number of employees also decreased from 472 in 2017 to 412 in February 2019. 	
Sustainability of management improvement activities	Production & Quality Management	<ul style="list-style-type: none"> - The company proceeded with the implementation of 5S. - The company is continuously implementing 5S on a daily basis through all processes that includes green house, pack house, office and more. - Productivity at pack house has increased greatly. Things are currently being set up properly. Staffs become able to understand where things are, and how they are able to work efficiently.
	Marketing & Sales	<ul style="list-style-type: none"> - The company created the Mid-Term Marketing Plan with the help of KIBT-JICA team. In this Mid-Term Marketing Plan, developing the new market in Europe and Middle East is one of our main topics. the company understand that having low-priced products is necessary to compete against a very reasonable supermarket price developed by Germany in Europe. - According to the proposal by KIBT-JICA team, the company has hired a sales coordinator. The sales coordinator maintains the communication with customers, confirm orders and provide products. Because of setting up this new position, the farm manager is able to focus in creating new products. - The variety of roses increased from 15 items in 2017 to 19 items in February 2019.
	Financial Management	<ul style="list-style-type: none"> - The farm appreciated KIBT-JICA team's analyzation of their company. Since, the company has already been using a good financial system and wanted to keep it that way, they didn't use the financial system which KIBT-JICA team introduced to them.
Impact	The implementation of 5S is a big achievement.	
Satisfaction level for consultancy	The company is satisfied with our consulting services. However, it was not as much as what they had expected. The company were expecting a lot from the KIBT-JICA team such as, changing the structure of the company, making a paradigm shift within the company. In addition, it would have been better if there had been an expert in KIBT-JICA team who had knowledge in the flower industry.	
Challenges for business development and supports needed	Currently, there are two challenges for the company. One is to develop new market and another is to reduce the cost of doing business which increases every day. In Kenya, labor costs are rising every year. On the other hand, European consumer seeks reasonable products. Demand will be lower if they increase the price of the flowers.	

[Appendix 7] Result of On-site Consultancy Impact Survey- Pilot Enterprises in the 3 years

Name of Enterprise: Welding Alloys LTD.		Date: 5th March 2019
Current business status	<ul style="list-style-type: none"> - Business has been expanding well. The sales increased 12%~15% in 2018 compared to 2017. - The number of employees is 100. It has not changed since last year. 	
Sustainability of management improvement activities	Production & Quality Management	<ul style="list-style-type: none"> - During the JICA-KIBT consultation, the company appointed 8 people as 5S experts to supervise staffs. It maintains this position of 5S expert and now 5 staffs are working as 5S experts.
	Marketing & Sales	<ul style="list-style-type: none"> - During the JICA-KIBT consultation, the high staff turnover rate of sales was a problem. Although the company received the proposal by KIBT-JICA team, it could not implement them all, due to the departure of the sales manager. Currently, the turnover is stable. The company has hired two new sales staff to improve marketing. They will consider to apply the proposals. - The company has become a member of the Kenya Association of Manufacturers (KAM) to counter the threat of Chinese market entry.
	Financial Management	<ul style="list-style-type: none"> - Before the on-site consultancy, the company had good financial management and analysis. So, the financial reporting template which was presented by KIBT-JICA team was not used. However, the company improved their reporting system by referring JICA – KIBT reporting template. - Communication between senior managers and financial staff was improved. - The company keeps implementing 5S of finance department too. It is doing housekeeping well and organized accounting documents neatly.
Impact	Implementation of 5S in all department made a big impact. The way which staff does operation became efficient. It saves a lot of time by finding tools and materials quickly.	
Satisfaction level for consultancy	Yes, quite happy, especially financial management field.	
Challenges for business development and supports needed	The company hired two new sales staffs recently, but the director feels that they don't have enough confidence. The company currently doesn't have a good training system for sales people. The training of the sale staff for make them be confident is a challenge.	

Name of Enterprise: Miyonga Fresh Greens		Date: 7th March 2019
Current business status	<ul style="list-style-type: none"> - The company is under complicated circumstances. Sales increased from 20 million KES to 25 million from 2017 to 2018. However, they lost about 10 million KES profit, because of products that were being returned due to quality issues. - The number of permanent employees were decreased from 9 in 2017 to 6 in March of 2019. 	
Sustainability of management improvement activities	Production & Quality Management	Due to the unstable production activities, on-site consultancy in this field was stopped in March 2018
	Marketing & Sales	<ul style="list-style-type: none"> - KIBT-JICA team taught the company how to file the documents based on 5S, and they continued doing it. It helped them to manage information and to know the profit and loss of individual companies. - Due to the sales training provided by KIBT-JICA team, the company improved its negotiation skills in marketing partners so that they could get new customers. - KIBT-KIBT team refined the marketing plan. As a result, the staff of the company understood what customer retention and geographical features were. Now, they focus on high potential customers in Netherlands, Germany, Sweden, Norway, Romania and Spain. - The company was also able to get customers from other areas and received new orders.
	Financial Management	<ul style="list-style-type: none"> - The finance reporting template that had been introduced by KIBT-JICA team was partly used because they had already used other formats. However, the company did use the concept of the finance reporting. The company was able to understand the breakeven point and they knew which products were most profitable. Now the company is trying to develop a breakeven analysis of the various products to understand the relationship between fixed costs, variable costs and sales volumes by the end of April. - During the consultation, the company decided to outsource the calculation of monthly settlements and recruit accountants because they understood the importance of financial management. - Now the company is advancing the introduction of the new accounting software, called Sage Math (SAGE).
Impact	Financial management is the biggest impact. It influenced various parts of management of the company.	
Satisfaction level for consultancy	Yes, more than satisfactory. The Director said KIBT-JICA team was very committed. They had excellent skills and their consulting services were very practical.	
Challenges for business development and supports needed	<ul style="list-style-type: none"> - The weakness of the company is the lack of processing facility pack house and cold-room. It is one of reason that caused quality problems. - It also wants to develop tracking system of containers which transport the products. - The company also needs the support for obtaining Certification of Global G.A.P. and GRASP for the access to target markets. 	

**MINUTES OF THE FIRST JOINT COORDINATING COMMITTEE (JCC) MEETING
OF JICA PROJECT ON HUMAN RESOURCE DEVELOPMENT FOR INDUSTRIAL
DEVELOPMENT IN THE REPUBLIC OF KENYA HELD AT THE MINISTRY OF EAST
AFRICAN AFFAIRS, COMMERCE AND TOURISM BOARDROOM ON TUESDAY
13TH OCTOBER 2015**

Present

1. Stephen K. Kirui - Director, Kenya Institute of Business Training - Chairing
2. Ms. Keiko Sano - Chief Representative JICA Kenya Office
3. Toshiyuki Machida - Embassy of Japan, Kenya
4. Atsuhiko Naoe - Executive Director, Japan External Trade Organization (JETRO) Nairobi Office
5. Kiyonori Matsushima - JICA Kenya Office
6. Anne Olubendi - JICA Kenya Office
7. Koji Noda - JICA Kenya Office
8. Wachinga S. Gikonyo - D/Director Kenya Institute of Business Training
9. Joseph Mbatia - Micro and Small Enterprise Authority
10. Purity W. Kamau - Productivity Centre of Kenya
11. James Maru - Ministry of Labour, Social Security and Services
12. Florence Suji - Toyota Kenya Academy
13. Gofrey K. Maina - Kenya National Chamber of Commerce & Industry
14. Takeshi Fujita - Leader, JICA Expert Team
15. Yoshihiro Takeguchi - JICA Expert Team
16. Yoshihiro Aoumi - JICA Expert Team
17. Natsuko Ueno - JICA Expert Team
18. Nelson K. Gaitho - Kenya Institute of Business Training –Taking minutes

Apologies

1. Kenya Private Sector Alliance (KEPSA)
2. Ministry of Industrialization and Enterprise Development

Agenda:

1. Welcome Remark by Chairperson, Ministry of East African Affairs, Commerce and Tourism (Dr. Ibrahim M. Mohamed, Principal Secretary)
2. Remark by JICA Kenya Office (Ms. Keiko Sano, Chief Representative)
3. Introduction of the JCC members (Chairman)
4. Outline of project implementation plan (Mr. Fujita, Leader, JICA Expert Team)
5. Current progress of the activities (Mr. Nelson Gaitho, Project Coordinator, Principal Lecturer, KIBT)
6. Discussions
7. Way forward
8. Any other business
9. Chairman's closing remarks

Min. 1/13/10/15: Chairman's Welcoming Remarks

- The Chairman, Mr. Stephen Kirui, Director Kenya Institute of Business Training called the meeting to order at 10.25am and welcomed all those present. He apologized on behalf of the Ministry for starting the meeting late.
- He conveyed apologies from the Principal Secretary, State Department of Commerce and Tourism, Ministry of East African Affairs, Commerce and Tourism Dr. Ibrahim M. Mohamed. Those in attendance were asked to introduce themselves.
- Felt privileged and honored on behalf of the Ministry of East African Affairs, Commerce and Tourism to have the new JICA Kenya office chief representative Ms. Keiko Sano.
- Expressed his pleasure of being with the JCC members during this very important first Joint Coordination Committee Meeting for the Human Resource Development for Industrial Development Project.
- Said that improving the SME sectors productivity and innovation through human resource capacity building is an important ingredient as the pivot around which industrial development will revolve if Kenya is to realize its long term vision of becoming a middle income country by the year 2030.
- Noted that the Human Resource Development for Industrial Development project aims at enhancing business performance of SMEs with the ultimate aim of making them more competitive in both domestic and international arena with the end results being a stronger Kenyan economy.
- Thanked all for honoring the invitation as stakeholders to be collaborating members of the Joint Coordinating Committee (JCC) adding that the committee will play the role of a governing body to the project and will be meeting at least once a year during the three period of the project. Member's invaluable inputs are welcome for effective project implementation.
- Appreciated the collaboration the Ministry has had with JICA over the years since it is in line with its mission to facilitate access to markets through development and promotion of commerce, tourism and regional integration.
- Pledged unwavering support by the Ministry to JICA and all the other agencies involved in implementing the project.
- Noted that the success of the project will depend on input from members of the JCC as stakeholders from both the public and private sectors. All members' ideas will therefore be taken in good faith.

Min. 2/13/10/15: Remarks by JICA Kenya Office Chief Representative Ms. Keiko Sano

- She expressed her pleasure on behalf of JICA and herself being part of in this inaugural Joint Coordination Committee meeting for the Project on Human Resource Development for Industrial Development in Kenya.
- Appreciated the Ministry of East African Affairs, Commerce and Tourism for not only hosting this JCC, but also for the continuous cooperation with JICA and thanked Kenya Institute of Business Training for facilitating the preparations towards the JCC meeting.
- Said that JICA is pleased to be associated with the implementation of this project which is instrumental in contributing towards the transformation of the socio economic landscape of Kenya.
- Emphasized that the development of human resource of SMEs in Kenya will greatly enhance the competitiveness of SMEs and eventually lead to the increase in employment, one of the key objectives of Kenya's Vision 2030 adding that the project aims at enhancing the capacity of SMEs in Kenya through improving the quality of training and consultancy provided by KIBT.
- Said that KIBT was selected as the implementing agency for the Project on Human Resource Development for Industrial Development due to the experience it gained in the past Project on Trade Training Program for SME Exporters.
- Underscored uniqueness of this project is that apart from covering production and quality management like the other JICA KAIZEN projects in Africa, it also covers other main management areas, such as marketing/sales and financial management.
- Highlighted the strides of the project so far being the selection 10 master trainer candidates from among KIBT lecturers, selection of six (6) pilot enterprises for the first year, On-site consultancy and ongoing arrangements for training of the master trainers through Classroom Training
- Appreciated the collaboration received from other JCC members such as Ministry of Industrialization and Enterprise Development, Kenya Private Sector Alliance, Kenya National Chamber of Commerce & Industry, Productivity Centre of Kenya, JETRO Nairobi Office and Toyota Kenya during the process of selecting the pilot enterprises.
- Underscored that the achievements of this project will be presented to the heads of the nations from all over Africa at the 6th Tokyo International Conference for African Development (TICAD VI) that will be hosted by Kenya next year 2016.
- Emphasized that support and active collaboration amongst respective stakeholders is paramount in bringing this project to its successful completion.

Min. 3/13/10/15: Introduction of the JCC members (Chairman)

The chairman introduced the following JCC members:

- Ministry of Industrialization and Enterprise Development
- Ministry of Labour, Social Security and Services
- Kenya Private Sector Alliance (KEPSA)
- Kenya National Chamber of Commerce and Industry (KNCCI)
- Micro and Small Enterprise Authority (MSEA)
- Kenya Industrial Research and Development Institute (KIRDI)
- Productivity Centre of Kenya (PCK)

He also recognized the presence of the following observers:-

- Toyota Kenya Academy (TKA)
- Japan External Trade Organization (JETRO)
- Embassy of Japan-Kenya

JICA Expert Team:-

- Takeshi Fujita (Mr) - Leader / Collaboration Promotion / General Business Skill
- Takao Hayashi (Mr) - Production & Quality Management (Already left for Japan)
- Yoshihiro Aoumi (Mr) - Management Strategy /Marketing and Sales
- Yoshihiro Takeguchi (Mr) - Financial Management
- Natsuko Ueno (Ms) - Coordinator/ Management of Training Component
- Shu Nakajima (Mr) - Public Relations (To arrive next year)

JICA Kenya Office

- Ms. Keiko Sano
- Mr. Kiyonori Matsushima
- Ms. Anne Olubendi
- Mr. Koji Noda

KIBT Team

- Mr. Simon Wachinga
- Mr. Nelson Gaitho

Min. 4/13/10/15: Outline Of The Project Work Plan by Mr. Fujita, Leader, JICA Expert Team)

- **[Overall Goal]**
Business performance(s) of existing SMEs are improved through enhanced human resource(s) developed by KIBT and/or its collaborators.
Objectively Verifiable Indicators
 - i. Real sales value is increased by 10% per year.
 - ii. More than 100 SMEs are provided consultancy services

- **[Project Purpose]**
Quality of services (new training and consultancy programs for SMEs) that KIBT provides is strengthened.
Objectively Verifiable Indicators
 - i. Satisfaction level of the pilot enterprises for the services provided by KIBT is more than 80%.
 - ii. “The new training and consultancy programs” developed in the Project becomes one of the regular training program of KIBT.
- **[Outputs]**
 - i. Implementation structure for the new training and consultancy programs for SMEs at KIBT is established.
Objectively Verifiable Indicators
 - 1-1. Annual work plan(s) based on the new training and consultancy programs including plans on implementation schedule, human resource(s) and budget without assistance from the Japanese experts are developed.
 - 1-2. Result of the implementation of the new training and consultancy programs at the pilot enterprises is reflected in the initial curricula and syllabus developed under the Project.
 - 1-3. At least 30% of the on-site consultancy planned in the Project is done by a joint team consist of the candidates of master trainers and lecturers from KIBT collaborators.
 - ii. KIBT lecturers for the new training and consultancy programs for SMEs are empowered.
Objectively Verifiable Indicators
 - 2-1. All candidates of master trainers passed the criteria defined in the Project to become the master trainers.
 - 2-2. More than 90% of other KIBT lectures trained by the master trainers passed the competency level set in the Project.
 - iii. Indications to show business performance improvement at selected pilot enterprises are found.
Objectively Verifiable Indicators
 - 3-1. 5S is practiced by all pilot enterprises.
 - 3-2. Waste in operation per pilot enterprise is reduced by 20% on average.
 - 3-3. A promotion package on the new training and consultancy programs is distributed at KIBT business clinics.
- **[Duration]** September 2015 – August 2018
- **[Project Site]** Nairobi and surrounding areas
- **[Project Implementing Agency]**
Kenya Institute of Business Training (KIBT)
- **[Ministry in charge]**
Ministry of East African Affairs, Commerce and Tourism (MEAAC&T)
- **[Related Ministries]**

Ministry of Industrialization and Enterprise Development (MIED)
Ministry of Labour, Social Security and Services (MLSSS)

- **[Relationship with Collaborators]**

- A. Recommendation of candidates for pilot enterprises*

- i. Productivity Centre of Kenya (PCK)
 - ii. Ministry of Industry and Enterprise Development
 - iii. Export Processing Zones Authority (EPZA)

- B. Recommendation of candidates for pilot enterprises (Japanese suppliers or Japanese dealers)*

- i. JETRO Nairobi Office
 - ii. Japanese Enterprises
 - iii. Toyota Kenya Academy

- C. Other collaborators*

- i. Kenya Industrial Training Institute (KITI) – To consider training KITI lecturers on production and quality management in the second or the third year.
 - ii. Kenya Industrial Research Institute (KIRDI) – Provision of manufacturing and product development technology services to the pilot firms.
 - iii. Jomo Kenyatta University of Agriculture and Technology (JKUAT) - collaboration activities will be studied after the 2nd On-Site Work in Kenya.

- **[Training of Master Trainer Candidates]**

Before the master trainer candidates are certified as master trainers, they will require hands-on experience in on-site consultancy, attend classroom training and undergo the first, second and final assessment.

Criteria of assessment

- A. Knowledge assessment
- B. Skill assessment
- C. Personality assessment
- D. Consultancy activity assessment

- **[On-site Consultancy on the the Pilot Enterprises]**

Basically 6 pilot enterprises are selected in every year. On-site consultancy in the three fields will be implemented in all of the 6 enterprises. 2 or 3 companies would be the suppliers or the dealers for Japanese related enterprises.

Priority: “food and agro processing”, “textile”, “automotive engineering” and “furniture/metal works” Basically selected among SMEs (From 15 to less than 100 employees. 300 employees at most)

Located in or around Nairobi (including Thika and Athi River).

- **[Selection Criteria of the Pilot Enterprises]**

- i. Commitment of top executives (expectation, cooperation and motivation)
 - ii. Setting management improvement themes in which the tangible results could be created during the pilot activity

- iii. Allocation of adequate human resource (1 or 2 person) in charge of receiving pilot activities
 - iv. Stability of business performance (which enables to conduct the on-site consultancy continuously)
 - v. Cooperation in the provision of management data and agreement for publicity of pilot activities
 - vi. Provision of equipment for conducting the training, such as providing meeting space
 - vii. Permission to take photos and videos for the on-site consultancy
 - viii. Cooperation of managers and employees on implementation of management improvement activities
 - ix. Past record or potentiality on exporting or dealing with foreign enterprises (this is a priority condition)
- **[Expected Benefits to the Pilot Enterprises]**
Improvement in the areas of :-
 - i. Production and quality
 - ii. Marketing and sales
 - iii. Financial management
- **[Management of on-site consultancy for pilot enterprises and dissemination of the results]**
 - i. Pilot consultancy baseline survey to be conducted at the beginning of the consultancy period on the pilot enterprises
 - ii. Pilot consultancy completion survey to be conducted at the end of the consultancy period on the pilot enterprises
 - iii. Pilot consultancy impact survey to be conducted six (6) months after completion of pilot consultancy.
 - iv. Training/consultancy implementing organization survey to be carried out at the end of the project period (June 2018)
 - v. Result-Dissemination Seminars (once at the end of each year)
 - vi. Development of materials
 - DVD with the results of on-site consultancy in pilot enterprises
 - Booklets on the methods for improving management of SMEs
 - Dissemination of the results of the project through media
- **[Training Programs in Japan and a Third Country]**
 - i. Training in Japan for master trainer - 9 master trainers who fulfill the achievement indicators will be trained for 2 weeks in September 2016

- ii. Training in a Third Country for trainer - 9 trainers who fulfill the achievement indicators will be trained in Malaysia for 2 weeks in January 2018
- iii. The objective of the training is to enhance practical capacities of the master trainers or trainers on consultancy

- **[Staff plan]**

During the three year project period, the Japanese experts will travel to Kenya nine times with each stay being an average of about two months. The expert in charge of public relations will however be in Kenya three times spread over the three year period with each stay being about one month.

Min. 5/13/10/15: Outline of the first Activities in Kenya by Nelson Gaitho-Coordinator KIBT

- **JICA Experts and Duration of Their Stays in Kenya**

Name	Role	Duration
Takeshi Fujita (Mr)	Leader / Collaboration Promotion / General Business Skill	ARR 2015/9/6 DEP 2015/10/15
Takao Hayashi (Mr)	Production & Quality Management	ARR 2015/9/6 DEP 2015/10/7
Yoshihiro Aoumi (Mr)	Management Strategy /Marketing and Sales	ARR 2015/9/6 DEP 2015/11/7
Yoshihiro Takeguchi (Mr)	Financial Management	ARR 2015/9/6 DEP 2015/10/24
Natsuko Ueno (Ms)	Coordinator/ Management of Training Component	ARR 2015/9/6 DEP 2015/11/7
Shu Nakajima (Mr)	Public Relations	—

- **[Overall Activities]**

- i. Explain the work plan to MEAAC&T and KIBT, and revise as necessary
- ii. Explain the outline of the project to related ministries and organizations
- iii. Hold Kick-Off Meeting with KIBT
- iv. Hold the 1st Joint Coordinating Committee

- **[Output 1] Establishment of an implementation mechanism for continuously providing new business service**
 - i. Study the needs of the stakeholders/clients
 - ii. Make the activity plan of the project
 - iii. Establish the implementing mechanism of the project (Weekly Meeting between KIBT Director/Coordinators and JICA Expert Team, Weekly Meeting per Technical Field)
 - iv. Develop the materials for classroom training
 - v. Request other training institutes for cooperation activities
- **[Output 2] Training of KIBT lecturers as master trainers and trainers**
 - i. Select 10 master trainer candidates
 - ii. Set measureable indicators for master trainers
 - iii. Conduct self-assessment on skill map
 - iv. Conduct the classroom training on “management strategy and marketing/sales”(8 days from 26th October – 4th November, 2015)

- **Selected Master Trainer Candidates**

The following KIBT lecturers have been selected as Master Trainer Candidates after going through an interview process:-

i.	Ms. Carol Choge	-	P&Q Mgt.
ii.	Mr. Gideon Njogu*	-	P&Q Mgt.
iii.	Mr. Musa Okwemba	-	P&Q Mgt.
iv.	Ms. Sylvia Kaburu*	-	Marketing & Sales
v.	Mr. Jonathan Njogu	-	Marketing & Sales
vi.	Ms. Pamela Onyango	-	Marketing & Sales
vii.	Mr. David Owitti	-	Marketing & Sales
viii.	Mr. Samuel Mulei*	-	Financial Mgt.
ix.	Mr. Job Ogolah	-	Financial Mgt.
x.	Mr. Daniel Wechesa	-	Financial Mgt.

*Coordinator of each field

- **[Output 3] Management of on-site consultancy for pilot enterprises and dissemination of the results**
 - i. Select at least 6 pilot enterprises per year
 - ii. Decide the procedure of implementing On-Site Consultancy
 - Weekly Meeting of the Field (3 Fields)
 - Finalizing the format of Consultancy Report and Case Sheet
 - Consultation Experience Sharing Workshop (monthly)
 - iii. Start on-site consultancy at pilot enterprises
 - Conduct a baseline survey for measuring the achievement of on-site consultancy

- **Selection of Pilot enterprises for 1st Year**

The following firms were selected as pilot enterprises for the first year after a vigorous vetting process of 12 shortlisted firms.

No	Firm	Industry	Location	No. of Employees	Product
1	Centrofood Industries	Food/Agro	Thika	35	Ketchup sauce/ Juice
2	Megh Cushion Industries	Automobile	Nairobi	105	Automotive seat /metal parts
3	Auto Ancillaries	Automobile	Nairobi	150	Leaf spring
4	Match Electrical	Metal/Furniture	Thika	50	Street Lights
5	Ethical Fashion	Textile	Athi River	130	Cotton bags, pouches, etc
6	Kikoi Mall	Textile	Athi River	70	Towels, Women clothes etc.

Min. 6/13/10/15: Discussions

- There was a proposal by a member that for personality assessment for master trainers to be objective, a tool should be used instead of using the observatory method which tends to be subjective. It was agreed that that personality assessment tools will be designed and used for this project.
- One member appreciated the structure of the project especially areas of financial , sales and marketing as these are areas where SMEs really need a lot of assistance.
- A concern was raised that the number of case sheets to be used are too few. It was clarified that two case sheets are ideal for each of the three fields.
- The concept of master trainer and training of trainers was not clear to some of the members. It was clarified that – it’s the question of differentiation. The approach that’s being adopted is where capacity is built for the first level trainers who walk through the project with the JICA experts due to the transfer of the skills. You also want to see how effectively they can train others for sustainability. The word master trainer should be adopted purposely for this project to bring out that difference but at the end of the day the master trainer and trainer must reach the 90percent mark. The only way therefore that the project can be sustained after the Japanese have left is by transfer of skills by those who have been trained. It was also clarified that the concept of master trainer is not new since

other JICA projects use it. The meeting agreed that master trainers should also be charged with the responsibility of coaching and mentoring.

- It was suggested by a member that the project had better use the assessment tool for Personality Assessment of the master trainers, in order to evaluate their capability objectively. JICA expert team replied that it would consider applying it if any tool is appropriate.
- One member enquired whether there were any problems or challenges, considering the selection criteria of pilot enterprises, identified through general observation during the visits to the six pilot companies which can be improved/addressed through this project. As for the criteria, there were no clear indication to amend the criteria. It was also clarified that during the initial engagements with the six pilot companies, the need for them to receive consultancy services was identified based on the challenges they are facing.
- The issue of selection of companies can be very sensitive and important for all the stakeholders so JCC as stakeholders should endorse the selection of the companies as one of the outcomes of the meeting. The meeting was informed that stakeholders were indeed consulted during the selection process of the pilot companies
- An enquiry was made whether it is possible to train trainers of other organizations apart from KIBT. It was explained by JICA that the project design of focusing on the master trainer at KIBT was made based on the experiences of KIBT in the previous JICA project, as well as its trained human resource. It was considered more effective to train the KIBT human resource with experience and skill on management improvement as the master trainer in the first stage. It was also clarified that the design of the project is such that KIBT master trainers can in future train other KIBT lecturers or other trainers

Min. 7/13/10/15: Way Forward

JCC members approved as follows:

- The Project Work Plan as a whole
- Continuation of the On-Site Consultancy
- That the Preparation for the training of master trainers continues
- That the project be incorporated into next year's KIBT's work plan
- The adoption of the selection of the six pilot companies
- That the possibility of training staff of other organizations be considered in the 2nd or 3rd year

Min. 8/13/10/15: AOB

- In Kenya there is a missing middle whose needs are not adequately addressed. This project will endeavor to address their needs.
- Cooperation from all JCC members is needed for the project to achieve its targets

- JCC members may have something to contribute during the TICAD VI to be held in Kenya next year

Min. 9/13/10/15: Chairman's Closing Remarks

- On behalf of the Ministry of East African Affairs Commerce and Tourism, thanked all in attendance.
- The ministry will give this very important project total support since it is touching on human resource development which will lead to production of high quality products.
- Collaboration with Japan through JICA will result in high employment, market access for Kenyan products and economic development.
- The training of KIBT master trainers will enable them utilize the skills learnt to improve on service delivery to the business community,
- Thanked all in attendance for their valuable contributions
- Date of next meeting will be communicated to members

The meeting ended at 12.15pm.

VOTE OF THANKS

The vote of thanks was presented by Mr. Simon Wachinga. He made the following remarks:-

- Emphasized the importance of keeping time
- KIBT as the project implementing agency will give its maximum support in terms of leadership
- Lets remember that we have our way forward in guiding this country in industrial development by developing the human resource
- Thanked all for attending the meeting

MINUTES OF THE FIRST TECHNICAL COMMITTEE MEETING
OF JICA PROJECT ON HUMAN RESOURCE DEVELOPMENT FOR INDUSTRIAL
DEVELOPMENT IN THE REPUBLIC OF KENYA HELD AT THE WEIGHTS AND
MEASURES HALL SOUTH ‘C’ ON 23RD FEBRUARY 2016

Present

- | | | |
|-------------------------|---|--|
| 1. Patrick Nyakundi | - | Senior Principal Lecturer II- Chairing |
| 2. Toshiyuki Machida | - | Third secretary, Embassy of Japan, Kenya |
| 3. Kiyonori Matsushima | - | Project Formulation Advisor, JICA Kenya Office |
| 4. Ann Olubendi | - | Snr. Prog. Officer, JICA Kenya Office |
| 5. Michael Njoroge | - | Japan External Trade Organization (JETRO) Nairobi Office |
| 6. Florence Suji | - | Manager, Toyota Kenya Academy |
| 7. Joseph K. Rotich | - | CTDO, State Department of Trade |
| 8. James Maru | - | Asst Dir, Ministry of Labour & E.A Affairs |
| 9. Ann N. Mukoma | - | DDP, Productivity Centre of Kenya (PCK) |
| 10. Josephine Etenyi | - | SAD, Productivity Centre of Kenya (PCK) |
| 11. Agnes Mueni | - | CHRO, K.I.R.D.I. |
| 12. Caroline Kioko | - | Head Marketing, MSEA |
| 13. Takeshi Fujita | - | Leader, JICA Expert Team |
| 14. Yoshihiro Takeguchi | - | JICA Expert Team |
| 15. Yoshihiro Aoumi | - | JICA Expert Team |
| 16. Jonathan Njogu | - | Snr. Principal Lecturer, KIBT |
| 17. Samuel Mulei | - | Principal Lecturer, KIBT |
| 18. Nelson K. Gaitho | - | Project Coordinator, KIBT –Taking minutes |

Apologies

1. Director, KIBT
2. Kenya National Chamber of Commerce & Industry (KNCC&I)
3. Kenya Private Sector Alliance (KEPSA)

Agenda:

1. Welcome Remark by Chairperson, Mr. Stephen Kirui, Director, Kenya Institute of Business Training (KIBT)
2. Remark by JICA Kenya Office
3. Progress of the Project
 - (i) Overall (Mr. Nelson Gaitho, Project Coordinator, KIBT)
 - (ii) Examples of on-site consultancy
 - Financial Management Field (Mr. Daniel Wechesa, a master trainer candidate, KIBT)
 - Marketing & Sales Field (Mr. Jonathan Njogu, a master trainer candidate, KIBT)
 - (iii) Introduction of New KIBT Training Program - based on first draft by JICA Team (Mr. Takeshi Fujita, JICA Expert)
4. Way forward (Mr. Nelson Gaitho)

5. Any other business

MIN. 1/TCM/23/02/16: CHAIRMAN'S WELCOMING REMARKS

- The Chairman, Mr. Patrick Nyakundi called the meeting to order at 10.20am and welcomed members who were present. He thanked them for honoring the invitation and conveyed apologies from KIBT Director, Mr. Kirui.
- Said that the project was very important for both KIBT and all stakeholders and success of projects of such magnitude depends on input of all and close collaboration among all key stakeholders. Those in attendance were asked to introduce themselves.
- Highlighted the other JICA projects that KIBT has previously been involved in such as:-
 - i. Trade Training for Small and Medium Enterprises (SME) Project and
 - ii. One Village One Product (OVOP)
- Pointed out that KIBT as the implementing agency will cooperate with JICA and also collaborate with the stakeholders in order to ensure that the project objectives are met.

MIN. 2/TCM/23/02/16: REMARKS BY MR. MATSUSHIMA, PROJECT FORMULATION ADVISOR - JICA KENYA OFFICE

- Said that this project, which is a collaboration between JICA and KIBT is geared towards capacity building KIBT adding that the project is not limited to KIBT hence the invitation of both private and public sector stakeholders who are associated with private sector development.
- Appreciated the presence of JETRO, a Japanese public organization that promotes exports to other countries works with many Japanese companies including here in Kenya. Some of these companies will be involved in the project.
- Pleased to have Toyota Kenya Academy in attendance as they work closely with JICA to provide services directly to the private sector. Was optimistic that this project will have a direct positive impact on the private sector.
- Appreciated the presence of a representative from the Embassy of Japan, Kenya stating that the reason for their inclusion is that Kenya will this year be hosting the 6th Tokyo International Conference for African Development (TICAD VI) the first time that it is being held outside Japan. The HRD-ID project will feature in the conference as one of the private sector development projects in Africa.
- Appreciated the presence of all those in attendance adding their comments and contribution will help polish and streamline the project.

MIN. 3/TCM/23/02/16: PROGRESS OF THE PROJECT

(i) Outline of Progress of Project Activities–Mr. Nelson Gaitho, Project Coordinator

First, Mr. Gaitho briefed the outline of the project and the results of the 1st on-site work in Kenya (September – November 2015). Secondly, Mr. Gaitho explained the progress of the project activities in the 2nd on-site work in Kenya (refer to the attached material 1 - Outline of Progress of Project Activities).

Reactions for the floor

- One member wanted to know how reluctance to disclose financial data by pilot companies is addressed. It was explained that after top management understand the objectives of the on-site consultancy, they usually cooperate fully with the consultants
- An enquiry was made on if there was still room to amend or improve the work plan since it has already been adopted by the JCC that was held in October 2015. He was informed that the objective of the Technical Committee was to analyze the project holistically and make recommendations on how it can be improved. Suggestions for improvement are therefore welcome.
- A member enquired about the criteria used for selecting the pilot companies. Mr. Fujita explained that there are several parameters used such as Commitment of top executives, Allocation of adequate human resource, Stability of business performance, Cooperation in the provision of management data, providing meeting space, cooperation of managers and employees among others.

(ii) Examples on on-site consultancy

a) Financial management field (Mr. Samuel Mulei)

Mr. Mulei, a master trainer candidate, explained the implementation methods of consultancy in the financial management field, by taking an example of Company A, one of the pilot enterprises. As the result of financial analysis the management of the company and the JICA-KIBT team agreed on the following;

- In the short run, management to be provided with quarterly reports with such analysis by the accounts department for decision making.
- In the long run, provide such reports monthly.
- Implementation of KAIZEN/ 5 S in the Accounting department.

In addition, it was informed that the directors of the client company were very happy with the financial data analysis which they had never done before. And the team is coaching the company to apply the analysis which would assist the company to make prompt decision.

Reactions from the Floor

- A member enquired about the level and capacity in the pilot firm's accounts departments. Mr. Mulei explained that all the pilot companies have qualified and experienced staff in their accounts departments. The tools they are being exposed to by the consultants will

however be very useful to the firms.

- A member wanted to know the reasons for reduction in profitability in some years in company A. In response, Mr. Mulei explained that there could be many reasons both internal and external. The detailed analysis is needed for clarifying it.

b) Marketing & Sales Field (Mr. Jonathan Njogu)

Mr. Njogu explained the progress and the methodology of consultancy on marketing and sales. So far, the team analyzed the current situation in the six companies in terms of;

- The environment and industry they operate in.
- Their organization and marketing strategy.
- The team has also done the SWOT analysis of the six firms and identified various marketing problems that can be addressed by the team and the individual companies.

The team is now in the process of picking specific alternative course of action/problems per individual companies to be addressed together with the management of the companies.

For some company, the team will conduct marketing survey, visiting their trading partners and end users on street or shops to confirm their status and products position.

(iii) Introduction of New KIBT Training Program - based on first draft by JICA Team (Mr. Takeshi Fujita, JICA Expert)

Mr. Fujita explained a promotional material on new training programs developed in the project (attached 2).

Reactions from the Floor

- A member proposed that the expression of the uniqueness of the program (practical and interactive) is very vague and they should be elaborated more with the explanation which make other understand clearly. The JICA expert replied for improving it accordingly.

MIN. 4/TCM/23/02/16: WAY FORWARD – NELSON GAITHO

Mr. Gaitho explained the schedule of main activities which are scheduled to be held in the 3rd on-site work in Kenya (July – September 2016).

- Completion of on-site consultancy for the 1st year (early August, 2016)
- Completion of assessment on MTCs (early August, 2016)
- Selection of Trainer Candidates for the 2nd Year (early August, 2016)
- Selection of pilot enterprises for the 2nd year (mid August, 2016)
- Result Dissemination Seminar (tentatively 10th August, 2016)
- 2nd JCC (tentatively 30th August, 2016)
- Training Program in Japan (September 2016)

MIN. 5/TCM/23/02/16: ANY OTHER BUSINESS

- Fujita-The tentative date for the next Technical Committee is November 2016
- Fujita- for purpose of consistency, members will in future be invited by name through their respective CEOs
- MSEA- Asked if the project could be extended to cover areas outside Nairobi.
 - Fujita- for the moment the project only covers Nairobi and nearby places like Athi-River and Thika. In future other areas of Kenya will be covered by KIBT.
- KIRDI- Enquired whether technical committee members can be empowered to become master trainer.
 - Fujita- JICA engaged KIBT for this project because of their previous experience with the Trade Training for SME exporters programme. The project design is that the trained MTs will eventually train other business human resource in Kenya, including the staff in your organization.
 - Ann Olubendi of JICA- Training KIBT lecturers as Master Trainers is like developing a foot print that will spread to the rest of the country even after the project ends in 2018.
- KIRIDI- Propose to maintain the consistency of the discussion in the Technical Committee. The same member had better participate in it. The JICA-KIBT should write the name of the specified person on the official invitation letter of the Technical Committee, in order to make the members easy to participate.
 - JICA-KIBT team agreed the proposal.

MIN. 6/TCM/23/02/16: CHAIRMAN'S CLOSING REMARKS

- Thanked all for their active participation and patience
- Underscored the need for consistency in attendance to the Technical Committee
- Said that contributions from members will go a long way in improving the project
- Emphasized that whatever one does even in a small way can change the life of somebody somewhere as we are all working for the good of Kenya and to take it to the next level.

The meeting ended at 12.45pm after a word of prayer

[End]

**MINUTES OF THE SECOND JOINT COORDINATING COMMITTEE (JCC)
MEETING OF JICA PROJECT ON HUMAN RESOURCE DEVELOPMENT FOR
INDUSTRIAL DEVELOPMENT IN THE REPUBLIC OF KENYA HELD AT THE
TELEPOSTA ON 30th AUGUST, 2016**

Present

- | | |
|-------------------------|---|
| 1. Joyce A. Ogundo | - Director, Internal Trade – chairing |
| 2. Stephen K. Kirui | - Director, KIBT |
| 3. Koji Noda | - Senior Representative, JICA Kenya Office |
| 4. Peterson M. Kamau | - Ag Deputy Director, KIBT |
| 5. Patrick Nyakundi | - Senior Principal Lecturer II KIBT |
| 6. Kiyonori Matsushima | - Project Formulation Advisor, JICA Kenya Office |
| 7. Anne Olubendi | -Senior Programme Officer, JICA Kenya Office |
| 8. Michael Njoroge | - Japan External Trade Organization (JETRO) Nairobi Office |
| 9. Josephine Etenyi | - SAD, National Productivity and Competitive Centre (NPCC) |
| 10. George Kiondo | - Corporate Service Manager, Kenya National Chamber of
Commerce & Industry (KNCCI) |
| 11. Takeshi Fujita | - Leader, JICA Expert Team |
| 12. Yoshihiro Takeguchi | - JICA Expert Team |
| 13. Yoshihiro Aoumi | - JICA Expert Team |
| 14. Masayasu Okuyama | - JICA Expert Team |
| 15. Gideon Njogu | - Lecturer, KIBT |
| 16. Daniel Wechesa | - Lecturer, KIBT |

Agenda:

1. Self-introduction by participants
2. Welcome Remarks by Chairperson, Mrs. Joyce Ogundo, Director, Internal Trade
3. Remark by Mr. Koji Noda, Senior Representative, JICA Kenya Office
4. Results of the activities of the 1st year
 - Overall (Mr. Patrick Nyakundi)
 - Findings from on-site consultancy by KIBT Master Trainers(Mr. Gideon Njogu and Mr. Daniel Wechesa)
5. Revision of a PDM indicator (Mr. Takeshi Fujita)
6. Plan of the activities in the 2nd year and way forward (Mr. Patrick Nyakundi)
7. Discussions
8. Any other business
9. Closing remarks

MIN. 1/JCC/30/08/16: CHAIRMAN’S WELCOMING REMARKS

- The Chairperson, Mrs. Joyce Ogundo called the meeting to order at 9.00 Am. and welcomed members who were present. She thanked members for honouring the invitation to attend the meeting. Those in attendance were asked to introduce themselves.
- Thanked JICA Kenya Office representatives present, and all JCC members for participation. She also recognised with appreciation the presence of the Senior

Representative JICA Kenya Office, Mr. Koji Noda.

- She conveyed apologies from the Principal Secretary, State Department of Trade; Ministry of Industry, Trade and Cooperatives.
- She noted that the project is very important for both KIBT and all stakeholders. She emphasized that the project success depends entirely on contributions and collaboration from all key stakeholders. Lauded the success of TICAD VI.
- Appreciated the role played by Japan External Trade Organization (JETRO) in supporting the project.
- Emphasized the commitment of the Government of Kenya to support SME sector in the country since it's the main source of employment and will improve security.
- Noted that the Kenyan Government had requested the Government of Japan for technical transfer of technological skills in business management excellence.
- Underscored that achievements of the first year will build on the strength of year two and further ensure sustainability for the project.
- Noted that on-site consultancy implemented in three management fields; Production & Quality Management, Marketing & Sales, and Financial Management in the selected 5 pilot enterprises has been concluded successfully.
- Gave assurance that in support of the project, the Government of Kenya will upscale resources committed for the project to ensure its success.
- Recommended that the project should be extended to counties across the country for it can boost exports.
- Thanked JICA Experts for excellent consultancy work that has greatly improved consultancy services of KIBT Master Trainers and created a great impact in industrial human resource development in Kenya.

MIN. 2/JCC/30/08/16: REMARKS FROM JICA KENYA OFFICE REPRESENTATIVE

- Senior Representative, JICA Kenya Office, Mr. Koji Noda appreciated the Ministry of Industry, Trade and Cooperatives for supporting the HRD-ID project and hosting Pre-TICAD VI Seminar.
- He also noted that TICAD conference recently held in Nairobi was equally a great success for Kenya and Africa at large.
- Noted that TICAD VI and HRD-ID strategically positions KIBT to provide Training and Consultancy to SMEs in Kenya.
- He noted that ten Master Trainers Candidates successfully completed training and will be leaving for Japan for counterpart training to acquire first hand Japanese training.
- He congratulated JCC members for supporting the project and appreciated the teamwork displayed by members to achieve project objectives.
- He finally assured members that JICA is fully committed to enhance competitiveness of SMEs in the country.

MIN. 3/JCC/30/08/16: RESULTS OF THE ACTIVITIES OF THE 1ST YEAR

- Mr. Patrick Nyakundi took the members through the outline of the Project. He then explained about the results of the activities of the 1st year project. The main points which he presented are as follows. And the details are shown in the attached presentation material (Attachment-1).

[Output 1] Establishment of an implementation mechanism for continuously providing new business service

- Establish the implementing mechanism of the project
- Confirm the inclusion of new business services into KIBT's annual work plan in 2016-2017
- Develop the guidelines (curricula and syllabus) and implementation tools (textbooks and teaching manuals)
- Develop training modules for new business training program (KJ-PRIME)
- Collaboration activities with related organizations (Toyota Kenya
 - ✧ Introduction of candidate enterprises for pilot on-site consultancy (KNCCI, KEPSA, LIWA, EPZA, NPCC, Itochu, Honda, etc.)
 - ✧ Conducting Model Training Program (Trial) on new business training, in collaboration with Toyota Kenya Academy (TKA)

[Output 2] Training of KIBT lecturers as master trainers and trainers

- Train 10 Master Trainer Candidates (MTCs) in Production & Quality Management, Marketing & Sales, and Financial Management.
- Conduct classroom training (CRT)
- Conduct on-site consultancy (OSC)
- Assess the results of capacity development of MTCs
- Select 9 Trainer Candidates

[Output 3] Indications of Improvement by On-Site Consultancy and dissemination of the results

- Measure the achievement of on-site consultancy for the 1st year
- Select the pilot enterprises for the 2nd Year
- Dissemination of the results
 - ✧ Conduct the result dissemination seminar for the 1st year (10th August 2016).
 - ✧ Develop promotional materials for KIBT and make the action plan of improving public relation of KIBT

- Two Master Trainers (Mr. Gideon Njogu and Mr. Daniel Wachesa) made the presentation on the findings from on-site consultancy.
- They explained the common issues found in the pilot enterprises (inefficiency of the production process flow, poor or no production target setting, waste of searching materials and tools, lack of periodic financial report, inability to analyze financial reports for decision making, inappropriate filing of financial documents, etc.) , the actions taken for improvement (implementation of 5S, suggestions for work process improvement based on time study and work sampling, introduction of periodical financial monitoring system, introduction of the standard template for financial analysis, etc.), and the outcomes achieved (well-arranged working places, improved productivity, eliminated unnecessary waste and activities, mindset change of workers, quicker management decision making based on the appropriate financial analysis and periodical financial monitoring, etc.).

MIN. 4/JCC/30/08/16: Revision of A PDM (Project Design Matrix) Indicator

- Mr. Takeshi Fujita explained about the necessity to revise one of the PDM indicators arising from the need to upgrade the level of management for further improvement of

productivity and competitiveness in the fields of Marketing/Sales and Financial Management.

【Original PDM Indicator】

3-2. Waste in operation per pilot enterprise is reduced by 20% on average.

【Proposed PDM Indicator】

3-2. Business process is improved by 20% per pilot enterprise on average, based on the criteria agreed by the team. (The improvement of business process includes the reduction of waste in operation, the development of the plan/strategy/system for managing enterprises effectively)

- All of the participants were in agreement with the justification given to revise the Proposed PDM Indicator and the meeting adopted the revision.

MIN. 5/JCC/30/08/16: Plan of the Activities in the 2nd Year and Way Forwards

- Mr. Patrick Nyakundi explained about the plan of the activities in the 2nd year and way forward. (Please refer to the attachment 2.)

[Output 1] Establishment of an implementation mechanism for continuously providing new business service

- Confirm the inclusion of new business services into KIBT's annual work plan in 2017-2018
- Develop the guidelines (curricula and syllabus) and implementation tools (textbooks and teaching manuals)
- Collaboration activities with related organizations
 - ◇ Expand the network of collaboration on introduction of candidate enterprises for pilot on-site consultancy
 - ◇ Discuss with TKA on further cooperation based on the model training programs held in August 2016
 - ◇ Conduct Model Training Program (Trial) on new business training for other collaborators (JKUAT, etc.)

[Output 2] Training of KIBT lecturers as master trainers and trainers

- Train 9 Trainer Candidates (TCs)
- Assess the results of capacity development of MTs and TCs
- Plan the training programs for Trainer Candidates for the 3rd year
 - ◇ Study the possibility of developing compact training program for Trainers
 - ◇ Study the possibility of training the Trainers outside KIBT (collaborators)

[Output 3] Indications of Improvement by On-Site Consultancy and dissemination of the results

- Conduct the baseline assessment of pilot enterprises for the 2nd year
- Conduct Pilot Enterprise Impact Survey for the pilot enterprises for the 1st Year (Jan-Feb 2017)
- Develop promotional materials for KIBT

[Overall]

- Training Program for MTs in Japan

- Joint Coordinating Committee (JCC) and Technical Committee
 - ✧ 2nd Technical Committee (in the end of Nov. 2016)
 - ✧ 3rd JCC (in the middle of July, 2017)

MIN. 6/JCC/30/08/16: Discussions

- The chairperson invited the questions from the floor and the project team responded accordingly. The main contents of Q&A are shown below.
 - (Q) How does the team support the sustainability of the implemented activities in on-site consultancy? And how does the team assist the enterprises in inculcating 5S and Kaizen culture? In other words, what advice do you give the enterprises to embrace the culture, for enhancing the change of the mindset of people?
 - (A) The team advised the development of the champions of 5S and Kaizen within the enterprises. We encouraged each enterprises to select the leader with strong passion to implement 5S and Kaizen. In addition, we advised the enterprises to establish 5S committee to spearhead the activities.
 - (Q) Have you identified the collaborators which can support the identification of potential pilot enterprises?
 - (A) Yes, there are two ways considered. One is to expand the relationship with the service providers which support the manufacturing sectors. We have got contact with one of the consulting firms which specialize in technology side of horticulture. From the network, we believe to find the potential candidates of pilot enterprises from flower related industries. Other is to collaborate with the pilot enterprises. They understand the merits of on-site consultancy. We believe that they are the good sources to introduce other potential enterprises.
 - (Q) The assessment for willingness to pay for on-site consultancy has been conducted. Who are the respondents?
 - (A) They are the pilot enterprises which received on-site consultancy for the 1st year, since they understand real benefits of the consultancy.
 - (Q) Does the project team have a plan to do the follow-up of the consultancy, in order to find out whether the enterprises sustain the activities?
 - (A) Yes, the KIBT-JICA team will visit each pilot enterprise six months after the completion of the on-site consultancy, in order to study how the enterprise will have sustained the activities, what will be the challenges to sustain them, and what impacts have been made from the consultancy activities.
 - (Q) Have the project team started charging for the consultancy?
 - (A) No. As for the consultancy, we will not have the plan for charging in this project, since our main focus is to develop the capacity of consultants through practical experience of on-site consultancy.
 - (Q) As for charging, have you made the estimation how much you charge for the consultancy?
 - (A) Currently we have just asked the pilot enterprise their willingness to pay for the consultancy which they have gone through. When we start to charge for the services, we will communicate with the beneficiaries and set the appropriate price.
 - (Q) Considering the sustainability of provision of on-site consultancy to SMEs, in addition to the consultancy fee shared by the beneficiaries, the financial support from the government should be provided. What is the direction of the ministry to support it?
 - (A) The ministry assures that the government will provide necessary budget for the program,

since this program is a core activity of the State Department of Trade.

- At the end of the session, the Director KIBT thanked JICA for the support provided for the implementation of the project, including the provision of the equipment, project vehicle and JICA experts. The equipment received included; computers, printers, digital camcorder cameras besides facilitation materials and publicity banners and brochures. The Director also showed the appreciation to the PS and the State Department for the continuous support.

MIN. 7/JCC/30/08/16: Chairperson's closing remarks

- The chairperson on behalf of the Ministry of Industry, Trade and Cooperatives thanked all in attendance
- She promised that the ministry will give the necessary support required for the project to succeed
- She emphasized that collaboration with JICA will immensely boost Kenya's economic development and ensure the realization of vision 2030
- Empowerment of KIBT lecturers to become master trainers will greatly benefit SMEs across the country

The meeting ended at 12.50pm with a word of prayer.

**THE SECOND TECHNICAL COMMITTEE OF JICA PROJECT ON HUMAN
RESOURCE DEVELOPMENT FOR INDUSTRIAL DEVELOPMENT IN THE
REPUBLIC OF KENYA ON 8TH DECEMBER, 2016**

VENUE: WEIGHTS & MEASURES COMPLEX (BLOCK A)

MEMBERS PRESENT

1. Ministry of Industry, Trade and Cooperatives (State Dept. of Trade)
2. Kenya National Chamber of Commerce and Industry (KNCCI)
3. Micro and Small Enterprise Authority (MSEA)
4. Productivity Centre of Kenya (PCK)
5. JICA Kenya Office and JICA Expert Team
6. Kenya Institute of Business Training (KIBT)
7. Embassy of Japan in Kenya
8. Japan External Trade Organization (JETRO), Nairobi office

ABSENT

1. Toyota Academy, Kenya
2. Kenya Industrial Research and Development Institute (KIRDI)
3. Kenya Private Sector Alliance (KEPSA)
4. Ministry of Labour and East Africa Affairs

AGENDA

1. Welcome Remark by Director, KIBT
2. Project Progress Report
3. Way Forward
4. Any Other Business

MINUTE NO.01. 08/12/2016... WELCOME REMARK

The meeting started at 10.45am with a welcome remark by the Director (KIBT), Mr. Stephen Kirui. This was followed by a brief remark by Ms Emi Takahata of the Private Sector Development Group, Industrial Development and Public Policy Dept, JICA. Thereafter, a self – introduction of members present was done.

MINUTE NO.02. 08/12/2016...PROGRESS REPORT

- The meeting agreed that the minutes of the previous, 1st and 2nd technical committee meeting be read and confirmed in the subsequent meeting since the minutes were not available at the time.
- The meeting was taken through the overview of the project by the JICA/KIBT Project coordinator Mr. Nyakundi. The overview of the project covered the period between September and November, 2016

- The progress report on the Productivity and Quality Management (PQM) for all the eight (8) companies was done by the PQM Master Trainer, Mr. Musa Okwemba, Sales and Marketing was done by the Sales and Marketing Master Trainer David Owitti, and the Financial Management for the companies was done by the Finance Management Master Trainer, Mr. Job Ogollah.
- On the PQM, the suggestions offered were: improvement of 5S level through 5S audits, productivity improvement by applying Industrial Engineering methods, and improvement of stock control, etc.
- On the Marketing and Sales, the proposals were; sales and marketing training for the company's sales team, a staff analysis to address the staff turnover with the right strategy, strengthening the salesforce, undertaking a corporate social responsibility, network enhancement with customers, and effective stock management amongst others.
- On the Financial Management for the companies, the main suggestions offered were: preparation and analysis of financial statements, implementation of Financial Analysis Tools, and confirmation of needs for 5S implementation.

MINUTE NO.03. 08/12/2016...WAY FORWARD

The way forward on the project was presented by Master Trainer, Mr. Mullei. The way forward was as outlined below:

Output 1:

- The need for establishing an implementation mechanism for continuously providing new business services into KIBT's annual work-plan.
- Support the implementation of rebranding of KIBT
- Develop guidelines and implementation tools including curriculum and training materials
- Collaboration activities with related organizations

Output 2: Training of KIBT lecturers as Master Trainers and Trainers

- Monitor the progress of on-site consultancy in Dec/2016-Feb/2017
- Conduct CRT on Financial Management (13th-17th February, 2017)
- Plan the Trainers training programme in the third year in collaboration with related organizations

After the presentations, there was a brief Question and Answer session directed to the three presenters. Some of the emerging suggestions/comments were:

- As for Rebranding Strategy of KIBT, it was suggested that the rebranding strategy involve several partners including Toyota Kenya Academy, JKUA, among other players.
- It is suggested that the possible methods, such as Customer Satisfaction Index (CSI) and/or market survey for the customers should be applied to KIBT.
- KIBT-JICA project team agreed to consider better use of a JICA provided vehicle for ease of business.

MINUTE NO.04. 08/12/2016...AOB

- The meeting was informed of the upcoming Dissemination and Knowledge sharing seminar in April, 2017 and members expressed interest in attending the seminar.
- MSEA showed the interest in more involvement in the on-going JICA Programme and requested for partnership to engage in the same activities with KIBT. KIBT-JICA team informed the MSEA member of latest collaboration that MSEA had been invited to send the trainer candidates to the trainer training of the 3rd year of the Project. It was also suggested that KIBT and MSEA to work in partnership in the rebranding of KIBT.
- It was revealed that lack of information on the type of market among others are entry barriers for new players in the market as the market seems inclined to the established companies. There was therefore an urgent need to address the plight of new entrants in the market.
- The embassy of Japan lamented the existing barriers to market entry. There have been a lot of challenges involved in the consultancy and training work: a lot of resources and commitments have been invested by the technical team and experts in the on-going programme for the realization of the current developments.
- One of the members of the Technical Committee suggested that the minutes of the meeting should be circulated to all including those not in attendance.
- JETRO encouraged the African SMEs to trade with Japanese markets and encourage private companies' engagements. They reiterated that there was interest by Japan to trade in Kenya; however there is lack of quality and quantity control for mutual benefits by both countries
- It was agreed by the meeting that Mr. Nyakundi and Mr. Mullei of KIBT to follow up on why there was no apology for non-attendance by KIRDI, KEPSA and Ministry of Labour and East Africa Affairs

CLOSING REMARKS:

The meeting closed at 12.45pm with a vote of appreciation from the director, KIBT, Mr. Stephen Kirui.

(Recorded by: Secretary Beatrice Pamella Onyango.....KIBT)

**MINUTES OF THIRD JOINT COORDINATING COMMITTEE (JCC) OF JICA MEETING
HELD ON 13th JULY, 2017 IN WEIGHTS AND MEASURES HALL**

Members Present

1. Ministry of Industry, Trade and Cooperatives (State Department for Trade)
2. Ministry of Labour and East African Affairs
3. Kenya National Chamber of Commerce and Industry (KNCCI)
4. National Productivity and Competitiveness Centre (NPCC)
5. Toyota Academy, Kenya
6. JICA Kenya Office and JICA Expert Team
7. Kenya Institute of Business Training (KIBT)
8. Japan External Trade Organization (JETRO), Nairobi Office
9. Kenya Industrial Research and Development Institute (KIRDI)

Absent

1. Embassy of Japan (EOJ)
2. Kenya Private Sector Alliance (KEPSA)
3. Micro and Small Enterprise Authority (MSEA)

Agenda

1. Remark by Director KIBT
2. Remark by Mr. Satoshi Sugimoto, Senior Representative JICA
3. Remarks by Principal Secretary – State Department for Trade
4. Results of the activities of the 2nd year
5. Plan for the activities of the 3rd year
6. Way Forward
7. Discussions
8. Any Other Business

Minute No. 01. 13/07/2017 Preliminaries

The meeting was called to order by the chairman- Mr. Robert O. Okoth, Asst. Director SDT KIBT at 10.00 am. The member's present made brief self-introduction with special introduction of Mr. Satoshi Sugimoto – Senior Representative JICA. The minutes of the 2nd Joint Coordinating Committee meeting were read and confirmed as true records of the previous meetings.

Minute No. 02. 13/07/2017 Remarks by Director KIBT

The Director welcomed the members to the meeting which was held as planned coming at the tail end of the Trade week in which the Principal Secretary State Department for Trade had been fully engaged. He noted that progress on the Human Resources Development for Industrial development project was okay and was entering the 3rd year. He acknowledged the presence of the members and the honour of having Mr. Sugimoto the senior Representative for JICA in attendance. He thanked the respective organizations represented by the members for their concern

on the project including JICA for the overwhelming support, the JICA experts and the project team leader Mr. Fujita for their commitment in training and passing their skills to both the Master Trainers (MTs) and the Trainer Candidates (TCs).

Minute No. 03. 13/07/2017 Remarks by Mr. Satoshi Sugimoto, Senior Representative, JICA Kenya Office

Mr. Satoshi Sugimoto appreciated the Ministry and State Department for Trade for hosting the Joint Coordination Committee and the continued cooperation and cordial relationship with JICA. He reiterated the role played by SMEs in developing the economy with more than 90% of all income outside Agriculture and employment coming from SME sector. They are also instrumental in poverty alleviation. He noted that Human Resources development through this HRD-ID project would enhance Kenya's global competitiveness, create employment and ultimately help in the achievement of the country's development blueprint – The Vision 2030. He noted that the project would develop the capacity and quality of KIBT Consultants. He thanked the JCC members for their commitment to the project and specifically mentioned JETRO Nairobi Office and Kenya National Chamber for Commerce and Industry for the assistance in identification of pilot enterprises.

Minute No. 04. 13/07/2017 Remarks by Dr. Chris Kiptoo, Principal Secretary, State Department for Trade

The PS made mention of the Trade Policy which was being developed with special emphasis on developing regulations and standards the areas of; Common trade, Retail Trade and Wholesale Trade. He urged KIBT with the support of JICA to take the lead in championing SME Business management skills capacity improvement for enterprise improvement and growth. He noted that by September 2017, the Export Promotion Council a key facilitating department in the ministry for international trade would be celebrating its silver jubilee would need to rebrand in order to help implement the trade Policy. The PS was categorical on the need for harmonization and better coordination in attaining synergy amongst the organizations dealing with SMEs such as EPC, Ken Invest, Ministry of Labour, MSEA, KIBT etc.

Minute No. 05. 13/07/2017 Results of the 2nd year

The meeting was taken through the project results covering the second year from September 2016 to July 2017 by the project coordinator Mr. Patrick Nyakundi. The following outputs were achieved during the period;

- [Output 1] Establishment of an implementation mechanism for continuously providing new business service.

It was demonstrated that KIBT had included new business services and particularly business consultancy in its 2017/18 annual work plan. In addition, the Institute in collaboration with JICA and JKUAT, the Project had implemented 2 model training programs for their students. The emphasis here is for the rebranding of KIBT programmes to conform to the improved standards

- [Output 2] Training of 10 Master trainers and 9 Trainer Candidates.

10 Master Trainers had been trained in the 2nd year of the Project through on-site consultancy and training in Japan. They enhanced their capability by having the experience in training Trainer Candidates, as well as taking the lead in on-site consultancy. Unfortunately, 1 Master Trainer moved to another Ministry. They achieved the achievement indicators in the 2nd year assessment.

9 Trainer Candidates had been trained through classroom training and also on onsite consultancy at the 9 pilot firms. They achieved the achievement indicators as the Trainer.

- [Output 3] Improvement of Management Process for the 9 firms.

9 pilot enterprises improved business process with the on-site consultancy by the KIBT-JICA team. The average improvement ratio was 18.5%.

On-site consultancy impact assessment for the pilot enterprises in the 1st year was conducted in February-March 2017. Generally speaking most of the firms that received on site consultancy in the 1st year had registered positive gains like adoption of 5s, better visual control in production area, business expansion through new product development and periodic financial reports generated for management to support decision making. There were significant impacts in some firms, such as the increase of the sales, increase of the number of employees, expansion of the factory size, development of the new products.

Minute No. 06. 13/07/2017 Overall Project activities

It was reported that in the second year of the project, the Technical Committee had had three meetings (2nd held on 8th Dec, 2016 and 3rd held on 4th April, 2017). In addition, a Kaizen Knowledge sharing Seminar co-organized by JICA, NEPAD and GOK (KIBT & NPCC) had been successfully held in Nairobi.

Minute No. 07. 13/07/2017 Findings from on-site consultancy by Trainer Candidates

Mrs. Roseline Mumbo shared the experience of the marketing team with the 9 firms and the proposals they were implementing with each firm to improve the situation of the companies. Some key proposals were; development of monthly sale plans, training of sales force, improvement of promotional activities, new product development and reviewing of distribution channel. However, changes in profitability would be measured once the firms completed the implementation of the proposals.

Mr. Solomon Kiawa shared the experience of the Production team. In most firms the 5S activities were received positively in the production area and through various tools such as the Radar chart, Time study and Work sampling notable improvements had been made in efficiency and employee productivity and reduction of waste hence cost saving.

Mr. Getange shared the experience of the Finance team. In most firms the tool that had been used for analysis of the financial reports for the companies produce vita ratios which were pointers of areas of strengths or weaknesses and the required action to take to improve.

Minute No. 08. 13/07/2017 Plan of the 3rd year activities and Way Forward

The meeting was taken through the plan of the project activities in the three output areas covering the third year from September 2017 to July 2018 by Mr. Stephen Kirui, Director, KIBT. The following outputs were achieved from the activities of 3rd year;

- [Output 1] Establishment of an implementation mechanism for continuously providing new business service.

JICA was to continue supporting KIBT to improve implementation of training and consultancy, and development of curricular and syllabus and training materials.

Training of 9 Trainer Candidates who would be drawn from collaborating organizations as well as conducting pilot training program for participants from pilot enterprises. A program for two trainings for each area name Production and Quality management, Marketing/Sales, Financial Management and Management skills had been drawn.

- [Output 2] Training of KIBT and Staff from Collaborating organization as Master trainers and trainers.

The issue on internal transfer of KIBT on the Project activities was risen. The PS confirmed to take the necessary action to let them remain at KIBT until the end of the Project.

9 selected trainer candidates from collaborating organizations had been selected and trained through classroom training and also on onsite consultancy at the 6 pilot firms. An elaborate score achievement indicator would be to assess the trainer candidates through the training.

- [Output 3] Improvement of Management Process for the selected pilot firms and results dissemination.

The project team was to finalize the selection of pilot enterprises for 3rd year based on selection criteria by 21st July, 2017.

On-site consultancy impact survey for the 2nd year pilot enterprises would be done between Nov 2017 and Feb 2018.

The 2nd and 3rd Results Dissemination seminars would be held on 1st Nov 2017 and June 2018 respectively.

Promotional materials for KIBT, such as best practice DVD, introductory guide of KIBT activities, would be developed in the 3rd year.

Minute No. 9. 13/07/2017 Overall Project activities in 3rd year

In the third year, it planned to have the 4th and 5th Technical Committee meetings (4nd held at end of Oct, 2017 and 5th to be held in mid-April, 2018).

In addition, it is planned to have the 4th Joint Coordination Committee meeting at the end of June, 2018.

A counterpart training course on learning good management practices in Malaysia for 9 Trainer Candidates from the 2nd and 3rd year selected on the basis of assessment by the JICA experts is scheduled to take place in January or May 2018.

Minute No. 10. 13/07/2017 Plenary Discussions and A.O.B

After the presentations there were some questions and suggestions for improvement and some included;

- JICA Kenya Office clarified the necessity of the KIBT lecturers to remain at KIBT at least until the end of the Project. The PS, Dr. Kiptoo, showed his understanding of the importance of this Project and confirmed to take the necessary measure for it.
- Mr. Kirui, KIBT, expressed his intention to share the good practices of pilot enterprise to other firms, in order to encourage them management improvement activities.
- JETRO Nairobi Office expressed the need to support Kenyan SMEs who are interested in accessing the Japanese market in order to reduce the trade deficit between Kenya and Japan. It also informed the meeting about the upcoming Foodexpo an exhibition scheduled to take place in Japan in 2018 with Kenyan firms given chance through EPC networks at reduced rates but noted that so far very few firms had shown an interest in exhibiting.
- The PS also noted that the results of the 2nd year were very impressive. He mentioned that enhancement of the capacity of SMEs was crucial for the expansion of the export. He requested for scaling up of the scope of the project to include EPC and KIRDI with KIBT taking the leading role as the KIBT parklands office complex is completed in order to get an even greater impact of the project. There was need for the Kenyan government to make a request for enhancement of funding to JICA in order to upscale the operations of the project.
- The PS was to pay a visit to some of the pilot firms to witness first-hand the achievements of the project.

There being no other business, the meeting adjourned at 12.20 pm.

MINUTES OF THIRD TECHNICAL COMMITTEE OF JICA MEETING HELD ON 4th -APRIL, 2017 IN WEIGHTS AND MEASURES HALL

Members Present

1. Kenya National Chamber of Commerce and Industry
2. National Productivity Centre (NPCC)
3. JICA Kenya Office and JICA Expert Team
4. Embassy of Japan (EOJ)
5. Kenya Institute of Business Training KIBT)
6. Japan External Trade Organization (JETRO), Nairobi Office
7. Kenya Industrial Research and Development Institute (KIRDI)

Absent

1. Ministry of Industry, Trade and Cooperatives (State Department for Trade)
2. Toyota Academy, Kenya
3. Kenya Private Sector Alliance (KEPSA)
4. Ministry of Labour and East African Affairs
5. Micro and Small Enterprise Authority (MSEA)

Agenda

1. Welcome Remark by Director KIBT
2. Remark by Mr. Kiyonori Matsushima, Project Formulation Advisor
3. Progress of the Project
4. Way Forward
5. Any Other Business

Minute No. 01. 04/04/2017 Preliminaries

The meeting was called to order by the chairman- Mr. Stephen Kirui, Director KIBT at 10.00 am. The member's present made brief self-introduction with special introduction of Mr. Kenji Nakano who had come to replace Mr. Kiyonori Matsushima at JICA. The minutes of the 1st and 2nd Technical Committee meeting were read and confirmed as true records of the previous meetings.

Minute No. 02. 04/04/2017 Chairman's Opening Remarks

The Chairman welcomed the members to the meeting which was meant to deliberate on the achievements of the HRD-ID project to date and the way forward. He thanked the respective organizations represented by the members for their concern on the project including JICA for the overwhelming support, the JICA experts and the project team leader Mr. Fujitsa for their commitment in training and passing their skills to both the Master Trainers (MTs) and the Trainer Candidates (TCs). He informed the members that two KIBT staff; Messsr. Nelson Gaitho and Samuel Mulei had moved on promotion to another department (NPCC) but had entered into negotiations with counterpart Director in order to continue working with them till the conclusion of the project.

Minute No. 03. 04/04/2017 Remarks by Mr Kiyonori Matsushima, Project formulation Advisor, JICA Kenya Office

Mr. Matsushima thanked the members present for attending the meeting and appreciated their collaboration and particularly their roles played in introducing the pilot companies in order to offer them support in the three consulting areas of PQM, FM and Marketing. He reiterated the fact that HRD-ID was a project that JICA was according special attention. He informed members about the upcoming regional meeting among selected African Countries and Japan which would be a JICA- Kaizen knowledge and experiences sharing Seminar and the Chairman of the Kenya National Chamber of Commerce and Industry (KNCCI) was invited to make a keynote address.

Minute No. 03. 04/04/2017 Progress Report on the Project

The meeting was taken through the project results covering the first year and the second year from September 2016 to March 2017 by the project coordinator Mr. Patrick Nyakundi. In year 1 (Sept 2015- July 2016) the following outputs were achieved;

- [Output 1] Institutional Development through business training and onsite consultancy for 5 pilot firms.
- [Output 2] Training of 10 Master trainers in Kenya and in Japan.
- [Output 3] Improvement of Management Process for the five firms depicted by level of satisfaction and impact of onsite consultancy.

In year 2 (Sept 2016- Mar 2017) the following outputs were achieved;

- Selection of 9 Pilot Enterprises to receive support.
- Selection of 9 Trainer Candidates.
- [Output 1] Institutional Development through business training and onsite consultancy for 9 pilot firms is ongoing.
- [Output 2] Training of 9 Trainer Candidates in Kenya; Classroom training concluded and onsite consultancy training ongoing.
- [Output 3] Improvement of Management Process for the selected firms ongoing.

The meeting also agreed on Rebranding strategy of KIBT through developing guidelines and implementation tools, collaborations with related organizations, website development was in progress and with the help of a JICA experts' advice - Mr. Nakajima and would then be operationalized before the next Technical Committee Meeting.

Minute No. 04. 04/04/2017 Way Forward

The way forward on the project was presented by the KIBT coordinator Mr Patrick Nyakundi as follows;

Output 1: Establishment of an implementation mechanism for continuously providing new business service

- The project has been included in the KIBT 2017-18 annual work plans.
- Developing guidelines and implementation tools, curricula and training materials.
- Collaborations with related organizations including planning for activities of the 3rd year which will require introduction of pilot companies by collaborating organizations from which 6 will be selected based on a the set criteria and training of 9 trainers drawn from collaborating organizations who would be selected from applications received by 3rd May 2017.

Output 2: Training of KIBT Lecturers as Master trainers and Trainers.

- Implement training for MTs and 2nd year TCs through on site consultancy.
- Conducting capacity assessment for MTs and 2nd year TCs.
- Planning 3rd year trainers' training in collaboration with related organizations.

Output 3: Indications of Improvement by onsite consultancy and Dissemination of results.

- Make assessment of the results of on-site consultancy for year 2.
- Selection of pilot enterprises for the 3rd year.
- Develop promotional Materials for KIBT trainings.

Minute No. 05. 04/04/2017 A.O.B

After the presentations there were some questions and suggestions and some included;

- Clarification on budgetary allocation on the project by the Director KIBT since the project had been included in the work plan which the meeting agreed that part of the resources available be used to run the project.
- Concern over the circumstances facing Kikoy Mall one of the year pilot firms where a major client in the Egyptian market had pulled out of a contract occasioning the shrinking of demand and hence the company had to sale property, plant and equipment and downsize as a cost cutting measure.

There being no other business, the meeting adjourned at 12.20 pm.

MINUTES OF FOURTH TECHNICAL COMMITTEE OF JICA MEETING HELD ON 14th NOVEMBER, 2017 AT WEIGHTS AND MEASURES HALL

Members Present

1. Kenya National Chamber of Commerce and Industry (KNCCI)
2. National Productivity and Competitiveness Centre (NPCC)
3. JICA Kenya Office
4. Toyota Kenya
5. Kenya Institute of Business Training (KIBT)
6. Kenya Industrial Research and Development Institute (KIRDI)

Absent

1. Ministry of Industry, Trade and Cooperatives (State Department for Trade)
2. Kenya Private Sector Alliance (KEPSA)
3. Ministry of Labour and East African Affairs
4. Micro and Small Enterprise Authority (MSEA)
5. Embassy of Japan (EOJ)

Agenda

1. Welcome Remark by Deputy Director KIBT
2. Remark by Mr. Satoshi Sugimoto, Senior Representative JICA-Kenya
3. Results of Activities (September –November 2017)- Mr. Nyakundi: KIBT Project coordinator
4. Way Forward
5. Project Monitoring sheet
6. Any Other Business

Min 1: 14/11/2017 Preliminaries

The meeting was called to order by the Deputy Director KIBT - Mrs. Catherine Waweru, at 9.15 AM and thereafter asked Member's present to make brief self-introduction. Minutes of the previous Third Technical Committee meeting were read and confirmed as true records of the previous meeting.

Min 2: 14/11/2017 Chairman's Opening Remarks

The Chair thanked members present for attending the meeting. In her opening remarks she thanked JICA for the overwhelming support, the JICA experts and the project team leader Mr. Fujita for their commitment in training and passing their skills to both the Master Trainers (MTs) and the Trainer Candidates (TCs). She later invited Mr. Sugimoto to make his remarks.

Min 3: 14/11/2017 Remarks by Mr. Satoshi Sugimoto, Senior Representative JICA- Kenya Office

Mr. Sugimoto thanked members present for attending the meeting and appreciated and emphasized on the collaborations between JICA and the team to see the conclusion of the HRD-

ID project. He gave a detailed progress report on HRD-ID and reiterated the commitment of JICA office to ensure the success and completion of the project.

Min 3: 14/11/2017 - Results of Activities (September –November 2017)

Members were taken through the Results of Activities (September –November 2017) as follows:

- i. Output 1-Establishment of an implementation mechanism for continuously providing new business service.
- ii. Output 2-Training of KIBT lecturers' as MTs.
- iii. Output 3-Indications of improvement by on-site consultancy and dissemination of the results.

Min 4: 14/11/2017 Way Forward

The way forward on the Results activities were presented to members by KIBT coordinator Mr. Patrick Nyakundi as follows;

- i. Output 1-Establishment of an implementation mechanism for continuously providing new business service. Activities in Output 1 includes:
 - Confirming the inclusion of new business services into KIBT's annual work plan in the calendar year 2018/2019.
 - Develop the guidelines and implementation tools, including curriculum, training materials.
 - Collaboration activities with related organization: training of TCs from KNCCI, KIRDI, NPCC, internal trade in the 3rd year of the project which is continuing.
 - Conduct pilot training programs on the 4 modules by inviting participants from pilot enterprise, an activity which is still continuing.

- ii. Output 2-Training of KIBT lecturers' as MTs.

Activities in Output 2 include:

- Implement training for MTs and TCs in the 3rd year through CRT and on-site consultancy
- Conduct the baseline assessment on the capacity of TCs in the 3rd year

Monitor the results of capacity development of MTs.

- iii. Output 3-Indications of improvement by on-site consultancy and dissemination of the results.

Activities in Output 3 include;

- Implement the 2nd Results Dissemination seminar in March 2018.

Conduct on-site consultancy impact assessment for the pilot enterprises in the 2nd year.

Develop promotional materials for KIBT; KIBT training guide and consultancy guide (continuing), cases of consultancy (DVD)-on-going.

Min 4: 14/11/2017 A.O.B

After the presentations there were deliberations; some questions and suggestions were raised and they include;

- There was further clarification on the GOK budgetary allocation for sustaining the activities based on the results of the project. First, the Deputy Director KIBT pointed out that the supplemental budget for the JICA project was not catered for in the 2017/2018 budget. But KIBT would ensure its inclusion in the 2018/2019 budget. JICA project team clarified that the budget for implementing on-site consultancy for 2 companies by KIBT itself was included in the 2017/2018 KIBT annual work plan with the budget.
- There was a question on the reason which one pilot enterprise was not satisfied with the consultancy. The enterprise demanded the tangible results, such as sales increase from the on-site consultancy, and it was not interested in the approach of continuous management improvement on which our on-site consultancy was based. KIBT and JICA project team tried to explain the importance of management improvement activities, but the top management of the enterprise was not convinced. Although most of the pilot enterprises were satisfied with the consultancy, but it was also the reality that KIBT may face such a reaction from the enterprises and KIBT needs to prepare the messages to these companies.
- An issue was raised to JICA concerning certification; where MTs were not yet certified and how TCs were going to be certified. JICA project team indicated that MTs would be certified in the end of the project, while the TCs was certified as the trainer after the completion of the 10 months training program. Actually 9 TCs were certified as the trainers in July 2017, and the TCs in the 3rd year would be certified as the trainers in June 2018.
- There was concern over rolling out the project to other counties outside Nairobi. KIBT was however asked to incorporate the project in their work plan to ensure dissemination of the information to client's country wide during training. JICA Kenya Office informed that the GOK (Ministry of Industry, Commerce and Cooperatives) made a request to JICA on the second phase of the project in August 2017. One of the ideas in the request is to expand the activities to some regional areas. The necessity and feasibility of the 2nd phase will be examined in the next year.
- NPCC made an appeal that, after the completion of JICA Project on Productivity Improvement in 2014, NPCC had enhanced the capacity and increased the staff close to 30 people. NPCC informed that NPCC was ready to cooperate with KIBT and JICA in the second phase of the Project.
- NPCC also asked the possibility to provide NPCC staff with the training before the end of the Project. JICA project team replied that, since there were two TCs from NPCC in the 3rd year, the JICA-KIBT project team would rather focus on training them at the moment and, eventually, they would share the knowledge with other NPCC staff.

- An appeal was made by Toyota Kenya Academy on training of Financial Management. The JICA project team, however, clarified that an invitation had been sent to Toyota Kenya for nominating the trainer candidates to the trainers' training program in the 3rd year. But received no application. As for Toyota Kenya, it was informed that one day seminars on the three modules, such as business strategy, marketing/sales and financial management, were implemented for the managers of Toyota Kenya related companies in August 2016.
- An appeal was made to KIBT to let MT's and Trainers retained lecturers in KIBT in order to disseminate the knowledge acquired even after August 2018. The Deputy Director KIBT promised to look into it with reservation raising a concern that transfer of officers in the service is a matter addressed by the Human Resource policy and Regulation and the institute has no control over. JICA Kenya Office emphasized that KIBT needed to establish a system to utilize the trained human resource in the Project after the completion of the Project, which is the critical point of the feasibility of the 2nd phase of the Project.

There being no further business, the meeting adjourned at 11.50 AM.

**MINUTES OF FOURTH JOINT COORDINATING COMMITTEE (JCC) OF JICA MEETING
HELD ON 19TH APRIL 2018 AT TELPOSTA TOWERS 15TH FLOOR BOARD ROOM**

Members Present

1. Ministry of Industry, Trade and Cooperatives (State Department for Trade)
2. Ministry of Labour and East African Affairs
3. National Productivity and Competitiveness Centre (NPCC)
4. Toyota Academy, Kenya
5. JICA Kenya Office and JICA Expert Team
6. Kenya Institute of Business Training (KIBT)
7. Japan External Trade Organization (JETRO), Nairobi Office
8. Kenya Industrial Research and Development Institute (KIRDI)
9. Micro and Small Enterprise Authority (MSEA)

Absent

1. Embassy of Japan (EOJ)
2. Kenya Private Sector Alliance (KEPSA)
3. Kenya National Chamber of Commerce and Industry (KNCCI)

Agenda

1. Remark by Director KIBT
2. Remark by Mr. Satoshi Sugimoto, Senior Representative JICA
3. Remarks by Principal Secretary – State Department for Trade
4. Results of the activities and achievement of the Project
5. Way Forward and Discussions
6. Any Other Business

Minute No. 01. 19/04/2018 Preliminaries

The meeting was called to order by the Secretary of Trade, Joyce Ogundo at 2.00 pm. The member's present made brief self-introduction. The minutes of the 3rd Joint Coordinating Committee meeting were read and confirmed as true records of the previous meetings.

Minute No. 02. 19/04/2018 Remarks by Director KIBT

The Director welcomed the members to the meeting She mentioned that the purpose of the meeting was to assess the progress of the project so far, and to evaluate if it is achieving its objectives satisfactorily. She noted that progress on the Human Resources Development for Industrial development project was okay and was coming to the end of the 3rd year.

Minute No. 03. 19/04/2018 Remarks by Secretary, State Department for Trade

The Secretary, Trade reiterated that so far, the project has been successful and she appreciated the effort made by KIBT and JICA. She mentioned that the big challenge that KIBT and JICA may encounter is the availability of sectors to go through the consultancy.

Minute No. 04. 19/04/2018 Results of the 2nd year and progress of the 3rd year

The meeting was taken through the project results covering the second year from September 2016 to July 2017 by the project coordinator Mr. Patrick Nyakundi. In addition, Mr. Takeshi Fujita, the Leader of the JICA project team explained the achievement of the project. The following outputs were achieved during the period;

- [Output 1] Establishment of an implementation mechanism for continuously providing new business service.

It was demonstrated that KIBT had included new business services and particularly business consultancy in its 2017/18 annual work plan. In addition, the Institute in collaboration with JICA and JKUAT, the Project had implemented 2 model training programs for their students. The emphasis here is for the rebranding of KIBT programmes to conform to the improved standards

- [Output 2] Training of 10 Master trainers and 9 Trainer Candidates.

10 Master Trainers had been trained in the 2nd year of the Project through on-site consultancy and training in Japan. They enhanced their capability by having the experience in training Trainer Candidates, as well as taking the lead in on-site consultancy. Unfortunately, 1 Master Trainer moved to another Ministry. They achieved the achievement indicators in the 2nd year assessment.

9 Trainer Candidates had been trained through classroom training and also on onsite consultancy at the 9 pilot firms. They achieved the achievement indicators as the Trainer.

- [Output 3] Improvement of Management Process for the 9 firms.

9 pilot enterprises improved business process with the on-site consultancy by the KIBT-JICA team. The average improvement ratio was 18.5%.

On-site consultancy impact assessment for the pilot enterprises in the 1st year was conducted in February-March 2017. Generally speaking most of the firms that received on site consultancy in the 1st year had registered positive gains like adoption of 5s, better visual control in production area, business expansion through new product development and periodic financial reports generated for management to support decision making. There were significant impacts in some firms, such as the increase of the sales, increase of the number of employees, expansion of the factory size, development of the new products.

Minute No. 5. 13/07/2017 Way Forward and Discussions

Mr. Takeshi Fujita explained the project activities before the end of the project period.

- On-site consultancy for the pilot enterprises will be completed in June 2018.

- The final capacity assessment of MTs and TCs will be done by June 2018.
- 3rd result dissemination seminar will be held in June 2018.
- The Malaysian visit to be scheduled for January 2019
- Technical KIBT should market its services to reach many people

Ms. Megumi Hirose, Leader of JICA Monitoring Mission Team, explained the result of the monitoring study. Although she agreed on the results of the achievement of the project previously shown by the JICA project team, she clarified the concern on the sustainability of the project activities, mostly due to the possible transfer of the trained trainers from KIBT. In order to sustain the project activities, she suggested that KIBT should strengthen the collaboration with KIBT collaborators in continuous provision of training and consultancy services. In addition, the service provision mechanism which has been improved during the project period should be continuously monitored.

The mission team therefore proposed one-year extension of the project period, in order to implement the following activities.

- Establish a coordinating committee with KIBT collaborators to maximize quality and scope of business service(s) required by SMEs.
- Develop and implement new curriculum on Business Plan in Training of Trainers activities with KIBT collaborator
- Monitor continuous cycle of providing business services with KIBT collaborators.

The mission team also introduced the concept of JICA's new approach of the interventions to strengthen eco-system and financial assistance for MSMEs in Kenya in the future project.

After the presentations there were some questions and suggestions for improvement and some included;

- Some members wanted to know the mechanisms of follow up of the SMEs after the exit of on-site consultancy by JICA- KIBT. Mr. Fujita proposed that KIBT should continue on-site consultancy impact study which have been 6 months after the consultancy during the project period. It was advised that KIBT should continue the support if the company needs it.
- NPCC wanted to know how JICA has organized for the Trainees in the three fields to visit the companies together and they were advised that the groups visit as a team.
- Members wanted to know how JICA and KIBT are planning to market the services offered in the project and it was mentioned that Brochures, fliers, and DVDs have been prepared for marketing purposes.
- MSEA was concerned if JICA, KIBT has in addition to the marketing tools above, face to face training method of digital training, she urged the team to adopt the digital e-learning training.
- NPCC urged the team to scale up the topics to another level e.g TPM.

- JCC members supported the proposal by JICA Monitoring Mission Team to extend the project for a year.
- MSEA should mobilize funds for sustainability purposes in Kenya.

Amendments were approved

There being no other business, the meeting adjourned at 4.20 pm.

MINUTES OF FIFTH TECHNICAL COMMITTEE OF JICA MEETING HELD ON 26th JUNE, 2018 AT WEIGHTS AND MEASURES HALL

Members Present

1. Kenya National Chamber of Commerce and Industry (KNCCI)
2. National Productivity and Competitiveness Centre (NPCC)
3. JICA Kenya Office
4. Embassy of Japan
5. Toyota Kenya
6. Kenya Institute of Business Training (KIBT)
7. Kenya Industrial Research and Development Institute (KIRDI)

Absent

1. Ministry of Industry, Trade and Cooperatives (State Department for Trade)
2. Kenya Private Sector Alliance (KEPSA)
3. Ministry of Labour and East African Affairs
4. Micro and Small Enterprise Authority (MSEA)

Agenda

1. Welcome Remark by Chairperson, MS. Catherine Waweru, Ag. Director KIBT
2. Remark by Mr. Kenji Nakano, JICA-Kenya
3. Results of Project Activities -Mr. Nyakundi: KIBT Project coordinator
4. Way Forward
5. Ceremony for certification of Master Trainers and Trainer Candidates
 - I. Opening remarks by Ms. Catherine Waweru
 - II. Certification to Master Trainers
 - III. Certification to Trainers in the 3rd year
 - IV. Certification to the Trainers in Management Skills
 - V. Address on behalf of all the MTs and Trainers
6. Lunch (12.00 – 13.00)

Min 1: 26/6/2018 Welcome Remarks by Chairperson

The meeting was called to order by the Deputy Director KIBT - Mrs. Catherine Waweru, at 10.10 AM and thereafter thanked members present for attending the meeting. In her opening remarks she thanked JICA for the overwhelming support, the JICA experts and the project team leader Mr. Fujita for their commitment in training and passing their skills to both the Master Trainers (MTs) and the Trainer Candidates (TCs). She asked Member's present to make brief self-introduction after which She invited Mr. Nakano to make his remarks.

Min 2: 26/6/2018 Remark by Mr. Kenji Nakano, JICA-Kenya

Mr. Nakano thanked members present for attending the meeting and appreciated and emphasized on the collaborations between JICA and the team to see the conclusion of the HRD-ID project. He reiterated the commitment of JICA office to ensure the success and completion of the project and reviewing the activities on the one-year extension.

Min 3: 26/6/2018 Review of Minutes of previous meeting

- Minutes were read and confirmed with a few amendments on Minute 5: AOB, bullet 7.
- JICA- Kenya office sought to know how KIBT MTs who had been transferred to the headquarters in other departments on promotion would be engaged in the project in the future, and the Ag. Director pointed out, arrangements would be made to use them as external resource persons.
- The Chair assured the members that KIBT had included the activity on HRD-ID in the work plan for the year 2017/18 and 2018/19 to ensure continuity of the project.

Min 4: 26/6/2018 Results of Project Activities

Results of project activities (September, 2015 – 22nd June, 2018) were presented to members by KIBT coordinator Mr. Patrick Nyakundi - as follows:

- i. Output 1-Establishment of an implementation mechanism for continuously providing new business service.
 - Confirm the inclusion of new business services into KIBT's annual work plan
 - The new consultancy service for SMEs was confirmed to be included in KIBT's annual work plan in 2016/2017, 2017/2018 and 2018/2019.
 - In 2017/2018, KIBT conducted the consultancy for 2 companies on its own initiative.
 - Develop the guidelines (curricula and syllabus) and implementation tools (textbooks and teaching manuals)
 - Develop the new curricula for SMEs (KJ-PRIME)
 - Revise the guidelines/tools and use them in the CRTs for TCs /the training programs for pilot enterprises.
 - Establishment of an implementation mechanism for continuously providing new business service (2)
 - Supporting the establishment of implementation mechanism through conducting the Model Training Programs for SMEs
 - Collaboration activities with related organizations
 - Implementation of Model Training Program for Toyota Kenya, JKUAT and Pilot Enterprises

- Implementation of Training Program of Trainers in the 3rd year with collaborators (KNCCI, KIRDI, NPCC, Internal Trade)
- ii. [Output 2] Training of KIBT lecturers as master trainers and trainers: Activities in Output 2 include:
- Train 9 Master Trainers (MTs) in ‘Practice Training Process’.
 - It was confirmed that trained MTs had achieved the target indicators.
 - Train 9 Trainers Candidates (TCs) who belong to the collaborators (KNCCI, NPCC, KIRDI, and Internal Trade)
 - It was confirmed that trained TCs had achieved the target indicators.
 - Train 3 TCs (KIBT Lecturers) on management skills
 - It was confirmed that trained TCs had achieved the target indicators.
- iii. [Output 3] Indications of Improvement by On-Site Consultancy and dissemination of the results:
- Assess the results of on-site consultancy in the 3rd year
 - The results of achievement was implemented. The average improvement ratio among all the pilot enterprises for 3 years was 25.9% (the target was ‘more than 20%’.)
 - The customer satisfaction survey was conducted. The average satisfaction among all the pilot enterprises for 3 years was 93.3% (the target was ‘more than 80%’.)
 - Disseminate the results
 - 3rd Result Dissemination Seminar was held on June 22 (Fri.), 2018. The number of the total participants was 162 (manufacturing enterprises, service enterprises, government officials, universities, etc.). The results of the project activities was presented. 3 pilot enterprises explained the outcomes from on-site consultancy.
 - As for KIBT PR materials, Best Practice DVD (case study of Megh Cushion Industries) was completed and it was shown in the 3rd Result Dissemination Seminar. It would be presented in Africa KAIZEN Annual Conference.

Min 5: 26/6/2018 Way Forward

- i. Mr. Takeshi Fujita, Leader of JICA Project Team, highlighted on the sustainability challenges of the project as indicated on the evaluation of the monitoring team:

- Out of the trained lecturers at KIBT 6MTs and 5TCs have been promoted and are transferred to other departments in MoITC and are leaving. He stressed on the need to put strategies to utilize the trained human resource for sustainability of the HRD-ID project.
 - A 1-year extension of the project has been granted to find a way to enhance the sustainability of the project activities and strengthening the relationship between KIBT and its collaborators in areas such as:
 - Establishment of a coordinating committee to provide training and consultancy services with an objective of finding practical ways of collaborations among members for provision of business services for MSMEs. Members would be drawn from JCC(TC) and other potential organizations to meet 3-4 times in 2018 and 2019
 - Training of Trainers on new curriculum (ToT on Business plan) this will ensure trainers obtain necessary knowledge and hence enhance practical skills through actual instruction to the business executives of pilot SMEs. 20 trainer candidates will be nominated by KIBT and trained
 - Monitoring cycle of continuous provision of business services by KIBT.
 - Overall activities will include;
 - African KAIZEN Annual Conference to be held in Durban, SA on 2nd -4th July, 2018 to be attended by 6 persons from Kenya.
 - Training Program in Malaysia to be tentatively planned for January 2019.
 - The 6th Joint Coordinating Committee(JCC) to be in July 2019
 - He concluded by outlining the plan of operation which will begin in July 2018 to August, 2019.
- i. After the presentations there were deliberations; some questions and suggestions were raised and they include;
- JICA had inquired how KIBT intended to involve other agencies and their coordinating mechanism on moving forward with the other players for which the Chair assured the team that a meeting for all collaborators would be convened by KIBT as soon as possible to look into the modalities on way forward.
 - Fujita commented that KIBT should make the strategy how it could accomplish the indicators set in the performance contract in 2018/2019. Due to the transfer of human resource from KIBT, the number of the lecturers would be reduced in the new FY. So, it is necessary to clarify the priority of the activities, so that KIBT would be able to implement with limited number of human resource.

- KIRDI confirmed they were ready for the collaboration and looked forward to be part of the meeting.
- KNCCI indicated they were in the process of starting an on-site consultancy for SMEs arm within the organization and were looking forward to having an MOU with KIBT to implement the program.
- NPCC indicated they were looking forward to the meeting so as to chart way forward in the project.
- JICA requested to be invited to the planned meeting of collaborators to strategies and also needed to know how KIBT intends to pick companies in collaboration with the other agencies.
- Toyota Kenya Academy commended the good work that the project has done for SMEs and the impact recorded so far and requested the team to consider reaching out to other SMEs outside Nairobi so that they too could benefit.
- The evaluation report for two companies carried out by KIBT would be completed and sent to JICA headquarters the soonest possible.

Min 6: 26/6/2018 Ceremony for certification of Master Trainers and Trainer Candidates

- Ms. Catherine Waweru welcomed the guests and gave her opening remarks thanking everyone for attendance, and pointing out the importance of the occasion for all the MTs and TCs in the 3rd phase as they look forward to receiving their certification for a job well done. She thanked the JICA experts for taking time to train the KIBT lecturers.
- Mr. Toshiyuki Machida, a representative from the Embassy of Japan in Kenya, made the remarks for celebrating the completion of the training program.
- The Chair went ahead and asked members to introduce themselves before handing over to the MC Mr. Nyakundi who called upon Mr. Fujita to award the certificates to both MTs, TCs in the third year and finally to the Trainers in Management skills.
- Mr. Okwemba gave his address on behalf of all MTs and TCs appreciating the experts for the skills imparted in the 3 areas; Finance, sales and Marketing and Production Quality & management.
- Mr. George Kiondo, Acting CEO, KNCCI, made a speech for celebrating the trainees and also reiterated their readiness to collaborate with KIBT as earlier stated in the JCC meeting.

There being no further business, the meeting adjourned at 1.00 PM. and members were invited for lunch.

MINUTES OF FIFTH JOINT COORDINATING COMMITTEE (JCC) OF JICA MEETING
HELD ON 10th July, 2019 AT TELPOSTA TOWERS 15TH FLOOR BOARD ROOM

Members Present

1. Madam Fauzia Shauri Director Administration; State Department for Trade
2. Madam Catherine Waweru Director KIBT
3. Mr. Sujimoto Japan Embassy
4. Mr. Takeshi Fujita JICA Expert
5. Kaori Yuki JICA Expert
6. Mr. Nyakundi KIBT Co coordinator of the JICA project.
7. Mr Gideon Njogu KIBT
8. Madam Njeri Miring'u KIBT
9. Madam Agnes Ndinda KIBT
10. Mr. Michael Njoroge KIBT
11. Emi Grita JICA office, Kenya
12. Mr Sumi Japan Embassy
13. Madam Ann Olupendi JICA office, Kenya

Agenda

1. Remark by Director KIBT
2. Remark by Mr. Satoshi Sugimoto, Senior Representative JICA
3. Remarks by Principal Secretary – State Department for Trade
4. Results of the project activities
5. Discussions and way Forward
6. Any Other Business

Minute No. 01. 10/7/2019 Preliminaries

The meeting was called to order by the Director Administration, State department for Trade, Madam Fauzia Shauri at 2.22 pm. The member's present made brief self-introduction. The minutes of the 4th Joint Coordinating Committee meeting were read by Madam Catherine (Director KIBT) and confirmed as true records of the previous meetings by JICA office in Kenya; Mr. Sujimoto, seconded by Mr. Nyakundi.

Minute No. 02. 10/7/2019 Remarks by the Permanent Secretary (P.S.) (Dr. Chris Kiptoo); State Department of Trade

The Director Administration read the speech on behalf of the PS. He emphasized on the importance of manufacturing. There is need for SMEs to produce quality products. Where emphasized the need for collaborations like the one KIBT has had with JICA. He acknowledged successes of the project as previously cited in four annual meetings since it started and appreciated the effort made by KIBT and JICA.

Minute No. 03. 10/7/2019 remarks from Mr. Sujimoto representative of JICA office in Kenya

They appreciated the good work done by KIBT and the generally the state department for trade. The collaborations with the counties and universities has been good. Appreciate good progress of project by master trainers and other experts. He mentioned that JICA did a KAIZEN Annual Conference in Tunisia where two Kenyan companies participated; Utravetis East Africa LTD. and Pipe Manufacturers LTD. He did mention that there were financial constraints in the course of the project but appreciated the continued commitment by KIBT. He appreciated continuous commitment, 2nd half of this year, extension to the counties will start. KAIZEN is still the main target as an important component of JICA support. TICAD 7 to be held in Tokyo in August. Activities done in Tunisia will be presented during this time.

Minute No. 04. 10/7/2019 Results of the project activities for the past four years (Mr. Nyakundi; H.O.D. Projects and Consultancy)

Mr. Nyakundi took the members through a very comprehensive explanation of the results of JICA project activities achieved over the years through power points and handout. He said that the project started in September 2015 – August 2019. The project site was Nairobi and its surroundings. KIBT identified 6 areas to work in. JICA trained master trainers who subsequently trained trainer candidates. Some of the highlights or the presentation on the project activities were:

Output 1: It established implementation structure for the new training and consultancy programs for SMEs at KIBT.

- Confirm the inclusion of new business services into KIBT's annual work plan
- Develop the guidelines (curricula and syllabus) and implementation tools (textbooks and teaching manuals); e.g. Develop the new curricula for SMEs (KJ-PRIME)

*KJ-PRIME (Kenya/Japan Program for Innovation and Management Excellence)

- The modules of training and consultancy developed in this Project based on Japanese management excellence

- Uniqueness
- Two Modules
- Supporting the establishment of implementation mechanism through conducting the Model Training Programs for SMEs
- Collaboration activities with related organizations
- Establishment of Coordinating Committee to enhance the cooperation with various collaborators (in one-year extended period)

Output 2: KIBT lecturers for the new training and consultancy programs for SMEs were empowered

- Train 11 Master Trainer Candidates (MTCs)
- Train 18 Trainer Candidates (TCs)
 - [2016/2017] 9 KIBT Lecturers
 - [2017/2018] 9 people who belong to the collaborators (KNCCI, NPCC, KIRDI, and Internal Trade)
- Develop 3 Trainers on management skills
- Develop 7 TCs on business plan

Output 3: Indications to show business performance improvement at selected pilot enterprises were found.

- Assess the results of on-site consultancy
- Result of on-site consultancy impact survey
 - 18 out of 21 pilot enterprises sustained 5S at factory and administration office. 18 pilot enterprises also sustained other management improvement activities, such as visual control and waste elimination at workshop, the system of frequent communication with customers, periodical financial reporting system.
 - In 11 enterprises out of 21 enterprises, sales were increased comparing before and after the consultancy. The average ratio of sales increase was 15.1%.
 - In 12 enterprises out of 21 enterprises, the number of employees were increased comparing before and after the consultancy. The average ratio of sales increase was 18.2%.
 - In 10 enterprises out of 21 enterprises, the expansion of business areas, including building new factories and sales offices, was completed comparing before and after the consultancy.
 - More than 70% of pilot enterprises mentioned that the concept of maintaining good organization of workshops was understood by most of members of the company. The working culture was changed.
- Disseminate the results

Overall Activities

- Joint Coordinating Committee (JCC) and Technical Committee
 - 1st JCC 13th October 2015 Board Room , Teleposta Building
 - 1st TC 23rd February 2016 Weight & Measures Hall
 - 2nd JCC 30th August 2016 Board Room , Teleposta Building
 - 2nd TC 8th December 2016 Weight & Measures Hall
 - 3rd TC 4th April 2017 Weight & Measures Meeting Room
 - 3rd JCC 13th July 2017 Board Room, Teleposta Building
 - 4th TC 14th November 2017 Weight & Measures Board Room
 - 4th JCC 19th April 2018 Board Room, Teleposta Building
 - 5th TC 26th June 2018 Weight & Measures Meeting Room
 - 5th JCC 10th July 2019 Board Room, Teleposta Building
- Training program in Japan (Sep. 2016)
- Study Trip to Malaysia (Jan. 2019)
- Participation in KAIZEN Knowledge Sharing Seminar (renamed Africa KAIZEN Annual Conference)
 - 1st in Addis Ababa, Ethiopia (March 23-25, 2016)
 - 2nd in Nairobi, Kenya (April 26-28, 2017)
 - Co-organized by JICA, NEPAD and the GOK (KIBT and NPCC)
 - 3rd in Durban, South Africa (July 2-4, 2018)
 - 4th in Tunis, Tunisia (June 24-26, 2019)

Minute No. 05. 10/7/2019 Achievements (Mr. Fujita, JICA expert)

Mr. Fujita took the members through the achievements. The purpose of the project was to achieve 3 outputs as summarized below:

Output 1: Establishment of an implementation mechanism for continuously providing new business service (1)

- In KIBT Annual Work Plans in 4 years (2016/2017, 2017/2018, 2018/2019 and 2019/2020), new business services developed in the Project (on-site consultancy for SMEs) was included.

- In 2017/2018, KIBT conducted consultancy service (5S audit and providing recommendations) for 2 enterprises, without the support from JICA experts. In 2018/2019, KIBT reached MOU of on-site consultancy with 3 enterprises and started the consultancy in October 2018.
- The curricula of new business training for SMEs was named as KJ-PRIME, and promoted under the Re-Branding Strategy.
- The 1st version of training guidelines and training tool were completed in the 1st year. The MTCs have been revising them and conducting the CRTs for TCs in the 2nd and 3rd year.
- In the 3rd year, the MTCs conducted the model training programs for pilot enterprises, utilizing the revised guidelines and tools.
- 60% (25 enterprises) of candidate enterprises (total 42 enterprises for visit study) was introduced by collaborators in the 3 years. In the 3rd year, the joint teams among JICA experts, the KIBT MTCs and the TCs from collaborators (KNCCI, NPCC, KIRDI, and Internal Trade) conducted on-site consultancy for all of the 7 pilot enterprises. The ratio of consultation done by the joint teams was 33% (7 out of total 21 enterprises).

Output 2: Training of KIBT lecturers as master trainers and trainers (1)

- All of 10 selected MTCs cleared the indicators at the 1st assessment in August 2016. They proceeded to the process of ‘Training of Master Trainer- Practice Process’ in the 2nd and 3rd year.
- 1 MTC in Financial Management Field left KIBT in March 2017. To supplement the MT, a TC who was trained in the 2nd year has joined the training program as a MTC since October 2017.
- In November 2017, 1 MTC in Marketing and Sales Field was transferred to a KIBT regional office and he could not participate in the training program.
- 8 MTCs completed the achievement indicators set in the final assessment in June 2018 and they received the certification as the MT. 9 KIBT lecturers were trained as the TCs in the 2nd year. All of them passed the achievement indicators at the assessment in July 2017.
- 9 TCs from the collaborators have been trained in the 3rd year. They are expected to clear the achievement indicators in June 2018.

Output 3: Indications of Improvement by On-Site Consultancy and dissemination of the results (1)

- 5S is practiced in all of 21 pilot enterprises for the 3 years.
- According to the on-site consultancy impact assessment, most of the pilot enterprises (18 out of 21 enterprises) have continued 5S activities after the completion of on-site consultancy.
- The improvement ratio of business process (including waste elimination) was 25.9% on average in all the pilot enterprises (21 enterprises) for the 3 years.

- Developed KIBT promotion materials (leaflets, banners and Consultancy Guide) have been used in KIBT's own activities, including entrepreneurs training programs, since August 2016.
- The best practice DVD (the case of Megh Cushion Industries Ltd.) was completed in the beginning of June 2018. It was shown in the 3rd result dissemination seminar (June 22, 2018) and AKAC 2018 (July 2018).

Project Purpose: Quality of services (new training and consultancy programs for SMEs) that KIBT provides is strengthened.

[Indicator 1] Satisfaction level of the pilot enterprises for the services provided by KIBT is more than 80%.

- According to the results of questionnaire to the pilot enterprises, their satisfaction level for on-site consultancy for the 3 years was 93.3% (the average of all 21 enterprises).

[Indicator 2] "The new training and consultancy programs" developed in the Project becomes one of the regular training program of KIBT.

- New consultancy services for SMEs were included in KIBT's annual plans between 2016/2017 and 2019/2020.
- In 2018/2019, the consultancy for 4 MSMEs were implemented by KIBT without the assistance of JICA experts.

Proposal for Achieving Overall Goals in 3-5 years after the Project

Overall Goals: Business performance(s) of existing SMEs are improved through enhanced human resource(s) developed by KIBT and/or its collaborators.

[Indicator 1] Real sales value is increased by 10% per year.

- According to On-site Consultancy Impact Assessment, the average ratio of sales increase in 21 pilot enterprises was 15.1%.
- If KIBT sustains on-site consultancy, KIBT would be able to support the increase of the sales value of beneficiaries (SMEs) by the set indicator.
- In order to sustain on-site consultancy, the necessary budget for conducting on-site consultancy should be provided by MoITC.
- In addition, KIBT should establish appropriate cost sharing system among KIBT and the client enterprises, which some cost of consultancy will be covered by the enterprises.

[Indicator 2] More than 100 SMEs are provided consultancy services.

- In order to sustain the consultancy, KIBT needs to continuously train the new staff and the staff in KIBT regional offices by the trained MTs and Trainers. In addition, the necessary budget should be provided to KIBT by MoITC, in order that KIBT provides on-site consultancy, as well as training internal human resources.
- So as to achieve the indicator, the KIBT collaborators, whose staff were trained as the Trainers, namely, NPCC, KNCCI, KIRDI and Internal Trade, are also expected to provide on-site consultancy. KIBT should continue to provide training on the consultancy for them.
- In order to encourage them to conduct consultancy and also monitor the results, KIBT should maintain the periodical networking meeting with its collaborators. It is suggested that holding the networking meetings among the public BDS for MSMEs should be mandated as one of the activities of KIBT. The necessary budget for the activities above should be provided by MoITC.

Challenges

- Transfer of the trained MTCs and TCs to other departments or other ministries.
- Delay of the Project activities due to the presidential elections in 2017
- Budget constraint of KIBT for providing Meal Allowance for MTs

It can therefore be concluded that productivity of most of SMEs remains relatively low due to lack of managerial and technical skills. There is a strong need for SMEs business training and on-site consultancy, in order to enhance their capacities for growth. SMEs/Entrepreneurs have more difficulty with access to finance than larger firms; higher interest rate, shorter maturity of loan and have more strict collateral requirements.

Minute No. 06. 10/7/2019 Directors KIBT speech

Madam Catherine Waweru gave a report on the summary of Africa KAIZEN Annual Conference 2019. She thanked JICA for sponsoring the trip to Tunisia. In the interest of time, she led the members through the recommendations (on page 2 of the handout). She urged members to go through the document to internalize more.

The way forward as presented by Mr. Fujita and JICA Kenya Office

Based on the results and the findings of the Project, Fujita and JICA Kenya Office introduced the draft concepts of a post HRD-ID Project to the JCC members. It focuses on the provision of Business Development Services to the SMEs.

Open forum for reactions

Director KIBT

Madam Catherine thanked JICA on behalf of the Kenya Government and KIBT for all the support given in form of trainings among other things. She indicated that are ready to move on and even extend the benefits of the project to the counties. She hoped that the master trainers can train the new staff. ‘We are ready for the next level of the project’, she said.

Gideon (Master trainer)

Appreciated the ministry, specifically the State Department for Trade. He said that they were facilitated appropriately financially which enabled them to carry out training activities among many other things. He also mentioned that one of the biggest lessons learnt was that KAIZEN is a life concept, it is a way of life, not just for SMEs. Hence, mechanism should be put in place starting with our homes at KIBT in the ministry, we should be a model public institution of KAIZEN implementation, and then move up extend to other ministries.

The director thanked members for attending the meeting. Mr. Nyakundi appreciated the support during his tenure as a coordinator especially in the JICA office at KIBT. Mr. Fujita appreciated Kenyans for all the patience and support given even when they pushed for tight deadlines. Ms. Olubendi, JICA Kenya Office, pleaded that the collaboration of the Ministry; KIBT and JICA has been good and should continue, even in consultancy and other projects so as to fully achieve what Mr. Fujita started.

Mr. Sugimoto (JICA Kenya)

In Japan, most of the companies have continued to apply Kaizen. He suggested that Kenyan companies should continue applying it. He also said that that the presentations were well done and quite comprehensive. However there was still a lot to do e.g. Financing SMEs

Accounting & Documentation

Pleased to continue working with Kenyan government

Madam Shauri said the government will have continued supporting SMEs so as to realize manufacturing agenda. JICA to continue financing instruments assessment (criteria) tough but commended KIBT for achieving and having outputs.

Focus areas of improvement as the project continues

JICA Kenya Office urged the Kenyan companies to ensure that they continued with KAIZEN 5S concept so as to improve productivity. JICA Kenya Office was thanked for the work done of achievement of the project's targets.

The Director KIBT appreciated each of the members indicated that the government will continue collaborating with JICA equip the SMEs and manufacturers with the needed skills which will go a long way towards improving the economic growth of the country. She congratulated the whole team at KIBT. She was glad that JICA expectations were met and even surpassed.

[END]

Project Completion Report

Project Title: The Project on Human Resource Development for Industrial Development

Name: Catherine Waweru

Title: Project Manager, Director of KIBT

Name: Takeshi Fujita

Title: Chief Advisor/ Collaboration Promotion /

General Business Skill, JICA Project Team

Submission Date: June 28, 2019

I. Basic Information of the Project

1. Country: The Republic of Kenya

2. Title of the Project: The Project on Human Resource Development for Industrial Development

3. Duration of the Project :

[Planned] From September 2015 to August 2018

[Actual] From September 2015 to August 2019 including one-year extension

*The original period of the Project was 3 years from September 2015 to August 2018. In the 4th Joint Coordinating Committee (JCC) Meeting on April 19, 2018, one-year extension of the Project duration was proposed by JICA, in order to strengthen the relationship between KIBT and its collaborators, considering the sustainability of the results of the Project. The extension was finally agreed by both the Ministry of Industry, Trade and Cooperatives (MoITC) and JICA in May 2018 and the amendment of a Record of Discussions was made.

4. Background (from Record of Discussions(R/D)):

In the face of ICT explosion, economic liberalization and globalization, the small and medium sized enterprise (SME) sector in Kenya remains the entry point for majority of the business starters. The sector is generally characterized by ease of entry; small-scale operations; family ownership; reliance on indigenous resources; intensive use of labour; unregistered outfits; low ICT adaption; skills acquired outside the formal sector; and unsuitable work-sites.

The high mortality rate of SMEs in Kenya (about 80 percent before their 5th year) could partly be attributed to lack of business management skills. Only about 20% of them have benefited

from quality training while about 35% have received mediocre training. The remaining 45% have never been trained. The significance of this scenario is that majority of the SMEs are either under-served or un-served leaving them exposed to weakness and threats. It is against this backdrop that priority should be given to intervention measures geared toward addressing the challenges faced by the SMEs.

It is generally recognized that SMEs face unique challenges which affect their start, growth, profitability and hence, diminish their ability to contribute effectively to sustainable development. Some of the challenges include; inadequate managerial training and experiences, inadequate education and skills, limited access to affordable credit, inadequate market access and scanty markets information, low quality product, poor infrastructure, fragmented supply chain, stiff competition and poorly served business premises.

Kenya's blue print and national strategy for development known as Vision 2030 aims at making Kenya a newly-industrializing middle-income country capable of providing a high quality of life for all its citizens by the year 2030. For superior performance of the manufacturing sector, one strategy includes strengthening employment in the coming years. This, according to Kenya's Vision 2030, can be accomplished by enhancing productivity and competitiveness of SMEs through human resource development.

5. Overall Goal and Project Purpose (from Record of Discussions(R/D))

[Overall Goal]

Business performance(s) of existing SMEs are improved through enhanced human resource(s) developed by KIBT and/or its collaborators.

[Project Purpose]

Quality of services (new training and consultancy programs for SMEs) that KIBT¹ provides is strengthened.

6. Implementing Agency

Kenya Institute of Business Training, Ministry of Industry, Trade and Cooperatives (MoITC)

¹ Kenya Institute of Business Training

II. Results of the Project

1. Results of the Project

1-1 Input by the Japanese side (Planned and Actual)

(1) Total cost provided by Japanese side

Plan: 428 million Japanese Yen² / Actual 414 million Japanese Yen³

* The above cost includes the allowance provided to the Master Trainer Candidates (MTCs) by JICA (about 127 thousand Japanese Yen). There is an allowance for KIBT staff, called 'Meal Allowance', which is paid to the staff when they are engaged in job duties outside KIBT or the headquarter of the ministry. The initial agreement of this Project stipulated that such a cost would be borne by the Government of Kenya (KIBT). However, due to the budget constraint, the allowance was not paid to the MTCs in the 2nd year (2016/2017), when they participated in the activities of the JICA Project. It was said to be a factor demotivating the MTCs.

At the end of September 2017, KIBT made a request to JICA project team to consider providing the allowance for the MTCs. JICA project team discussed with JICA HQ and JICA Kenya Office on the possibility of the provision of the allowance. After careful consideration, at the end of October 2017, it was decided on exceptional basis to provide the allowance for the MTCs according to the limitation of the budget of the Project, when the MTCs conducted on-site consultancy in the 3rd year. The attendance rate of the MTCs improved from then.

(2) Dispatch of experts

[Total number of experts dispatched] 10 experts

[Accumulative total number of dispatched experts] Plan: 49 times / Actual: 59 times

[Total MM] Plan: 80.50 MM / Actual: 94.54 MM

*The total MM as well as accumulative total number of dispatched experts were increased due to the increase of the activities, such as participation in KAIZEN Knowledge Sharing Seminars (Africa KAIZEN Annual Conference), planning and organization of KAIZEN Knowledge Sharing Seminar 2017 held in Nairobi, one-year extension of the Project. The details are shown in [Annex 1-1].

[Main Fields]

Leader / Collaboration Promotion / General Business Skill

Production & Quality Management

² This includes project operation cost, cost of provision of equipment, and cost provided by JICA Kenya Office.

³ This includes project operation cost, cost of provision of equipment, and cost provided by JICA Kenya Office.

Marketing and Sales
Financial Management
Public Relations
Coordinator/ Management of Training Component

(3) Training in Japan, Third Country Training and KAIZEN Knowledge Sharing Seminars (Africa KAIZEN Annual Conference) : 29 participants

The outline of the implementation is shown below. The details are shown in [Annex 1-1].

(3)-1. Counterparts' Training programs in Japan: 12 participants

(a) For MTCs

[Theme] Training program on learning good management practices in Japan

[Date] From September 19 to October 1, 2016

[Objectives]

- To learn from the Japanese SMEs, which have been making great efforts of establishing excellent business process in the fields of 'production and quality management', 'marketing and sales', and 'financial management'.
- To acquire the advanced management concepts and tools practiced in Japan.

[Participants] 10 MTCs (KIBT lecturers)

(b) For Principal Secretary (Project Director) and KIBT Director (Project Manager)

[Theme] Program on learning SME promotion and industrial development

[Date] From September 26 to October 1, 2016

[Objective]

- To understand the mechanism of SMEs promotion for industrial development in Japan
- To enhance the network between the senior officials in charge of industrial development in Kenya and technical cooperation agencies in Japan

[Participants] 2 senior governmental officers (PS of MoITC and KIBT Director)

(3)-2. A Third Country Training: 5 participants

[Theme] Study Trip to Malaysia on Supporting Business Development of MSMEs

[Date] From January 14 to 20, 2019

[Objectives]

- To learn about the policy environment and strategies adopted to provide business development services (BDS) for MSMEs in Malaysia with a view to improving the current system of supporting MSMEs in Kenya

- To learn about the national policy of Malaysia for supporting MSMEs.
- To learn about the management system of Malaysian SMEs which is renowned for its excellence.
- To learn other BDSs (business matching, incubation and financial support) provided by Malaysian government.

[Participants] 5 senior officers from ministries and organizations related to supporting BD of MSMEs.

(3)-3 KAIZEN Knowledge Sharing Seminar (Africa KAIZEN Annual Conference: AKAC): 12 participants

The KAIZEN Knowledge Dissemination Seminar was held for the purpose of building networks among KAIZEN promoting institutions in Africa and sharing best practices on KAIZEN implementation and policy interventions. The counterparts and JICA related personnel of the JICA KAIZEN projects, as well as the representatives from other African countries who has the interest in promoting KAIZEN, participated in the seminar. The outline of the seminar, including the names of the participants, is shown in Table 1.

Table 1: Outline of KAIZEN Knowledge Sharing Seminars (AKAC)

No	Title	Period	Venue	No. of Part.	Participants from Kenya
1	KAIZEN Knowledge Sharing Seminar 2016	March 23-25, 2016	Addis Ababa, Ethiopia	93	1)Mr. Stephen Kirui, Director, KIBT 2)Mr. John Munguti, Director, NPCC 3)Mr. Nelson Gaitho, KIBT *Mr. Kiyonori Matsushima, JICA Kenya *Ms. Anne Olubendi, JICA Kenya *Mr. Takeshi Fujita, JICA Project Team
2	KAIZEN Knowledge Sharing Seminar 2017	April 26-28, 2017	Nairobi, Kenya	127	34 participants from KIBT, its collaborators (NPCC, KNCCI, SDT-MoITC, etc.) and JICA project team,
3	Africa KAIZEN Annual Conference 2018	June 2-4, 2018	Durban, South Africa	150	1)Hon. Bahari Ali, Chief Administrative Secretary, MoLSP 2)Ms. Catherine Waweru, Acting Director, KIBT 3)Mr. Patrick Nyakundi, KIBT 4)Mr. Samuel Mulei, NPCC 5)Mr. Timothy Jessop, Advisor, Megh Cushion Industries LTD. *Mr. Takeshi Fujita, JICA Project Team
4	Africa KAIZEN Annual Conference 2019	June 24-26, 2019	Tunis, Tunisia	215	1)Ms. Catherine Waweru, Acting Director, KIBT 2)Mr. Gideon Njogu, KIBT 3)Ms. Emily Kagendo Mutegi, NPCC 4)Ms. Regina Irungu, Production Manager, Ultravetis East Africa Ltd. *Ms. Anne Olubendi, JICA Kenya *Mr. Takeshi Fujita, JICA Project Team

(4) Machinery and Equipment: 7.7 million Japanese Yen

Table 2: Provision of equipment

Item	Quantity	Value
Projector	3	161,000 Yen
Laptop computer	5	834,000 Yen
Digital camcorder	3	87,000 Yen
Copy machine	1	1,328,000 Yen
Vehicle	1	USD 43,120 (about 4.3 million Yen)

(5) Cost provided by JICA Kenya Office

About 2.2 million Japanese Yen was provided for sending the Principal Secretary of MoITC (Project Director) and KIBT Director (Project Manager) to 'Program on learning SME promotion and industrial development' in Japan from September 26 to October 1, 2016. It enhanced their understanding on the policy and the programs for developing SMEs and their human resource in Japan. It led to smooth implementation of the project activities.

1-2 Input by the Kenyan side (Planned and Actual)

(1) Counterpart personnel

As the total, 44 counterpart personnel are provided to the Project (Annex 1-1).

They include: 2 project managers, 2 project coordinators, 11 MTCs, 16 Trainers Candidates (TCs) (7 KIBT lecturers and 9 staff from KIBT collaborators), 5 TCs on business plan (from KIBT collaborators), 1 participants to Training Program in Japan, 3 participants to Third Country Training in Malaysia, and 4 participants to KAIZEN Knowledge Sharing Seminars and AKACs.

(2) Other

Suitable office space with necessary equipment and access to the internet were prepared.

The petrol cost and maintenance cost for the vehicle which JICA had provided was also provided.

1-3 Activities (Planned and Actual)

The Plan of the Operation of the Project is shown in [Annex 1-2].

2. Achievements of the Project

2-1 Status of Achievement of PDM

The status of the achievement of the indicators in the PDM of the Project are shown in Table 3.

Table 3: Status of Achievement of PDM

Narrative Summary		Indicators	Status (Based on the indicators)	Achievement Status	Remarks
Overall Goal	Business performance(s) of existing SMEs are improved through enhanced human resource(s) developed by KIBT and/or its collaborators.	1. Real sales value is increased by 10% per year.	<ul style="list-style-type: none"> ● According to on-site consultancy impact assessment, the average ratio of sales increase in 21 pilot enterprises was 15.1%. If KIBT sustains on-site consultancy, the set indicator will be achieved. ● In order to sustain on-site consultancy, the necessary budget for conducting on-site consultancy should be provided by MoITC. In addition, KIBT should establish appropriate cost sharing system among KIBT and the client enterprises, where some cost of consultancy will be covered by the enterprises. 	○	
		2. More than 100 SMEs are provided consultancy services.	<ul style="list-style-type: none"> ● KIBT and its collaborators provided the consultancy service for more than 40 enterprises in 2018/2019 and they also have the plan to provide consultancy for the same number of the enterprises in 2019/2020. If it also stands in 2020/2021, the total will exceed 100 enterprises in the next 3 years. ● In order to achieve this indicator, the followings are proposed. <ul style="list-style-type: none"> ➢ KIBT needs to continuously train the new staff and the staff in KIBT regional offices, as well as the staff of the collaborators, by utilizing the trained MTs and Trainers. ➢ KIBT should maintain the periodical networking meeting with its collaborators, in order to encourage them to conduct consultancy and monitor the results. KIBT should be mandated to host the networking meetings among the public BDS providers for MSMEs as one of the activities by MoITC. ➢ The necessary budget for the activities above should be provided by MoITC. 	△	
Project Purpose	Quality of services (new training and consultancy programs for SMEs) that KIBT provides is strengthened.	1. Satisfaction level of the pilot enterprises for the services provided by KIBT is more than 80%.	<ul style="list-style-type: none"> ● Satisfaction level of the pilot enterprises for the 3 years was 93.3%. 	◎	
		2. "The new training and consultancy programs" developed in the Project becomes one of the regular training program of KIBT.	<ul style="list-style-type: none"> ● New consultancy services for SMEs were included in KIBT's annual plans between 2016/2017 and 2019/2020. ● In 2018/2019, the consultancy for 4 MSMEs were implemented by KIBT without the assistance of JICA experts. 	◎	
Outputs	1. Implementation structure for the new training and consultancy programs for SMEs at KIBT is established.	1-1. Annual work plan(s) based on the new training and consultancy programs including plans on implementation schedule, human resource(s) and budget without assistance from the Japanese experts are developed.	<ul style="list-style-type: none"> ● KIBT has made 4 annual work plans in 2016/2017, 2017/2018, 2018/2019 and 2019/2020, without assistance from the JICA project team. In these plans, new business services developed in the Project were included. 	◎	
		1-2. Result of the implementation of the new training and consultancy programs at the pilot enterprises is reflected in the initial curricula and syllabus developed under the Project.	<ul style="list-style-type: none"> ● The 1st version of training guidelines and training tool were completed in the 1st year. MTs and Trainers revised training guidelines / tools and conducted the CRTs for TCs and model training programs for pilot enterprises in the 2nd and 3rd year. The training guidelines and training tools were revised based on the results of on-site consultancy for the 3 years. 	◎	

Narrative Summary		Indicators	Status (Based on the indicators)	Achievement Status	Remarks
		1-3. At least 30% of the on-site consultancy planned in the Project is done by a joint team consist of the candidates of master trainers and lecturers from KIBT collaborators.	<ul style="list-style-type: none"> ● 33.3% of consultancy (7 out of 21) was conducted by the joint team (KIBT and its collaborators) in the 3 years. ● The ratio of the enterprises which was introduced by the collaborators and actually selected as the pilot enterprises was 71.4% (15 enterprises out of 21 enterprises). 	◎	
2. KIBT lecturers for the new training and consultancy programs for SMEs are empowered.	2-1. All candidates of master trainers passed the criteria defined in the Project to become the master trainers.	<ul style="list-style-type: none"> ● 8 MTCs, who were trained for 3 years as planned, completed achievement indicators set in the final assessment in June 2018 and they received the certification as the MT. ● 1 MTC (financial management field) left KIBT in March 2017. 1 Trainer who had been trained in the 2nd year became an MTC and he was trained in the 3rd year. In the final assessment, he was yet to be certified, since he needed to have more practical experiences of on-site consultancy before being certified as the MT. ● 1 MTC (marketing and sales field) was transferred to a KIBT regional office in November 2017 and he could not participate in the training program of MTC. However, he has utilized the skills obtained for providing business training and consultancy for the SMEs in the region, since he moved. 	◎		
	2-2. More than 90% of other KIBT lectures trained by the master trainers passed the competency level set in the Project.	<ul style="list-style-type: none"> ● All of the 9 TCs (KIBT lecturers) in the 2nd year passed the achievement indicators. ● All of the 9 TCs (the staff of the collaborators) in the 3rd year passed the achievement indicators. 	◎		
3. Indications to show business performance improvement at selected pilot enterprises are found.	3-1. 5S is practiced by all pilot enterprises.	<ul style="list-style-type: none"> ● In the assessment of the achievement in the end of all the 3 years (July 2016, June 2017 and June 2018), 5S was practiced in all of 21 pilot enterprises for the 3 years. 	◎		
	3-2. Business process is improved by 20% per pilot enterprise on average, based on the criteria agreed on the team. (The improvement of business process includes the reduction of waste in operation, the development of the plan/strategy/system for managing enterprises effectively).	<ul style="list-style-type: none"> ● The improvement ratio of business process (including waste elimination) was 25.9% on average in all the pilot enterprises (21 enterprises) for 3 years. 	◎		
	3-3. A promotion package on the new training and consultancy programs is distributed at KIBT business clinics.	<ul style="list-style-type: none"> ● The developed promotional materials (leaflet, banners, consulting guide, and the best practice DVD) have been used (distributed) for promoting business training and consultancy services to the enterprises in the KIBT training programs, as well as business clinics. 	◎		

◎Achieved ○Expected to be achieved △There are the risks for the achievements ✕Difficult to be achieved

2-2 Outputs and indicators

(1) Output 1. Implementation structure for the new training and consultancy programs for SMEs at KIBT is established.

[Indicator 1-1] Annual work plan(s) based on the new training and consultancy programs, including plans on implementation schedule, human resource(s) and budget without assistance from the Japanese experts, are developed.

- Since the commencement of the Project, KIBT has made 4 annual work plans in 2016/2017, 2017/2018, 2018/2019 and 2019/2020, without assistance from the JICA project team. In these plans, new business services developed in the Project were included.
- In the annual work plan of 2017/2018, the target indicator of the number of on-site consultancy was set at 8 enterprises, which were more than 6 pilot enterprises in the 3rd year of the Project. Actually, the on-site consultancy for 8 enterprises were implemented, including 2 enterprises by KIBT itself.
- In 2018/2019, which was after the technical transfer on consultancy skills by JICA experts, the number of consultancy firms was set at 10 firms in a year. After some of the MTs served the role as the facilitator of the management training under JICA OVOP in Embu County, Bomet County and Kakamega County, KIBT agreed with two of these counties (Bomet and Kakamega) to provide on-site consultancy for the MSMEs in the counties. KIBT actually implemented the on-site consultancy for 4 firms without the assistance of Japanese experts, but it fell short of the set target.
- Apart from Bomet and Kakamega County Governments, KIBT has finalized the MOUs for the provision of entrepreneurship and business training / on site consultancy with the following organizations:
 - County Governments: Nakuru, Meru, Kirinyaga, and Embu
 - Universities: Kabarak University, Management University of Africa, Kenyatta University and University of Embu
 - Financial institution: Post Bank
 - Industrial associations: KNCCI and KAM
- Based on the analysis on KIBT current activities, KIBT made the strategy of Re-Branding of KIBT in November 2016, for enhancing the awareness of KIBT's service among private sector and other potential partners, in collaboration with the JICA experts. New business training for SMEs was modified as KJ-PRIME (Kenya and Japan Programs for Innovation and Management Excellence), and it has been promoted as one of the main activities of KIBT under the Re-Branding Strategy. Based on the curricula of KJ-PRIME, the model training programs have been implemented in

collaboration with Toyota Kenya and JKUAT. In addition, the model training programs on 6 new curriculums under KJ-PRIME have been implemented in the 3rd year of the Project. Through the implementation of these programs, the implementation mechanism, including updating the needs of the SMEs, revising the guidelines and implementation tools, and developing the capacity of the MTCs as the instructors, has been gradually established.

[Indicator 1-2] Result of the implementation of the new training and consultancy programs at the pilot enterprises is reflected in the initial curricula and syllabus developed under the Project.

- The 1st version of training guidelines (curricula and syllabus) and training tool (textbooks and training manuals) were completed in the 1st year. The MTCs have been revising them and conducting the CRTs for TCs and model training programs for pilot enterprises.
- The training guidelines (curricula and syllabus) and training tools were revised based on the results of on-site consultancy for the 3 years.
- In the extended period of the Project, JICA project team and KIBT completed the guidelines and tools for the training programs on business plan. They were used in the Training of Trainers (TOT) on business plan in October 2018 and the model training programs on business plan for business executives in March 2019.

[Indicator 1-3] At least 30% of the on-site consultancy planned in the Project is done by a joint team consist of the candidates of master trainers and lecturers from KIBT collaborators.

- 67.4% (29 enterprises) of total candidate enterprises (43 enterprises for visit study) was introduced by the collaborators in the 3 years. The ratio of the enterprises which was introduced by the collaborators and actually selected as the pilot enterprises was 71.4% (15 enterprises out of 21 enterprises).
- The joint team among JICA experts, KIBT MTCs and the TCs from collaborators (KNCCI, NPCC, KIRDI, and Internal Trade) conducted on-site consultancy for all of the 7 pilot enterprises in the 3rd year. The rate of on-site consultancy done by the joint team was 33.3% (7 enterprises out of 21 enterprises) in the 3 years.
- In the extended period of the Project, the Coordinating Committee, which aimed at enhancing the collaboration with the external organizations, were held three times. In addition to the JCC member organizations, other organizations who were mandated to provide business development services for MSMEs and entrepreneurship, participated in the meeting. KIBT discussed with them the collaboration activities and implemented

business training in collaboration with some of the organizations, such as Kabarak University, Management University of Africa, Kenyatta University, University of Embu, Post Bank, KAM, KNCCI

(2) Output 2: KIBT lecturers for the new training and consultancy programs for SMEs are empowered.

[Indicator 2-1] All candidates of master trainers passed the criteria defined in the Project to become the master trainers.

- All of 10 MTCs cleared the indicators in four assessment criteria at the 1st assessment in August 2016. They proceeded to the process of 'Training of Master Trainer- Practice Process' in the 2nd and 3rd year.
- 1 MTC in Financial Management Field left KIBT in March 2017. To supplement the MTC, a Trainer who was trained in the 2nd year joined the training program as a MTC in October 2017.
- In November 2017, 1 MTC in Marketing and Sales Field was transferred to a KIBT regional office and it was found that he would not be able to participate in the training program of MTC. However, he has utilized the skills obtained for supporting the SMEs in the region, since he moved. He provided the business training by using the improved training tools and he has agreed with 4 enterprises (2 food, 1 textile and 1 metal) in Kisumu on the provision of on-site consultancy.
- Except the MTCs above, 8 MTs completed the achievement indicators set in the final assessment in June 2018 and they received the certification as the MT. As for 1 MTC who had joined the Practice Process of Training of MTC training program in the 3rd year, it was confirmed that he needed to have more practical experiences of on-site consultancy before being certified as the MT, since he went through the Practice Process of Training of MTC only for a year (the MTC is expected to experience the process for 2 years).

[Indicator 2-2] More than 90% of other KIBT lectures trained by the master trainers passed the competency level set in the Project.

- 9 KIBT lecturers were trained as the TCs by the MTCs under the supervision of JICA experts in the 2nd year. All of them passed the achievement indicators at the assessment in July 2017.
- 9 TCs from the collaborators were trained by the MTCs under the supervision of JICA experts in the 3rd year. All of them passed the achievement indicators at the assessment in June 2018.

- In the 3rd year, 3 KIBT lecturers were trained as the trainers on management skills. All of them passed the achievement indicators at the assessment in June 2018.
- During the extended period of the Project, 7 TCs from KIBT and the collaborators were trained as the TCs on business plan. All of them passed the achievement indicators at the assessment in March 2019.

(3) Output 3: Indications to show business performance improvement at selected pilot enterprises are found.

[Indicator 3-1] 5S is practiced by all pilot enterprises.

- In the assessment of the achievement in the end of all the 3 years (July 2016, June 2017 and June 2018), 5S was practiced in all of 21 pilot enterprises for the 3 years.
- According to the on-site consultancy impact survey, most of the pilot enterprises (18 out of 21 enterprises) continued 5S activities after the completion of on-site consultancy.

[Indicator 3-2] Business process is improved by 20% per pilot enterprise on average, based on the criteria agreed upon by the project team. (The improvement of business process includes the reduction of waste in operation, the development of the plan/strategy/system for managing enterprises effectively).

- The improvement ratio of business process (including waste elimination) was 25.9% on average in all the pilot enterprises (21 enterprises) for 3 years (Table 4).

Table 4: Improvement Rate of Business Process by On-Site Consultancy

Number of pilot companies	Total
1st year (5 companies, 15 management fields)	38.6%
2nd year (9 companies, 21 management fields)	21.7%
3rd year (7 companies, 18 management fields)	26.9%
All average by number of companies (21 companies, 54 management fields)	25.9%

[Indicator 3-3] A promotion package on the new training and consultancy programs is distributed at KIBT business clinics.

- Developed KIBT leaflets were distributed in the TICAD VI Side Event on August 27, 2016.
- The two banners on KIBT business service (one for business training for SMEs, and the other for consultancy) have been exhibited in most of the KIBT events, including result dissemination seminars and entrepreneurs training programs, since August 2016.
- Consulting Guide was completed in February 2018 and was distributed to the

participants in KIBT’s events including 2nd and 3rd result dissemination seminars.

- The best practice DVD (the case of Megh Cushion Industries Ltd.) was completed in the beginning of June 2018. It was shown in the 3rd result dissemination seminar (June 22, 2018) and AKAC 2018 (July 2018).
- These materials have been and will be used for promoting business training and consultancy services to the enterprises in the KIBT training programs, as well as business clinics.

2-2 Project Purpose and indicators

Project Purpose: Quality of services (new training and consultancy programs for SMEs) that KIBT provides is strengthened.

[Indicator 1] Satisfaction level of the pilot enterprises for the services provided by KIBT is more than 80%.

- According to the satisfaction survey from the pilot enterprises for the 3 years, 93.3% of the pilot enterprises were satisfied with the results of on-site consultancy (Table 5).
- Table 5 also represents ‘willingness to pay for consultancy’ of pilot enterprises for the 3 years. Most of the enterprises showed the willingness to pay for consultancy, despite the variance in the amount of consultancy fee.

Table 5: Results of satisfaction survey from pilot enterprises for the 3 years

Satisfaction of pilot enterprises on consultancy service provided (45 responses out of expected 54 responses)			Willingness to pay for consultancy (same size of consultancy as it was implemented in this Project) (43 responses out of expected 54 responses)	
Yes, very much	77.8 % (35)	93.3%	0-10,000 KSH	4.7% (2)
Yes	15.6% (7)		10,001-50,000 KSH	20.9% (9)
Neutral	2.2% (1)		50,001- 100,000 KSH	30.2% (13)
Not so much	0.0% (0)		100,001- 200,000 KSH	20.9% (9)
Not at all	4.4% (2)		200,001 – 500,000 KSH	11.6% (5)
			More than 500,001 KSH	11.6% (5)

[Indicator 2] “The new training and consultancy programs” developed in the Project becomes one of the regular training program of KIBT.

- As previously mentioned, new consultancy service for SMEs was included in KIBT’s annual plan between 2016/2017 and 2019/2020.
- The curricula of new business service, KJ-PRIME, was developed in the 1st year of the Project. Based on the curriculum of KJ-PRIME, the model training programs were implemented in collaboration with Toyota Kenya, JKUAT and pilot enterprises of the Project. The MTCs and TCs played the role as instructors in the programs. KIBT


showed the strong intention to conduct the training programs based on the curriculum of KJ-PRIME in 2019/2020 FY.

- In the extended period of the Project, the guidelines and tools for the training program on business plan were developed. They were used in the TOT on business plan and the model training programs on business plan. In the TOT, 2 TCs from KIBT were trained and they were confirmed to be qualified as the trainers on business plan.
- These indicate the ownership of KIBT to conduct new business service through its own initiative.

3. History of PDM Modification

In the Project, the PDM was revised once. In the 2nd JCC on August 30, 2016, one of the PDM indicators below was proposed to be amended in order to adjust the indicator according to the reality of setting the themes of on-site consultancy especially in Marketing & Sales Field and Financial Management Field.

The original indicator was focused on waste elimination of the operation. However, after the starting of the on-site consultancy, KIBT-JICA team found that appropriate management plan/strategy/system was yet to be established in most of pilot enterprises. The waste elimination of the business processes could be promoted only after the management plan/strategy/system was created.

<p>[Original] 3.2 Waste in operation per pilot enterprise is reduced by 20% on average</p>		<p>[Proposed revision] 3-2. Business process is improved by 20% per pilot enterprise on average, based on the criteria agreed on both Japanese side and Kenyan side (the improvement of business process includes the reduction of waste in operation, the development of the plan/strategy/system for managing enterprises effectively)</p>
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After the discussion at the JCC, it was agreed by the JCC members to revise the PDM as it had been proposed. The Addendum to the Record of Discussions was signed on 7th September 2016.

4. Others

4-1 Results of Environmental and Social Considerations (if applicable)

Not applicable.

4-2 Results of Considerations on Gender/Peace Building/Poverty Reduction (if applicable)

- According to on-site consultancy impact survey which was conducted 6 months after

the completion of the consultancy, in 11 enterprises out of 21 enterprises which were surveyed, the sales were increased comparing before and after the consultancy. The average ratio of sales increase was 15.1%. In addition, in 12 enterprises out of 21 enterprises which were surveyed, the number of employees had increased comparing before and after the consultancy. The average ratio of the increase was 18.2%.

- Based on the result, the on-site consultancy by KIBT-JICA team enhanced the business capacity of the pilot enterprises (SMEs). It may enable to increase the number of the employees and contribute to the poverty reduction in the long run.

III. Results of Joint Review

1. Results of Review based on DAC Evaluation Criteria

1-1 Relevance

The relevance was very high, due to the reasons below.

(1) Relevance with national development policy / industrial policy

- The Government of Kenya (GOK) aims to increase the level of the income through the promotion of newly industrializing country and manufacturing by maintaining an average GDP growth of 10 % in Kenya Vision 2030, in which the long-term development plan from 2008 to 2030 is indicated. In this Vision, the promotion of SMEs and their human resources development are mentioned as critical issues for strengthening the competitiveness and economic development.
- In the end of 2017, the GOK announced 'Big Four Agenda', as the part of the 3rd Medium Term Plan to achieve the Vision. 'Manufacturing' is regarded as one of four agenda and the indicators was set that Manufacturing Sector will occupy 20% of GDP by 2022 (from 9.2% in 2017).
- This Project, which aims at improving business performance of SMEs mainly in the manufacturing sector through human resource development, is relevant with these policies.

(2) Relevance with the needs of SMEs

- According to the Detailed Planning Survey on the Project, various management issues of SMEs were found before the commencement of the Project. For example, the necessity of improving the capability of top executives was clarified, including the awareness of sharing management policy to all the levels of management, and the capacity of making management strategies and management plans. In addition, the issues, such as development of the capacity of middle managers, problem solving skill, motivation of subordinates, were considered. In production/quality management and marketing/sales, there were various issues, such as low productivity, inefficient production planning / control, lack of the capacity of sales staff and customer-oriented concept. As for financial management, basic document control and operation standard are not yet introduced in many Kenyan enterprises. Lastly, basic business skill of staff and operators should be enhanced.
- Therefore, this Project, which aims at solving these management issues by improving the quality of the services of business training and consultancy of KIBT, is relevant with the needs of the SMEs.

(3) Relevance with the policy of Japanese Government on Development Cooperation to Kenya

- In the policy of Japanese government on development cooperation to Kenya made in 2012, the major goal is set to the promotion of sustainable economic and social development by assisting the Kenya Vision 2030. In order to achieve it, the cooperation for human resource development is clarified as one of the main outputs to reduce poverty and support economic growth. In addition, the government of Japan also has the policy to improve the eco-system for promoting investment and business operation of Japanese companies in Kenya.
- This project contributes to the development of the human resource who can provide business training and consultancy for SMEs in Kenya. Eventually, the developed human resources will support business growth of SMEs in Kenya, as well as improvement of business process in Kenyan suppliers for Japanese companies.
- Therefore, this Project is relevant with the policy of Japanese government.

1-2 Effectiveness

The effectiveness was medium, due to the reasons below.

- First paragraph is deleted.
- Both 2 indicators of the Project Purpose, namely '[Indicator 1] Satisfaction level of the pilot enterprises for the services provided by KIBT is more than 80%' and '[Indicator 2] "The new training and consultancy programs" developed in the Project becomes one of the regular training program of KIBT.', were achieved.
- It was confirmed in the extended period of the Project that KIBT had been promoting new business services (business training and on-site consultancy for SMEs) as its regular activities in cooperation with its collaborators.

1-3 Impact

The Impacts were big, due to the reasons below.

(1) Prospects to achieve Overall Goal

It is expected that Overall Goal, 'Business performance(s) of existing SMEs are improved through enhanced human resource(s) developed by KIBT and/or its collaborators', will be achieved in 3 years after the completion of the project. The details are referred to 'IV. For the Achievement of Overall Goals after the Project Completion'

(2) Positive impacts

[On KIBT's activities]

In the extended period of the Project, the Coordinating Committee, which aimed at enhancing the collaboration with the external organizations, was established. In addition to the JCC member organizations, 3 universities (1 public and 2 private) who were mandated to provide training on business management and entrepreneurship, participated in the meeting. KIBT also has been working on having MOUs with other organizations, such as county governments, other universities, financial institutions, for the provision of entrepreneurship training and business training / on-site consultancy for MSMEs. Beyond the industrial organizations and public agencies, KIBT expanded the area of collaboration further than expected.

[On pilot enterprises]

According to on-site consultancy impact survey, the following positive impacts are shown as the results of on-site consultancy.

- In 11 enterprises out of 21 enterprises which were surveyed, the sales were increased comparing before and after the consultancy. The average ratio of sales increase was 15.1%.
- In 12 enterprises out of 21 enterprises which were surveyed, the number of employees had increased comparing before and after the consultancy. The average ratio of the increase was 18.2%.
- In 10 enterprises out of 21 enterprises which were surveyed, the expansion of business areas, including building new factories, was completed comparing before and after the consultancy.
- More than 70% of the pilot enterprises mentioned that the concept of maintaining good organization of workshops was understood by most of members of the company. The representatives of the company mentioned that the working culture had been changed.
- Implementation of 5S gave good impression and the sense of assurance of the company to the customers. A Company obtained a new deal by making various efforts including inviting its customer to the workshop. The business grew to be one of the core businesses of the company.
- The main bank appreciates the good management of financial data. A CEO in B Company mentioned that it resulted in the good relationship with the bank, which may make the process of provision of loan from the bank smoother.

(3) Negative impacts

There is no negative impact due to the implementation of this Project.

1-4 Efficiency

The efficiency was high, due to the reasons below.

- During the Project, the operation cost was increased due to the cost for additional activities, such as participation in KAIZEN Knowledge Sharing Seminars (Africa KAIZEN Annual Conference), planning and organization of KAIZEN Knowledge Sharing Seminar 2017 in Nairobi. The cost used for the main project activities is less than the plan (Plan⁴: 418 million Japanese Yen → Actual: 404 million Japanese Yen). It enabled the team to consider and provide the necessary allowance to the MTCs, in order to enhance their motivation.
- As it is previously explained, the project period was extended for one year, in order to enhance the sustainability of the Project Activities. The activities designed were to establish a 'coordinating committee' for enhancing the cooperation with organizations in charge of business development services (BDSs) for SMEs, to implement the training of trainers on business plan, and to conduct the study on BDSs for MSMEs. Due to the one-year extension, the total MM was increased by 11.89 MM.
- In order to convert the project activities into the Outputs efficiently, JICA project team implemented the activities based on the needs of the beneficiaries and practical applicability. For example, in providing on-site consultancy for pilot enterprises, JICA project team instructed the MTCs and TCs to provide realistic and practical proposals to the pilot enterprises, in order that the pilot enterprises can easily apply them, based on the concrete understanding of the real issues which each enterprise has. In training the MTCs and TCs, JICA experts focused on the transfer of practical skills rather than theoretical knowledge. The experts took the MTCs and the TCs to actual workshops (factories, sales shops, the offices of the customers / suppliers of pilot enterprises, etc.), and encouraged them to find practical solutions to convince top executives of pilot enterprises of their applications based on the facts. This approach led to the achievements of the outputs, such as business improvement of pilot enterprises, skill development of MTCs and TCs.

⁴ This amount is the project implementation cost based on the contract between JICA and the contractor (Japan Productivity Center).

1-5 Sustainability

Sustainability was medium, due to the reasons below.

(1) Policy and institutional aspect

- Under the national development policy, Kenya Vision 2030, the GOK promoted SMEs and industrial human resource, in order to strengthen the competitiveness and economic development in Kenya.
- In the end of 2017, the GOK announced 'Big Four Agenda', as the part of the 3rd Medium Term Plan to achieve the Vision. 'Manufacturing' is regarded as one of 4 agenda and the indicators was set that Manufacturing Sector will occupy 20% of GDP by 2022 (from 9.2% in 2017).
- Although trained 10 KIBT lecturers (5 MTs and 5 Trainers in the 2nd year) moved from KIBT during the Project period, MoITC allocated 12 new staff (including 2 Trainers in the 2nd year) to KIBT as the lecturers in May 2019. This indicates MoITC's strong intention to enhance the capacity of KIBT for supporting SMEs through the provision of business training and consultancy.
- Through the Coordinating Committee in the extended period of the Project as the trigger, KIBT has enhanced the cooperation with its collaborators (industrial organizations, governmental agencies, universities, county governments, financial institutions).
- Therefore, organizational sustainability is high.

(2) Technical aspect

- While trained 10 KIBT lecturers (5 MTs and 5 Trainers in the 2nd year) moved from KIBT during the Project period, MoITC allocated 12 new staff (including 2 Trainers in the 2nd year) to KIBT as the lecturers in May 2019. In order to sustain the consultancy, KIBT needs to continuously train the new staff and the staff in KIBT regional offices by the trained MTs and Trainers. The necessary budget should be provided to KIBT by MoITC, in order that KIBT trains internal human resources.
- The training guidelines (curricula and syllabus) and training tools (textbooks and training manuals) in 6 model training programs were developed during the Project period. The MTCs and Trainers have been revising them and conducting the CRTs for TCs and model training programs for pilot enterprises.
- Therefore, technical sustainability is medium.

(3) Financial aspects

- According to the Medium-Term Expenditure Framework (MTEF) issued in March 2019, the budget amount which are planned to be allocated to KIBT in 2017/2018-2020/2021

shows the trend of gradual increase (Table 6). The increased part is expected to be allocated to the new business services (business training and consultancy for SMEs).

- However, the provision of the budget is sometimes delayed and reduced due to the limitation of the total expenditure of the GOK. For sustaining the results of the Project as well as securing the expansion of the mandates of KIBT, the provision of budget allocation is a crucial issue. It should be continuously monitored.
- KIBT should establish appropriate cost sharing system among KIBT and the client enterprises, where some cost of consultancy will be covered by the enterprises. Although KIBT has been discussing with 6 county governments on cost sharing among the county government, beneficiaries and KIBT for provision business training and consultancy, the efforts for establishing the cost sharing system should be enhanced.
- Therefore, financial sustainability is medium.

Table 6: Budget allocation to KIBT in MTEF

Financial Year (FY)	2017/2018	2018/2019	2019/2020	2020/2021
Recurrent Total (KES)	83,006,824	93,178,680	96,739,734	99,249,894
Development Budget for Parkland Building (KES)	11,000,000	102,000,000	240,000,000	0

2. Key Factors Affecting Implementation and Outcomes

There are 2 factors (one precondition and one important assumption) which affected the implementation of the Project.

2-1 Precondition: A sufficient budget is secured to at least maintain the KIBT's routine and planned activities.

[Cause]

- There is an allowance for KIBT staff, called 'Meal Allowance', which is paid to the staff when they are engaged in job duties outside KIBT or the headquarter of the ministry. The initial agreement of this Project stipulates that the cost of allowances would be borne by the Government of Kenya (KIBT).
- However, due to the budget constraint, the allowance was not paid to the MTCs in the 2nd year, when they participated in the activities of the JICA Project. It was said to be a factor demotivating the MTCs.

[Action to be taken]

- At the end of September 2017, KIBT made a request to JICA project team to consider providing the allowance for the MTCs. JICA project team discussed with JICA HQ and JICA Kenya Office on the possibility of the provision of the allowance.
- After the careful consideration, in the end of October 2017, it was decided on exceptional basis to provide the allowance for the MTCs according to the limitation of the budget of the Project, when the MTCs conducted on-site consultancy in the 3rd year. The attendance rate of the MTCs has been improving since then.

2-2 Important assumption: KIBT lecturers who are trained under the Project remain in KIBT, if not in the Industrial Human Resource Development sector in Kenya.

[Cause]

- In March 2017, 12 lecturers (7 MTCs and 5 TCs) applied for promotion in the other departments of the State Department for Trade. It was assumed that KIBT lecturers might have to apply to the post in the other departments, since there was no post for promotion open within KIBT. Consequently, there were some MTCs and TCs whose attendance ratio of on-site consultancy was relatively low.
- In June 2017, it was confirmed that 11 lecturers (6 MTCs and 5 TCs) were informed that they had been promoted and transferred to the other departments. A critical issue of losing the counterparts for technical transfer occurred.

[Action to be taken]

- JICA Kenya Office reacted it immediately and proposed to the Principal Secretary (PS) of MoITC, so that these lecturers would stay at least until the end of the Project, in order to complete necessary technical transfer. In the middle of September 2017, the letter from the PS that instructed the promoted lecturers to remain KIBT until the end of the Project period was issued and sent to the lecturers.
- As the result, the promoted MTs and TCs remained at KIBT until June 2018 and completed the training program. In the beginning of July 2018, after the end of the initial period of the Project, the 10 promoted KIBT lecturers (5 MTs and 5 Trainers in the 2nd year) moved to other departments of MoITC.

3. Evaluation on the results of the Project Risk Management

[Actions undertaken by Japanese side]

- JICA Kenya Office has taken strong initiatives for the commencement and the implementation of the Project. For example, in order to enhance the understanding on

the importance of policies and programs to support SMEs, the visit of the Principal Secretary to Japan was implemented in September 2016 and the travel arrangements were made by JICA Kenya office.

- Considering the issues of the transfer of KIBT lecturers in July 2017, JICA Kenya Office reacted it immediately and proposed to the Principal Secretary (PS) of MoITC, so that these lecturers would stay at least until the end of the Project, in order to complete necessary technical transfer. As the result, the letter from the PS that instructed the promoted lecturers to remain in KIBT until the end of the Project period was issued and it was sent to each lecturer in the middle of September 2017.
- Considering budget constraint of KIBT for providing Meal Allowance for MTCs, JICA decided to provide the allowance for the MTCs on exceptional basis, when the MTCs conducted on-site consultancy in the 3rd year.
- In the extended period, JICA Kenya Office provided the opportunity for the MTs and the Trainers of the Project to play the roles of the facilitator's in the management training and the consultancy under JICA One Village One Product (OVOP) in Embu County, Bomet County and Kakamega County. It helped to enhance their capacity, as well as to expand the on-site consultancy activity of KIBT in these regions.

[Actions undertaken by Kenyan side]

- The Government of Kenya (MoITC) has provided necessary conditions for facilitating the implementation of the Project.
- As for the transfer of KIBT lecturers, the PS issued the letter that instructed the promoted lecturers to remain KIBT until the end of the Project in September 2017.

4. Lessons Learnt

The followings are the main lessons learnt in the course of the implementation of the Project.

目

4-1 Applicable business management methods to the SMEs in Kenya

In order to enhance the capacities of the SMEs in Kenya, the provision of business training and consultancy by KIBT and its collaborators can help the SMEs to solve management issues. Based on the experiences of implementation of business training and on-site consultancy in the Project, the following management concepts and methods were accepted by the pilot enterprises and they created practical results.

- (a) Production & Quality Management → 5S, KAIZEN, visual control, improvement of production process / work operation, inventory control, QC 7 tools / QC Circle
- (b) Marketing & Sales → Marketing strategies based on the voice of the customers, sales management, training of sales staff, approaches for new product development
- (c) Financial Management → Simple financial template, periodical provision of financial reports for quick decision making, setting Key Performance Indicators such as break-even points, profitability, safety, cash flow

In addition, based on the feedback of the participants of the model training programs, the following training programs were found to be practical and useful to enhance the development of business and management functions of SMEs.

- Management strategies and planning for executives
- Business plan for executives of micro & SMEs
- Business skills for new graduates
- Management skills for middle managers and supervisors

4-2 Effective combination of provision of on-site consultancy and business training

In this Project, the model training programs on 5 modules (management strategy & planning, production & quality management, marketing & sales, financial management and management skills) were implemented for executives and managers in pilot enterprises after the completion of the on-site consultancy (in the 3rd year of the Project). Since most of the pilot enterprises requested for the follow-up after the completion of the consultancy⁵, it became a good opportunity to support the sustainability of the results of on-site consultancy in the pilot enterprises. In addition, after some of the outcomes are created through on-site consultancy, top executives need to train the persons in charge of actual operations on how to sustain the outcomes. Therefore, the combination of on-site consultancy and business training, namely 'provision of business training to the staff in charge' after 'on-site consultancy' is very effective, so that the enterprise sustains the results of the on-site consultancy.

4-3 A practical approach to training program on business plan

In the extended period of the Project, the training programs on business plan for enterprises were implemented. In a 5-days program, one day was allocated for the participants to make a business plan for their own enterprise based on their own management information and financial data. In order to make the participating enterprises create a business plan as

⁵ Based on the results of on-site consultancy impact survey

appropriate as possible, the KIBT-JICA team encouraged each enterprise to send 2-3 directors / managers in charge of different departments to the same training program. The Trainers on Business Plan and JICA experts, like the mentors, assisted each enterprise for improving the business plan. It was evaluated as very practical by the participants, since they could use the plan soon after the program.

4-4 Challenges which MSMEs and public BDS providers are facing

Based on the study on business development services (BDS) for MSMEs which was conducted in the extended period of the Project, the MSMEs/entrepreneurs have more difficulty with access to finance than larger firms, due to higher interest rate, shorter maturity of loan and more strict collateral requirements.

On the other hand, there is a limitation of sustainable BDS provision only through public sector. It is because of:

- Lack of network and coordination between public BDS providers, as well as between public and private BDS providers
- Frequent transfer of the trained human resource
- Limited provision of BDSs, due to the limitation of budget and human resource, and also the lack of practical model of the service provision (including cost sharing system, information sharing system, etc.)

Therefore, One-Stop Service of BDS by public BDP providers is not yet provided for MSMEs. The inclusion of private BDS providers should be considered and the necessary eco-system should be prepared.

IV. For the Achievement of Overall Goals after the Project Completion

1. Prospects to achieve Overall Goal

Overall Goal (To Achieve in 3 years after the End of the Project) : Business performance(s) of existing SMEs are improved through enhanced human resource(s) developed by KIBT and/or its collaborators.

[Indicator 1] Real sales value is increased by 10% per year.

- According to On-site Consultancy Impact Assessment, the average ratio of sales increase in 21 pilot enterprises was 15.1%. If KIBT sustains on-site consultancy, KIBT would be able to support the increase of the sales value of beneficiaries (SMEs) by the set indicator.

[Indicator 2] More than 100 SMEs are provided consultancy services.

- So as to achieve the indicator, KIBT and its collaborators, whose staff were trained as the Trainers, namely, NPCC, KNCCI, KIRDI and Internal Trade, are expected to provide on-site consultancy.
- Table 7 shows the numbers of the enterprises for which KIBT and the collaborators provided and plan to provide consultancy service, according to the interview and their work plan. They provided the service for more than 40 enterprises in 2018/2019 and they also have the plan to provide consultancy for the same number of the enterprises in 2019/2020. If it also stands in 2020/2021, the total will exceed 100 enterprises in the next 3 years,

Table 7: Result / plan of number of enterprises which KIBT /collaborators provide consultancy

	2018/2019 (Actual)	2019/2020 (Plan)
KIBT	4	10
NPCC	30 (including one public sector)	20
KIRDI	5	5
KNCCI	6	6
Total	45	41

2. Plan of Operation and Implementation Structure of the Kenyan side to achieve Overall Goal

In order to achieve Overall Goal, the activities which should be implemented by the Kenyan side are '1. To conduct consultancy for SMEs', '2. To conduct training on consultancy for

KIBT collaborators’ and ‘3. To organize periodical networking meeting with KIBT collaborators’. The plan of operation proposed is shown in Table 8. KIBT is expected to facilitate these activities in collaboration with its collaborators. KIBT also needs to continuously work for the increase in the number of the collaborators in order to improve its quality of the services.

Table 8: Plan of Operation for Achieving Overall Goal

Plan of Operation	In charge	2019/2020	2020/2021	2021/2022
1. To conduct consultancy for SMEs - Selection - Consideration of cooperation - Implementation - Assessment	KIBT/collaborators	Jan Apr Jul Oct ★ ★ ★★★★★ ★	Jan Apr Jul Oct ★ ★ ★★★★★ ★	Jan Apr Jul Oct ★ ★ ★★★★★ ★
2. To conduct training on consultancy for KIBT collaborators - Planning - Recruitment of participants - Implementation - Assessment	KIBT	★ ★ ★ ★	★ ★ ★ ★	★ ★ ★ ★
3. To organize periodical networking meeting with KIBT collaborators - Re-selection of collaborators - Finalization of discussion topics - Implementation - Assessment	KIBT	★ ★ ★ ★	★ ★ ★ ★	★ ★ ★ ★

3. Recommendations for the Kenyan side

- In order to sustain on-site consultancy, the necessary budget for conducting on-site consultancy should be provided by MoITC. In addition, KIBT should establish appropriate cost sharing system among KIBT and the client enterprises, which some cost of consultancy will be covered by the enterprises. The JICA project team actually observed that KIBT had been discussing with 6 county governments on cost sharing among the county government, beneficiaries and KIBT for provision business training and consultancy. The efforts for establishing the cost sharing system should be enhanced.
- So as to achieve the indicators, KIBT and its collaborators, whose staff were trained as the Trainers, namely, NPCC, KNCCI, KIRDI and Internal Trade, are expected to provide on-site consultancy.
- In order to sustain the consultancy, KIBT needs to continuously train the new staff and the staff in KIBT regional offices by the trained MTs and Trainers, in order for the new staff to be able to complete entrepreneurship training and business training first (so that the MTs and Trainers can focus on providing on-site consultancy), and eventually to provide on-site consultancy by themselves. In addition, the necessary budget should be

provided to KIBT by MoITC, in order that KIBT provides on-site consultancy, as well as training internal human resources.

- KIBT should also continue to provide training on the consultancy for the collaborators. In addition, to encourage them to conduct consultancy and monitor the results, KIBT should maintain the periodical networking meeting with its collaborators like the Coordinating Committee, which was held in the extended period of the Project. It is suggested that holding the networking meetings among the public BDS for MSMEs should be mandated as one of the activities of KIBT. The necessary budget for the activities above should be provided by MoITC.

4. Monitoring Plan from the end of the Project to Ex-post Evaluation

KIBT is expected to share the status of sustainability of project activities after the completion of the Project. It is expected to have the periodical monitoring (approximately half a year) between KIBT and JICA Kenya Office to empower KIBT to sustain the activities for achieving Overall Goal.

[Indicators of Overall Goal]

[Indicator 1] Real sales value is increased by 10% per year.

[Indicator 2] More than 100 SMEs are provided consultancy services.

ANNEX 1: Results of the Project

(List of Dispatched Experts, List of Counterparts, List of Trainings, etc.)

ANNEX 2: List of Products (Report, Manuals, Handbooks, etc.) Produced by the Project

ANNEX 3: PDM (All versions of PDM)

ANNEX 4: R/D, M/M, Minutes of JCC (copy)

ANNEX 5: Monitoring Sheet (copy)

[Annex 1-1]

1. List of Dispatched Experts

Name	Field	Days (MM)	
		Planned	Actual
[Work in Japan]			
Takeshi Fujita (Mr)	Leader / Collaboration Promotion / General Business Skill	20 (1.00)	20 (1.00)
Natsuko Ueno (Ms)	Coordinator/ Management of Training Component	20 (1.00)	0 (0.00)
Yoshihiro Takeguchi (Mr)	Financial Management	0 (0.00)	7 (0.35)
Masayasu Okuyama (Mr)	Coordinator/ Management of Training Component	0 (0.00)	10 (0.50)
Kaori Yuki (Ms)	Coordinator/ Management of Training Component	0 (0.00)	10 (0.50)
[On-Site Work in Kenya]			
Takeshi Fujita (Mr)	Leader / Collaboration Promotion / General Business Skill	410 (13.67)	639 (21.30)
Takao Hayashi (Mr)	Production & Quality Management	495 (16.50)	495 (16.50)
Yoshihiro Aoumi (Mr)	Marketing and Sales	510 (17.00)	510 (17.00)
Yoshihiro Takeguchi (Mr)	Financial Management	495 (16.50)	567 (18.90)
Shu Nakajima (Mr)	Public Relations	90 (3.00)	90 (3.00)
Natsuko Ueno (Ms)	Coordinator/ Management of Training Component	355 (11.83)	64 (2.13)
Masayasu Okuyama (Mr)	Coordinator/ Management of Training Component	0 (0.00)	120 (4.00)
Hiroko Kodaka (Ms)	Coordinator/ Management of Training Component	0 (0.00)	57 (1.90)
Tomoyuki Yamada (Mr)	Coordinator/ Management of Training Component	0 (0.00)	22 (0.73)
Kaori Yuki (Ms)	Coordinator/ Management of Training Component	0 (0.00)	202 (6.73)
Total		(80.50)	(94.54)

2. List of Counterparts

(1) Counterpart personnel

No	Name	Title	Role in the Project
1	Mr. Stephen Kirui ¹	Director, KIBT	Project Manager Participant of KAIZEN Knowledge Sharing Seminar 2016 in Ethiopia Participant of Training Program in Japan
2	Ms. Catherine Waweru ²	Acting Director, KIBT	Project Manager Participant of AKAC 2018 in South Africa Participant of the Study Trip to Malaysia Participant of AKAC 2019 in Tunisia
3	Mr. Nelson Gaitho ³	Senior Principal Lecturer, KIBT	Project Coordinator Participant of KAIZEN Knowledge Sharing Seminar 2016 in Ethiopia
4	Mr. Patrick Nyakundi	Senior Principal Lecturer, KIBT	Project Coordinator Trainer (Trained in the 2 nd year) Participant of AKAC 2018 in South Africa Trainer on Management Skills (trained in the 3 rd year) Participant of the Study Trip to Malaysia
5	Ms. Carol Choge	Lecturer, KIBT	Master Trainer (MT) Participant of Training Program in Japan Trainer on Business Plan (trained in the extended period)
6	Mr. Gideon Njogu	Lecturer, KIBT	Master Trainer (MT) Participant of Training Program in Japan Trainer on Business Plan (trained in the extended period) Participant of AKAC 2019 in Tunisia
7	Mr. Musa Okwemba ⁴	Lecturer, KIBT	Master Trainer (MT) Participant of Training Program in Japan
8	Ms. Sylvia Kaburu ⁴	Lecturer, KIBT	Master Trainer (MT) Participant of Training Program in Japan
9	Mr. Jonathan Njogu	Senior Principal Lecturer, KIBT	Master Trainer (MT) Participant of Training Program in Japan

¹ Mr. Stephen Kirui retired from the government employment in January 2018.

² Ms. Catherine Waweru joined KIBT in September 2017.

³ Mr. Nelson Gaitho left KIBT and joined NPCC in March 2017.

⁴ 10 KIBT Lecturers (5 MTs: Mr. Musa Okwemba, Ms. Sylvia Kaburu, Ms. Pamela Onyango, Mr. Job Ogoah and Mr. Daniel Wechesa, 5 Trainers in 2nd year: Mr. John Koross, Mr. Solomon Kiawa, Ms. Roseline Mumbo, Mr. Amos Mulinge and Mr. Reuben Ngeno) were transferred to other department in MoITC in the beginning of July 2018.

10	Ms. Pamela Onyango ⁴	Lecturer, KIBT	Master Trainer (MT) Participant of Training Program in Japan
11	Mr. David Owitti ⁵	Lecturer, KIBT	Master Trainer (MT) Participant of Training Program in Japan
12	Mr. Job Ogolah ⁴	Lecturer, KIBT	Master Trainer (MT) Participant of Training Program in Japan
13	Mr. Daniel Wechesa ⁴	Lecturer, KIBT	Master Trainer (MT) Participant of Training Program in Japan
14	Mr. Samuel Mulei ⁶	Principal Lecturer, KIBT	Master Trainer (MT) Participant of Training Program in Japan Participant of AKAC 2018 in South Africa
15	Mr. John Munguti	Director, NPCC	Participant of KAIZEN Knowledge Sharing Seminar 2016 in Ethiopia
16	Dr. Chris Kiptoo	Principal Secretary, State Department of Trade, MOITC	Project Director Participant of Training Program in Japan
17	Mr. John Koross ⁴	Lecturer, KIBT	Trainer (trained in the 2 nd year) Trainer on Management Skills (trained in the 3 rd year)
18	Mr. Solomon Kiawa ⁴	Lecturer, KIBT	Trainer (trained in the 2 nd year)
19	Ms. Grace Fikirini	Graphic Designer, KIBT	Trainer (trained in the 2 nd year)
20	Ms. Roseline Mumbo ⁴	Lecturer, KIBT	Trainer (trained in the 2 nd year) Trainer on Management Skills (trained in the 3 rd year)
21	Mr. Amos Mulinge ⁴	Lecturer, KIBT	Trainer (trained in the 2 nd year)
22	Mr. Ben Getange	Lecturer, KIBT	Trainer (trained in the 2 nd year) Master Trainer Candidate in the 3 rd year
23	Mr. Patrick Mwaura	Lecturer, KIBT	Trainer (trained in the 2 nd year)
24	Mr. Reuben Ngeno ⁴	Lecturer, KIBT	Trainer (trained in the 2 nd year)
25	Hon. Bahari Ali,	Chief Administrative Secretary, MOLSP	Participant of AKAC 2018 in South Africa
26	Mr. Timothy Jessop	Advisor, Megh Cushion Industries LTD.	Participant of AKAC 2018 in South Africa
27	Ms. Agnes Mueni Sammy	Chief Human Resource Management Officer, KIRDI	Trainer (trained in the 3 rd year)
28	Ms. Emily Kagendo Mutegi	Productivity Officer, NPCC	Trainer (trained in the 3 rd year) Participant of AKAC 2019 in Tunisia
29	Ms. Wilbroda Namunapa Okaka	Productivity Officer, NPCC	Trainer (trained in the 3 rd year)
30	Mr. Alex Kachumo Tomereng	Principal, Trade Development Officer, Internal Trade, MoITC	Trainer (trained in the 3 rd year)

⁵ Mr. David Owitti was transferred from KIBT Nairobi Office to KIBT Kisumu Regional Office in the end of October 2017.

⁶ Mr. Samuel Mulei left KIBT and joined NPCC in March 2017.

31	Ms. Mabel Ambiyu Omurambi	Corporate Communications Officer, KNCCI	Trainer (trained in the 3 rd year)
32	Mr. Lucas R. W. Mwago	Principal Trade Development Officer, Internal Trade, MoITC	Trainer (trained in the 3 rd year)
33	Mr. Stephen Osedo	Graduate Management Trainee, KNCCI	Trainer (trained in the 3 rd year)
34	Mr. Tobias Odongo Ogondi	Trade Development Officer, Internal Trade, MoITC	Trainer (trained in the 3 rd year)
35	Mr. Japheth Atito	Trade Development Officer, Internal Trade	Trainer (trained in the 3 rd year)
36	Ms. Nancy Muya	Director of Industry, State Department of Industry, MoITC	Participant of the Study Trip to Malaysia
37	Ms. Zahara Haji	P.A to the CS, Ministry of Labour and Social Protection	Participant of the Study Trip to Malaysia
38	Mr. James Kitavi	County Executive Officer, Mombasa Office, KNCCI	Participant of the Study Trip to Malaysia
39	Mr. Stephen Kimani Kuria	Accountant and administrator, Toyota Kenya Foundation	Trainer on Business Plan (trained in the extended period)
40	Mr. Bosco Pius Olengiyaa	Productivity Officer II, NPCC	Trainer on Business Plan (trained in the extended period)
41	Ms. Emily Mwita Boke	Productivity Officer II, NPCC	Trainer on Business Plan (trained in the extended period)
42	Mr. Abdifatah Dakane	Membership Executive, KNCCI	Trainer on Business Plan (trained in the extended period)
43	Mr. George Oswald Ong'ondo	Trade Development Officer I, Internal Trade	Trainer on Business Plan (trained in the extended period)
44	Ms. Regina Irungu	Production Manager, Ultravetis East Africa Ltd.	Participant of AKAC 2019 in Tunisia

In addition, the staff including management of equipment, and secretariat jobs was also allocated by KIBT.

3. Outline of Training in Japan and Third Country Training

(1) Counterparts' Training programs in Japan

2 training programs in Japan below were implemented.

(a) For MTs- Training program on learning good management practices in Japan

This training in Japan was organized for the MTs who fulfilled the achievement indicators in the first assessment in the end of the 1st year, and who showed the strong commitment for training the trainers in the 2nd year. The outline of the training is shown below.

[Date] From September 19 to October 1, 2016

[Objectives]

- To learn from the Japanese SMEs, which have been making great efforts of establishing excellent business process in the fields of 'production and quality management', 'marketing and sales', and 'financial management'.
- To acquire the advanced management concepts and tools practiced in Japan.
- To understand the programs for assisting SMEs in Japan.
- To prepare the Action Plan after returning to Kenya.

[Participants] 10 MTs (all of them are KIBT lecturers)

Name	Title	Role in the Project	Visiting organizations
Ms. Carol Choge	Lecturer	Master Trainer (MT)	Japan Productivity Center, Itabashi Industrial Promotion Office, Toyota Motor, Chubu Productivity Center, Yamada Manufacturing, Saijo INX, Japan Union of Science and Engineering, Tomiyama Corp., Ricoh Logistics
Mr. Gideon Njogu	Lecturer	Master Trainer (MT)	
Mr. Musa Okwemba	Lecturer	Master Trainer (MT)	
Ms. Sylvia Kaburu	Lecturer	Master Trainer (MT)	
Mr. Jonathan Njogu	Senior Principal Lecturer	Master Trainer (MT)	
Ms. Pamela Onyango	Lecturer	Master Trainer (MT)	
Mr. David Owitti	Lecturer	Master Trainer (MT)	
Mr. Samuel Mulei	Principal Lecturer	Master Trainer (MT)	
Mr. Job Ogolah	Lecturer	Master Trainer (MT)	
Mr. Daniel Wechesa	Lecturer	Master Trainer (MT)	

(b) For Principal Secretary and KIBT Directors- Program on learning SME promotion and industrial development

[Date] From 26th September to 1st October, 2016

[Objective]

- To understand the mechanism of SMEs promotion for industrial development in Japan
- To enhance the network between the senior officials in charge of industrial development in Kenya and technical cooperation agencies in Japan

[Participants] Principal Secretary and two senior officials in charge of the Project

Name	Title	Role in the Project	Visiting organizations
Dr. Chris Kiptoo	Principal Secretary, State Department of Trade, Ministry of Industry, Trade and Cooperatives	Project Director	JICA, JETRO, METI, Harima Industry
Mr. Stephen Kirui	Director, KIBT	Project Manager	
Ms. Anne Olubendi	Senior Program Officer, JICA Kenya Office	Person In Charge of the Project	

(2) A Third Country Training - Study Trip to Malaysia on Supporting Business Development of MSMEs

The Third Country Training Program was initially designed that the trained trainers at KIBT obtain practical ideas to improve the quality of consultancy services of KIBT. However, due to the situation that many of the trained MTs and Trainers were expected to move from KIBT anytime, JICA and KIBT agreed on the postponement of the training in March 2018.

Considering the transfer of the trained trainers from KIBT, in order to sustain the results of the Project activities, KIBT needs to utilize the human resource outside KIBT. It is essential to strengthen the relationship between KIBT and its collaborators based on common strategies to support MSMEs in Kenya. Therefore, the objective of this training was changed to learn the system for supporting MSMEs, so that the strategies of providing necessary services for business development of MSMEs would be created in collaboration between KIBT and its collaborators. The target participants were changed to the senior officials of KIBT and its collaborators. The venue was set in Malaysia, since unique policies and programs have been implemented for promoting SMEs in Malaysia.

The draft of the program outline is shown below.

[Date] From January 14 to 20, 2019

[Objectives]

- To learn about the policy environment and strategies adopted to provide business development services (BDS) for MSMEs in Malaysia with a view to improving the current system of supporting MSMEs in Kenya
 - To learn about the national policy of Malaysia for supporting MSMEs.
 - To study MPC's company-support programs linked to productivity improvement
 - To learn about the management system of Malaysian SMEs (production / quality management, marketing / sales and financial management) which is renowned for its excellence.
 - To learn other BDSs (business matching, incubation and financial support) provided by Malaysian government.
 - To develop the action plan for improving the current system of supporting MSMEs in Kenya.

[Participants] 5 Senior officers from ministries and organizations related to supporting BD of MSMEs.

Name	Title	Organization	Visiting organizations
Ms. Nancy Muya	Director of Industry, State Department of Industry	Ministry of Industry, Trade and Cooperatives	SME Corp., MATRADE, MPC, Incubators (Technology Park Malaysia and MaGIC), SME Bank, NCCIM, SMEs supported by BDS-Providers
Ms. Catherine Waweru	Acting Director	KIBT	
Mr. Patrick Nyakundi	Senior Principal Lecturer	KIBT	
Ms. Zahara Haji	P.A to the CS	Ministry of Labor and Social Services	
Mr. James Kitavi	County Executive Officer, Mombasa Office / Chapter	KNCCI	

Project Title: The Project on Human Resource Development for Industrial Development in the Republic of Kenya

Inputs		Plan	2015				2016				2017				2018				2019			Remarks	Monitoring	
			Actual	1-3	4-6	7-9	10-12	1-3	4-6	7-9	10-12	1-3	4-6	7-9	10-12	1-3	4-6	7-9	10-12	1-3	4-6		7-9	Issue
Expert																								
Takeshi Fujita (Leader / Collaboration Promotion / General Business Skill)	Plan																							
	Actual																							
Takao Hayashi (Production & Quality Management)	Plan																							
	Actual																							
Yoshihiro Aoumi (Marketing and Sales)	Plan																							
	Actual																							
Yoshihiro Takeguchi (Financial Management)	Plan																							
	Actual																							
Shu Nakajima (Public Relations)	Plan																							
	Actual																							
Natsuko Ueno / Masayasu Okuyama / Hiroko Kodaka / Kaori Yuki (Coordinator/ Management of Training Component)	Plan																							
	Actual																							
Equipment																								
Vehicle	Plan																							
	Actual																							
Laptop computers	Plan																							
	Actual																							
Projectors	Plan																							
	Actual																							
Multifunction printer	Plan																							
	Actual																							
Digital Camcorders	Plan																							
	Actual																							
Training in Japan																								
	Plan																							
	Actual																							
In-country/Third country Training																								
KAIZEN Knowledge Sharing Seminar in Ethiopia (March 2016) KAIZEN Knowledge Sharing Seminar in Kenya (April 2017) Africa KAIZEN Annual Conference 2018 in South Africa (July 2018) Third Country Training in Malaysia (January 2019) Africa KAIZEN Annual Conference 2019 in Tunisia (June 2019)	Plan																							
	Actual																						In the beginning of March 2018, JICA and KIBT agreed on the postponement of the training until a later date to be communicated.	
Activities																								
Sub-Activities																								
Output 1: Implementation structure for the new training and consultancy programs for SMEs at KIBT is established.																								
1.1 Conduct analytical work on needs of private enterprises based on the existing data and/or information collected before the project commencement.	Plan																							
	Actual																						- Completed.	
1.2 Prepare a business plan on how to improve KIBT service(s) based on the finding(s) of the analytical work in Activity 1.1.	Plan																							
	Actual																						- The new services were included in KIBT annual plan in 2016/2017, 2017/2018, 2018/2019 and 2019/2020. - The Re-branding Strategy of KIBT was reinforced through promoting KJ-PRIME by implementing the pilot training programs for stakeholders.	
1.3 Develop a guideline (curricula and syllabus) for the new training and consultancy programs for SMEs based on the needs identified in Activity 1.1.	Plan																							
	Actual																						- The first version was developed in the 1st year. MTs revised them and utilized them for CRT to TCs and model training programs. - As total, the curricula of 5 new training programs (management strategy & planning, marketing / sales, production & quality management, financial management, business / management skill, business plan) were developed.	
1.4 Develop implementation tools such as textbook(s) and teaching manual(s) based on the guideline.	Plan																							
	Actual																						- The first version was developed in the 1st year. MTs revised them and utilized them for CRT to TCs and model training programs. - As total, the textbooks of 5 new training programs (management strategy & planning, marketing / sales, production & quality management, financial management, business / management skill, business plan) were developed.	

1.5 Design an implementation mechanism.		Plan			<ul style="list-style-type: none"> - The group of the curricula of new training programs for SMEs was named as KJ-PRIME. 6 training curricula were developed. - Under KJ-PRIME, 4 model training programs were implemented in the 3rd year, in order to establish the cycle through actual demonstration. The MTs and TCs played the role of instructors, with the assistance of JICA experts. 	
1.6 Form a collaboration mechanism at institutional level between KIBT and training institutions/ organizations to maximize quality and scope of business service(s) required by SMEs. (Revised for the extended period as '1.6 Establish a coordinating committee [tentative] with KIBT collaborators to maximize quality and scope of business service(s) required by SMEs.')		Plan			<ul style="list-style-type: none"> - 60% of pilot enterprises were introduced by the collaborators through periodical meetings with them. - Model training programs were implemented for the managers of Toyota Kenya, as well as the students of JKUAT/PAU in the 2nd year. - 5 kinds of the model training programs were implemented for the managers of pilot enterprises in the 3rd year. Based on the feedback from the participants, the training contents were improved. - 9 TCs who are sent from the collaborators (KNCCI, KIRDI, NPCC, Internal Trade) were trained in the 3rd year. - The Coordinating Committee was established with the participation of KIBT and its collaborators. It was implemented three times in October 2018, December 2018 and April 2019. After the committee, the MOUs have been made between KIBT and some of the collaborators. The activities of KIBT have been expanded. 	
1-7 Develop and implement new curriculum on Business Plan in Training of Trainers activities with KIBT collaborators.		Plan			<ul style="list-style-type: none"> - The curriculum on Business Plan was developed. - ToT on Business Plan was implemented. Through the actual implementation of facilitation, 7 staff from KIBT and collaborators were trained as the trainers on Business Plan. 	
1-8 Monitor continuous cycle of providing business services with KIBT collaborators.		Plan			<ul style="list-style-type: none"> - Through the implementation of the Coordinating Committee, the business services of KIBT was monitored. 	
Output 2: KIBT lecturers for the new training and consultancy programs for SMEs are empowered.						
2.1 Select at least three (3) lecturers per selected subject who are going to be trained as master trainers of the new training and consultancy programs.		Plan			<ul style="list-style-type: none"> - 9 MTs were trained in the master trainer practice process in the 2nd and 3rd year. - 9 TCs were trained in the 2nd year. - 9 TCs who are sent from the collaborators (KNCCI, KIRDI, NPCC, Internal Trade) were trained in the 3rd year. 	<ul style="list-style-type: none"> - One of trained MT (Financial Management Field) left KIBT March 2017. To supplement him, 1 TC among the TCs in the 2nd year is being trained as a MTC. - In November 2017, 1 MT (Marketing and Sales Field) was transferred to a KIBT regional office and he could not continue to participate in the project activities. It was confirmed that he had utilized the skills obtained for supporting the SMEs in the region by providing business training and consultancy.
2.2 Set measurable indicators (achievement level(s)) for each KIBT lecturers who are selected as master trainers.		Plan			<ul style="list-style-type: none"> - Indicators for MTCs and TCs were set in the 1st year. 	
2.3 Conduct the classroom training on the new training and consultancy programs to 1) candidates of master trainers by the Japanese experts and 2) other KIBT lecturers by the master trainers.		Plan			<ul style="list-style-type: none"> - The CRTs for MTCs were implemented by JICA experts in the 1st year. - The CRTs for TCs were implemented in the 2nd and 3rd year by the MTs, with the assistance of the Japanese experts. - The TOT on business plan was implemented in the extended period by the Japanese expert. - Before the implementation of the pilot training on business plan for enterprises in March 2019, the preparatory workshops were held to enhance the capacity of the TCs. 	
2.4 Organize on-site consultancy (based on the new training and consultancy programs) by the selected KIBT lecturers at selected enterprises.		Plan			<ul style="list-style-type: none"> - On-site consultancy for 5 enterprises (15 workshops) was completed in the 1st year. - On-site consultancy for 9 pilot enterprises (21 workshops) was completed in the 2nd year. - On-site consultancy for 7 pilot enterprises (18 workshops) was being implemented in the 3rd year. 	
2.5 Establish a monitoring mechanism to check quality of services provided by KIBT and to provide feedback for continuous improvement.		Plan			<ul style="list-style-type: none"> - MTs and TCs made consulting reports after each consultancy visits. They were used for monitoring the results of consultancy. - The satisfaction survey for on-site consultancy was conducted after the completion of on-site consultancy. - The on-site consultancy impact survey was implemented 6 months after the completion of on-site consultancy. - The monitoring mechanism was established through the activities above. 	

Output 3: Indications to show business performance improvement at selected pilot enterprises are found.

3.1 Select at least 6 pilot enterprises per year from the list of enterprises recommended by KIBT and/or its collaborators.	Plan	[Gantt chart for 3.1]	- 5 pilot enterprises (15 workshops) were selected in 1st year. - 9 pilot enterprises (21 workshops) were selected in 2nd year. - 7 pilot enterprises (18 workshops) were selected in 3rd year.
3.2 Conduct a baseline survey to understand the current performance level(s) of the pilot enterprises in order to set measurable indicators to assess achievement level(s) throughout the project implementation.	Plan	[Gantt chart for 3.2]	- The baseline survey for the pilot enterprises was implemented within 2-3 month after the starting of on-site consultancy each year.
3.3 After completion of Activity 2.4, progress of achievement(s) is assessed in order to provide appropriate feedback based on the assessment result(s).	Plan	[Gantt chart for 3.3]	- The satisfaction survey for on-site consultancy was conducted after the completion of on-site consultancy in 3 years. - The on-site consultancy impact survey was conducted for all the pilot enterprises (21) for the 3 years.
3.4 Disseminate the compiled result(s) of the service(s) provided to the pilot enterprises.	Plan	[Gantt chart for 3.4]	- Result dissemination seminars were held three times in the 3 years. - Promotional materials (leaflets, banners, consulting guide best practice DVD) were developed.

Duration / Phasing	Plan	1st Year	2nd Year	3rd Year	Extension Period	
Actua						

Monitoring Plan	Plan	2015				2016				2017				2018				2019			Remarks	Issue	Solution	
Actual		1-3	4-6	7-9	10-12	1-3	4-6	7-9	10-12	1-3	4-6	7-9	10-12	1-3	4-6	7-9	10-12	1-3	4-6	7-9				
Monitoring	/																							
Joint Coordinating Committee/Technical Committee	Plan																					Technical Committee was		
Set-up the Detailed Plan of Operation (Work Plan)	Actual																					formed in Feb 2016.		
Submission of Monitoring Sheet	Plan																							
Joint Monitoring	Actual																							
Post Monitoring	Plan																							
Actual																								
Reports/Documents	/																							
Progress Report	Plan																							
Actual																								
Project Completion Report	Plan																							
Actual																								
Public Relations	/																							
Results- Dissemination Seminars	Plan																						- Due to the political uncertainty and unstable security status with	- In consultation with JICA Kenya Office, the 2nd result
Actual																							reference to the repeat presidential election, the 2nd result	dessemination seminar was postponed to March 7, 2018.
Actual																							dissemination seminar was forced to be postponed.	- Result dissemination seminars were held three times in 3 years.

[Annex 2] List of Products Developed by the Project

1. Consultancy Tools

- (1) Consultancy management
- (2) Production & quality management
- (3) Marketing & sales
- (4) Financial management

2. Business Training Tools

No of Developed Curricula and Tools	Topics	Target	Duration
1	Management Strategy & Planning	Trainers	3 days
2		Executives & managers	2 days
3	Marketing / Sales	Trainers	5 days
4		Executives & managers	3 days
5	Production & Quality Management	Trainers	5 days
6		Executives & managers	3 days
7	Financial Management	Trainers	5 days
8		Executives & managers	3 days
9	Business / Management Skill	Trainers	3 days
10		Executives & managers	3 days
11	Business Plan	Trainers	5 days
12		Executives & managers	5 days

3. Promotion materials

- (1) KIBT leaflet
- (2) KJ-PRIME (Kenya Japan - Program for Innovation and Management Excellence)
*The new curricula of business training for SME
- (3) KIBT banners
- (4) Consulting guide
- (5) Best practice DVD based on the cases of on-site consultancy (Megh Cushion Industries LTD.)

[Annex 3-1] Project Design Matrix (PDM) - Version 0

Project Title: Project on Human Resource Development for Industrial Development

Implementation Agency: Kenya Institute of Business Training (KIBT)

Target Group: (Direct) KIBT staff members at professional level; (Indirect) Staff members at professional level at training institutions/ organizations that collaborate with KIBT, Enterprises that are receiving services from KIBT and/or its collaborators

Period of Project: Three (3) years from the date the first Japanese expert is dispatched

Project Site: Nairobi and surrounding areas

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions	Achievement	Remarks
<p>Overall Goal Business performance(s) of existing SMEs are improved through enhanced human resource(s) developed by KIBT and/or its collaborators.</p>	<ol style="list-style-type: none"> Real sales value is increased by 10% per year. More than 100 SMEs are provided consultancy services. 	<ol style="list-style-type: none"> Result of surveys Result of interviews 	Business environment for private enterprises in Kenya does not deteriorate drastically.		
<p>Project Purpose Quality of services (new training and consultancy programs for SMEs) that KIBT provides is strengthened.</p>	<ol style="list-style-type: none"> Satisfaction level of the pilot enterprises for the services provided by KIBT is more than 80%. “The new training and consultancy programs” developed in the Project becomes one of the regular training program of KIBT. 	<ol style="list-style-type: none"> Project report(s) Result of surveys Result of interviews Performance contract 	Policy direction and strategies for industrial development do not face drastic change(s).		
<p>Outputs</p> <ol style="list-style-type: none"> Implementation structure for the new training and consultancy programs for SMEs at KIBT is established. KIBT lecturers for the new training and consultancy programs for SMEs are empowered. Indications to show business performance improvement at selected pilot enterprises are found. 	<ol style="list-style-type: none"> <ol style="list-style-type: none"> Annual work plan(s) based on the new training and consultancy programs including plans on implementation schedule, human resource(s) and budget without assistance from the Japanese experts are developed. Result of the implementation of the new training and consultancy programs at the pilot enterprises is reflected in the initial curricula and syllabus developed under the Project. At least 30% of the on-site consultancy planned in the Project is done by a joint team consist of the candidates of master trainers and lecturers from KIBT collaborators. <ol style="list-style-type: none"> All candidates of master trainers passed the criteria defined in the Project to become the master trainers. More than 90% of other KIBT lectures trained by the master trainers passed the competency level set in the Project. <ol style="list-style-type: none"> 5S is practiced by all pilot enterprises. Waste in operation per pilot enterprise is reduced by 20% on average. A promotion package on the new training and consultancy programs is distributed at KIBT business clinics. 	<ol style="list-style-type: none"> <ol style="list-style-type: none"> Annual work plan(s) Project report(s) Result of interview(s) <ol style="list-style-type: none"> Project report(s) Result of assessment of the candidate of master trainers and other KIBT lectures <ol style="list-style-type: none"> Activity report(s) per pilot enterprise produced in the Project. Activity report(s) per pilot enterprise 	<ul style="list-style-type: none"> Scale of natural and/or man-made disaster that occur is not larger than what Kenya experienced in the past. KIBT lecturers who are trained under the Project remain in KIBT, if not in the Industrial Human Resource Development sector in Kenya. 		

produced in the Project.
3-3 Other PR materials (DVD, leaflet)

<p>Activities</p> <p>1.1 Conduct analytical work on needs of private enterprises based on the existing data and/or information collected before the project commencement.</p> <p>1.2 Prepare a business plan on how to improve KIBT service(s) based on the finding(s) of the analytical work in Activity 1.1.</p> <p>1.3 Develop a guideline (curricula and syllabus) for the new training and consultancy programs for SMEs based on the needs identified in Activity 1.1.</p> <p>1.4 Develop implementation tools such as textbook(s) and teaching manual(s) based on the guideline.</p> <p>1.5 Design an implementation mechanism such as 1) how to conduct needs assessment, 2) designing of training course, 3) implementation of service(s), 4) evaluation and 5) acquisition of new client(s) to conduct the new training and consultancy programs for SMEs.</p> <p>1.6 Form a collaboration mechanism at institutional level between KIBT and training institutions/ organizations to maximize quality and scope of business service(s) required by SMEs.</p> <p>2.1 Select at least three (3) lecturers per selected subject who are going to be trained as master trainers of the new training and consultancy programs.</p> <p>2.2 Set measureable indicators (achievement level(s)) for each KIBT lecturers who are selected as master trainers.</p> <p>2.3 Conduct the classroom training on the new training and consultancy programs to 1) candidates of master trainers by the Japanese experts and 2) other KIBT lectures by the master trainers.</p> <p>2.4 Organize on-site consultancy (based on the new training and consultancy programs) by the selected KIBT lecturers at selected enterprises¹.</p> <p>2.5 Establish a monitoring mechanism to check quality of services provided by KIBT and to provide feedback for continuous improvement.</p> <p>3.1 Select at least 6 pilot enterprises per year from the list of enterprises recommended by KIBT and/or its collaborators.</p> <p>3.2 Conduct a baseline survey to understand the current performance level(s) of the pilot enterprises in order to set measurable indicators to assess achievement level(s) throughout the project implementation.</p> <p>3.3 After completion of Activity 2.4, progress of achievement(s) is assessed in order to provide appropriate feedback based on the assessment result(s).</p> <p>3.4 Disseminate the compiled result(s) of the service(s) provided to the pilot enterprises.</p>	<p>Input</p> <p><u>Kenyan side</u></p> <p>(a) Services of MEAAC&T's counterpart personnel and administrative personnel as referred to in II-6 of R/D;</p> <p>(b) Suitable office space with necessary equipment and access to internet;</p> <p>(c) Supply or replacement of machinery, equipment, instruments, vehicles, tools, spare parts, insurance and any other materials necessary for the implementation of the Project other than the equipment provided by JICA;</p> <p>(d) Means of transport and travel allowances for counterpart personnel for official travel within the Republic of Kenya;</p> <p>(e) Information as well as support in obtaining medical service;</p> <p>(f) Credentials or identification cards;</p> <p>(g) Available data (including maps and photographs) and information related to the Project;</p> <p>(h) Running expenses necessary for the implementation of the Project;</p> <p>(i) Expenses necessary for transportation within the Republic of Kenya of the equipment referred to in II-5 (1) of R/D as well as for the installation, operation and maintenance thereof;</p> <p>(j) Necessary facilities to the JICA experts for the remittance as well as utilization of the funds introduced into the Republic of Kenya from Japan in connection with the implementation of the Project; and</p> <p>(k) Allocation of necessary fund and other support for implementing the Project as a part of KIBT services in "Performance Contract between the Principal Secretary, State Department of Commerce and Tourism and Kenya Institute of Business Training".</p> <p><u>Japanese side</u></p> <p>(a) Dispatch of Experts Leader/ Collaboration Promotion/ Lecturer (General Business Skill) Public Relations Lecturer A (Production and Quality Management) Lecturer B (Management Strategy/ Marketing) Lecturer C (Financial Management)</p>	<p>Preconditions</p> <ul style="list-style-type: none"> - A sufficient budget is secured to at least maintain the KIBT's routine and planned activities. - Selection of KIBT lecturers as members of the Project is completed. <p>Issues and Countermeasures</p>
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¹ The on-site consultation will be carried out in phases – first phase (Japanese expert as a main advisor and candidates of master trainers as trainees), second phase (candidates of master trainers as main advisors and Japanese expert as supervisor), and third phase (master trainers as the main advisors and KIBT lectures as trainees)A-159

Project Coordination/ Assistance to management of training component

Other necessary expert(s)

(b) Training

Subject: Practical approach to business management

Method: Class room lecture, company visit

Venue: Japan or third countries

Participants: KIBT staff members at professional level

Number of participants: Maximum nine (9) participants per training

Number of training: Twice (2)

(c) Machinery and Equipment

Five (5) laptop computers

Three (3) projectors

One (1) multifunction printer (color printer, FAX, photocopier)

Three (3) digital camcorders

One (1) vehicle (4WD)

(d) Other expenses necessary for the implementation of the Project

Part of the cost for organizing trainings and seminars in Kenya

Printing cost of training material

[Annex 3-2] Project Design Matrix (PDM) - Version 1 and For Evaluation

Version: 1
Date: 10th July, 2019

Project Title: Project on Human Resource Development for Industrial Development

Implementation Agency: Kenya Institute of Business Training (KIBT)

Target Group: (Direct) KIBT staff members at professional level; (Indirect) Staff members at professional level at training institutions/ organizations that collaborate with KIBT, Enterprises that are receiving services from KIBT and/or its collaborators

Period of Project: Initially three (3) years from the date the first Japanese expert was dispatched (from 6th September 2015). The period was extended for one (1) year.

Project Site: Nairobi and surrounding areas

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions	Achievement	Remarks
<p>Overall Goal Business performance(s) of existing SMEs are improved through enhanced human resource(s) developed by KIBT and/or its collaborators.</p>	<ol style="list-style-type: none"> Real sales value is increased by 10% per year. More than 100 SMEs are provided consultancy services. 	<ol style="list-style-type: none"> Result of surveys Result of interviews 	Business environment for private enterprises in Kenya does not deteriorate drastically.	The achievements will be assessed in 3-5 years after the completion of the Project.	
<p>Project Purpose Quality of services (new training and consultancy programs for SMEs) that KIBT provides is strengthened.</p>	<ol style="list-style-type: none"> Satisfaction level of the pilot enterprises for the services provided by KIBT is more than 80%. “The new training and consultancy programs” developed in the Project becomes one of the regular training program of KIBT. 	<ol style="list-style-type: none"> Project report(s) Result of surveys Result of interviews Performance contract 	Policy direction and strategies for industrial development do not face drastic change(s).	<ol style="list-style-type: none"> Satisfaction level of the pilot enterprises for the 3 years was 93.3%. New consultancy services for SMEs were included in KIBT’s annual plans between 2016/2017 and 2019/2020. In 2018/2019, the consultancy for 4 MSMEs were implemented by KIBT without the assistance of JICA experts. 	
<p>Outputs 1. Implementation structure for the new training and consultancy programs for SMEs at KIBT is established.</p>	<ol style="list-style-type: none"> 1-1. Annual work plan(s) based on the new training and consultancy programs including plans on implementation schedule, human resource(s) and budget without assistance from the Japanese experts are developed. 1-2. Result of the implementation of the new training and consultancy programs at the pilot enterprises is reflected in the initial curricula and syllabus developed under the Project. 1-3. At least 30% of the on-site consultancy planned in the Project is done by a joint team consist of the candidates of master trainers and lecturers from KIBT collaborators. 	<ol style="list-style-type: none"> 1-1 Annual work plan(s) 1-2 Project report(s) 1-3 Result of interview(s) 	<ul style="list-style-type: none"> Scale of natural and/or man-made disaster that occur is not larger than what Kenya experienced in the past. KIBT lecturers who are trained under the Project remain in KIBT, if not in the Industrial Human Resource Development sector in Kenya. 	<ol style="list-style-type: none"> 1-1 New consultancy services for SMEs were included in KIBT’s annual plan, with schedule, human resources and budget between 2016/2017 and 2019/2020. It was developed without the assistance from Japanese experts. The new business services for SMEs, KJ-PRIME, was developed. KIBT has been working on having MOUs with various organizations, such as county governments, universities, for the provision of the services. 1-2 MTs and Trainers have been revising training guidelines and tools, based on the results of on-site consultancy. They also 	

<p>2. KIBT lecturers for the new training and consultancy programs for SMEs are empowered.</p>	<p>2-1. All candidates of master trainers passed the criteria defined in the Project to become the master trainers.</p> <p>2-2. More than 90% of other KIBT lectures trained by the master trainers passed the competency level set in the Project.</p>	<p>2-1 Project report(s)</p> <p>2-2 Result of assessment of the candidate of master trainers and other KIBT lectures</p>	<p>conducted model training programs by utilizing them.</p> <p>1-3 60% (25/42) of candidate enterprises was introduced by collaborator in the 3 years. 33.3% of consultancy (7/21) was conducted by the joint team (KIBT and its collaborators) in the 3 years.</p> <p>2-1 10 MTCs passed the criteria at 1st assessment in the 1st Year. But 1 left KIBT in March 2017. 1 TC in the 2nd year has become an MTC and he was trained in the 3rd year. In November 2017, other 1 MT was transferred to a KIBT regional office and he could not continue to join the training program. However, he has utilized the skills obtained for supporting the SMEs in the region by providing training and consultancy in the region, since he moved.</p> <p>As the result, 8 MTs completed achievement indicators set in the final assessment in June 2018 and they received the certification as the MT.</p> <p>2-2. 9 TCs (KIBT lecturers) in the 2nd year passed the achievement indicators. 9 TCs (the staff of the collaborators) in the 3rd year also passed the achievement indicators.</p> <p>3-1. 5S was practiced in all of pilot enterprises for the 3 years.</p>
<p>3. Indications to show business performance improvement at selected pilot enterprises are found.</p>	<p>3-1. 5S is practiced by all pilot enterprises.</p> <p>3-2. Business process is improved by 20% per pilot enterprise on average, based on the criteria agreed on the team. (the improvement of business process includes the reduction of waste in operation, the development of the plan/strategy/system for managing enterprises effectively).</p> <p>3-3. A promotion package on the new training and consultancy programs is distributed at KIBT business clinics.</p>	<p>3-1 Activity report(s) per pilot enterprise produced in the Project.</p> <p>3-2 Activity report(s) per pilot enterprise produced in the Project.</p> <p>3-3 Other PR materials (DVD, leaflet)</p>	<p>3-1. 5S was practiced in all of pilot enterprises for the 3 years.</p> <p>3-2. The improvement ratio of business process (including waste elimination) was 25.9% on average among 21 enterprises for the 3 years.</p> <p>3-3 Developed promotion materials (leaflets, banners) have been utilized in KIBT's own activities. Consultancy Guide was developed and distributed in KIBT activities. The best practice DVD was completed in June 2018 and it was shown in various activities of KIBT.</p>

Activities	Input	Preconditions
<p>1.1 Conduct analytical work on needs of private enterprises based on the existing data and/or information collected before the project commencement.</p> <p>1.2 Prepare a business plan on how to improve KIBT service(s) based on the finding(s) of the analytical work in Activity 1.1.</p> <p>1.3 Develop a guideline (curricula and syllabus) for the new training and consultancy programs for SMEs based on the needs identified in Activity 1.1.</p> <p>1.4 Develop implementation tools such as textbook(s) and teaching manual(s) based on the guideline.</p> <p>1.5 Design an implementation mechanism such as 1) how to conduct needs assessment, 2) designing of training course, 3) implementation of service(s), 4) evaluation and 5) acquisition of new client(s) to conduct the new training and consultancy programs for SMEs.</p> <p>1.6 Form a collaboration mechanism at institutional level between KIBT and training institutions/ organizations to maximize quality and scope of business service(s) required by SMEs.</p> <p>2.1 Select at least three (3) lecturers per selected subject who are going to be trained as master trainers of the new training and consultancy programs.</p> <p>2.2 Set measureable indicators (achievement level(s)) for each KIBT lecturers who are selected as master trainers.</p> <p>2.3 Conduct the classroom training on the new training and consultancy programs to 1) candidates of master trainers by the Japanese experts and 2) other KIBT lectures by the master trainers.</p> <p>2.4 Organize on-site consultancy (based on the new training and consultancy programs) by the selected KIBT lecturers at selected enterprises¹.</p> <p>2.5 Establish a monitoring mechanism to check quality of services provided by KIBT and to provide feedback for continuous improvement.</p> <p>3.1 Select at least 6 pilot enterprises per year from the list of enterprises recommended by KIBT and/or its collaborators.</p> <p>3.2 Conduct a baseline survey to understand the current performance level(s) of the pilot enterprises in order to set measurable indicators to assess achievement level(s) throughout the project implementation.</p>	<p><u>Kenyan side</u></p> <p>(a) Services of MEAAC&T’s counterpart personnel and administrative personnel as referred to in II-6 of R/D;</p> <p>(b) Suitable office space with necessary equipment and access to internet;</p> <p>(c) Supply or replacement of machinery, equipment, instruments, vehicles, tools, spare parts, insurance and any other materials necessary for the implementation of the Project other than the equipment provided by JICA;</p> <p>(d) Means of transport and travel allowances for counterpart personnel for official travel within the Republic of Kenya;</p> <p>(e) Information as well as support in obtaining medical service;</p> <p>(f) Credentials or identification cards;</p> <p>(g) Available data (including maps and photographs) and information related to the Project;</p> <p>(h) Running expenses necessary for the implementation of the Project;</p> <p>(i) Expenses necessary for transportation within the Republic of Kenya of the equipment referred to in II-5 (1) of R/D as well as for the installation, operation and maintenance thereof;</p> <p>(j) Necessary facilities to the JICA experts for the remittance as well as utilization of the funds introduced into the Republic of Kenya from Japan in connection with the implementation of the Project; and</p> <p>(k) Allocation of necessary fund and other support for implementing the Project as a part of KIBT services in “Performance Contract between the Principal Secretary, State Department of Commerce and Tourism and Kenya Institute of Business Training”.</p> <p><u>Japanese side</u></p> <p>(a) Dispatch of Experts Leader/ Collaboration Promotion/ Lecturer (General Business Skill) Public Relations Lecturer A (Production and Quality Management) Lecturer B (Management Strategy/ Marketing) Lecturer C (Financial Management) Project Coordination/ Assistance to management of training component Other necessary expert(s)</p> <p>(b) Training Subject: Practical approach to business management Method: Class room lecture, company visit Venue: Japan or third countries Participants: KIBT staff members at professional level</p>	<p>- A sufficient budget is secured to at least maintain the KIBT’s routine and planned activities.</p> <p>- Selection of KIBT lecturers as members of the Project is completed.</p>

¹ The on-site consultation will be carried out in phases – first phase (Japanese expert as a main advisor and candidates of master trainers as trainees), second phase (candidates of master trainers as main advisors and Japanese expert as supervisor), and third phase (master trainers as the main advisors and KIBT lectures as trainees)A- 163

<p>3.3 After completion of Activity 2.4, progress of achievement(s) is assessed in order to provide appropriate feedback based on the assessment result(s).</p> <p>3.4 Disseminate the compiled result(s) of the service(s) provided to the pilot enterprises.</p>	<p>Number of participants: Maximum nine (9) participants per training Number of training: Twice (2)</p> <p>(c) Machinery and Equipment Five (5) laptop computers Three (3) projectors One (1) multifunction printer (colour printer, FAX, photocopier) Three (3) digital camcorders One (1) vehicle (4WD)</p> <p>(d) Other expenses necessary for the implementation of the Project Part of the cost for organizing trainings and seminars in Kenya Printing cost of training material, allowance for MTs on on-site consultancy visit</p>	<p style="text-align: center;">Issues and Countermeasures</p> <p><u>Issue</u> (a) 14 lecturers (7 MTs and 7 TCs) applied to the promotion in the other departments of the State Department of Trade in March 2017. In June 2017, it was confirmed that 13 lecturers (6 MTs and 7 TCs) were promoted and transferred to the other departments. (b) Due to the uncertainty of political situation as well as unstable security status, with reference to the repeat presidential election in Kenya, some of the Project activities were needed to be delayed. (c) Necessary allowance (meal allowance) for MTs was not provided by the GoK, due to the budget limitation. It was said to be a factor demotivating the MTs for participating in the on-site consultancy.</p> <p><u>Countermeasure</u> (a) JICA Kenya Office proposed to the PS so that these lecturers would stay at least until the end of the Project, in order to complete necessary technical transfer. In the middle of September 2017, the letter from the PS that instructed the promoted lecturers to remain KIBT until the end of the Project period was issued and sent to the lecturers. They actually remained at KIBT until the end of June 2018 and completed technical transfer in the Project. In July 2018, 10 promoted lecturers (5 MTs and 5 Trainers) moved from KIBT. 2 Trainers moved back to KIBT in May 2019. (b) In consultation with JICA Kenya Office, JICA project team and KIBT agreed on the postpone of the 2nd result dissemination seminar to March 7, 2018. Some of the visits to pilot enterprises in October and November 2017 were postponed due to the security cautions in Nairobi. JICA experts and the MTs needed to implement on-site consultancy efficiently and intensively on the limited days. (c) JICA finally decided on exceptional basis to provide the allowance for the MTs, when the MTs conducted on-site consultancy in the 3rd year.</p>
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