



Kaizen in Public Sector of Bangladesh

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Outline of the Presentation:

- **Background of 1st and 2nd Phase**
- **Objective of the Project**
- **Working Definition of TQM & KAIZEN**
- **Guideline and Procedure of Training under Project**
- **Achievement of the Project**
- **Concluding Remarks**

Background of 1st & 2nd Phase

In August 2006, the Government of Bangladesh requested the Government of Japan to introduce a **“bottom-up TQM approach”** for changing **mindset** of govt. officials. In March 2007, JICA and BPATC officially launched the **“Project for Enhancing the Capacity of Public Service Training in Bangladesh.”**

□ 2nd Phase of this Project titled **"Improving Public Services through Total Quality Management (IPS TQM) Project"** has been started in 2012. This is a 5 years (2013-2018) collaborative project by BPATC and JICA with 5 partner institutes.

Cont.....

- The Project was fully implemented by BPATC with the assistance of Partner Institutions (PIs).
- ***BPATC is the apex public sector training institute in Bangladesh-under Ministry of Public Administration.*** All the civil servants from entry level to Secretary have to undergo training from BPATC including other government officials. The Centre offers innovative training courses across subjects, from public administration and governance to leadership, *Total Quality Management (TQM)*, SDGs, office management, gender and development, financial management, project management, conflict management and negotiation, e-government management and Training of Trainers (TOT)
- BPATC was solely responsible for planning and implementing Kaizen training.
- However, Kaizen activities (*Simple Improvement Project or SIPs*) were taken and implemented by concerned NBDs' Officials.
- PIs assisted BPATC to carry out Kaizen training and Monitoring as well Institutionalize Kaizen since all PIs have huge stakeholders. ⁴

Cont.....

1. Bangladesh Academy for Rural Development
 2. National Academy for Educational Management
 3. National Academy for Planning and Development
 4. Rural Development Academy (RDA) and
 5. National Institute of Local Government
- ❑ **The stakeholders of all PIs are government officials and all are responsible for providing them training.**
 - ❑ **Therefore, they incorporated KAIZEN in their curriculum as separate Module which played huge role to make KAIZEN as Mandatory part in APA (Annual Performance Agreement)**

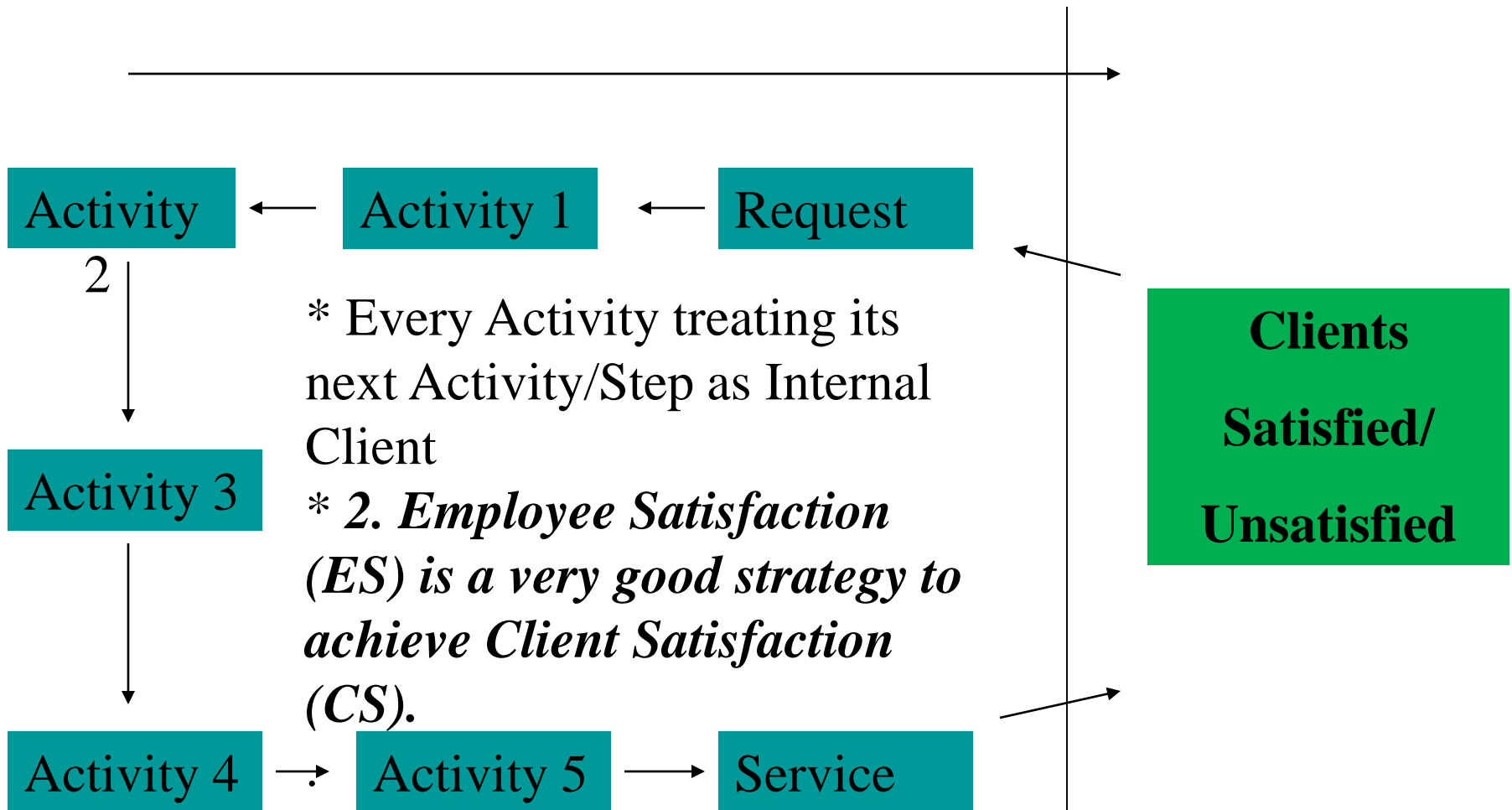
Objectives of the Project

To establish a mechanism or framework for implementing One Year One Projects (OYOPs) at Upazila level offices through **MIND SET CHANGE** of the Officials by using **KAIZEN APPROACH**

Phase	Duration	Budget	Remarks
Phase-I	2007-2011	93.3 ml. (BDT)	JICA-81 ml. & GoB- 12.3 ml. (BDT)
Phase-II	2012-2017	651.1 ml. (BDT)	JICA-485 ml. & GoB-166 ml. (BDT)

TQM - Quality Management in all Dimensions

External Clients and Internal Clients



Kaikaku and **Kaizen**

Radical
Improvement

Incremental
Improvement



Kaizen
is evolutionary,
focused on
incremental
improvements



Kaikaku
is revolutionary,
focused on
radical
improvements

1000ventures

Approaches of Kaizen

❑ **CAUSE-EFFECT APPROACH**

❑ **FISH-BONE APPROACH (ROOT CAUSE)**

❑ **5S APPROACH**

One year, One
Project (OYOP)
12,000 ±
Improvements Every
*Year (25 NBDs**
491)

IPS-TQM Project – District/Upazila Course

1st Day - Briefing Seminar – District and Sadar Officers, District & Upazila Administration



2nd -5th Days - Small Improvement Project (SIP) Planning Workshop with District and Upazila Officers



Implementation of SIPs – 3 Months DOs, Mentors,



District Refresher Course & Convention
(Consolidated Presentation from each Dept)

List of Nation Building Departments (NBDs)

Land	Education-2	Ansar & VDP	Agriculture	Accounts
Police	Social Welfare	Education & Eng.	Fisheries	Cooperative
Health	Family Planning	Statistics	Livestock	Youth Development
LGED	Election	Relief	Jute	Register Office
BRDB	Municipality	& Rehabilitation	Food Department	Women Development

Institutionalization of Kaizen in BD

District & Upazila Course

Kaizen Project (SIPs)

Monitoring by Mentors & Dist. officer

Presentation in the District Kaizen Con.

Selection for National/International Kaizen Con.

Replicate Selected Kaizen in Ministry/Division

Incorporated in APA by Cabinet Division
as Mentor Strategic Objective & Circular
Has been issued to Implement Kaizen by
all dept., Divi. and Ministries in every
year

Since 201
all
governme
offices hav
to
implemen
Kaizen a
per circul
of Cabi.
Divi.

Characteristics of Our Kaizen Approach

- ❑ Methodologically simple
- ❑ Bottom-up Development Initiatives
- ❑ Within Departmental Guidelines
- ❑ Enhances Departmental Image
- ❑ Does not require very high level approval
- ❑ Does not require huge amount of money
- ❑ Positive reinforcement through a sense of accomplishment

Mechanism of Monitoring

- Directorate Focal Points/TQM Cell Members as Mentors
- District Officers as Promoters
- *Copy to DC, UNO, Upazila Chairman (Elected Representative), Concerned District Officer, Departmental Head and Focal Point*
- DGs/Chairpersons as Reviewers
- Endorsement Letters issued to 64 Districts by 25 Directorates/Departments

Resource Persons

▪ Certified TQM Trainers by JICA

They have to undergo through TOT conducted by JICA and BPATC. After training they have to sit for examination for getting certificate which was again directly conducted by JICA. **They also have to do some SIPs using Kaizen Technique. After that they can play role as trainer and mentor in the Upazila and District Course**

• Role Models, Focal Points and Contact Persons from PIs

At present around 120 certify trainer are available in Bangladesh. Among them, 60 from BPATC, NILG-13, NAEM-12, RDA-15, NAPD-10, BARD-13 and others-7.

BPATC and other PIs conducted around 27 TOT on TQM (2 Weeks). Total participants were around 800. BPATC organized seminars about KAIZEN participants from all Ministries/Division and relevant departments and agencies.

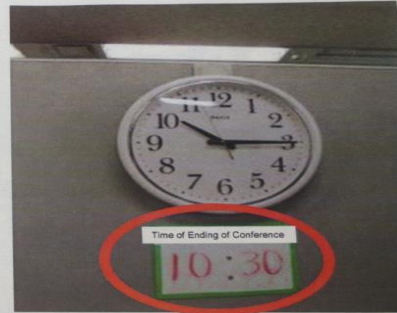
Each Ministry and Division has Focal Point who has also undergone through TQM Training. After receiving training on TQM and Kaizen they can get chance to work as Mentors, Coordinator

Motivation from Japan

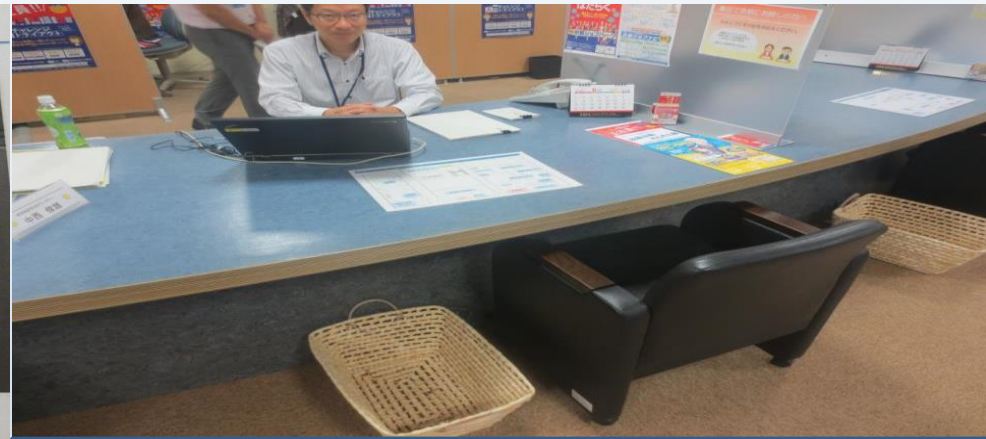
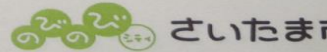
KAIZEN Case Example: Making Conferences Proceed Smoothly

The time of the ending of the conference was clearly indicated below the clock in the conference room.

It made all participants clearly aware of the remaining time, resulting in making the meeting proceed smoothly.



9. KAIZEN Case Examples



Seiri (sorting) *Seiton* (systematize)

*Japan
Saitama City
Concept*
*“Crime decreases if
the town is clean”*



Seiso (Shining) *Seiketsu* (Create Standardize Operating System)



Shitsuke (If members practice 4s voluntarily then it will sustain)

SIP, How Much Small??



Visiting selected school's by the mentor and JICA Experts

BEFORE and AFTER Kaizen



School Campus



Toilets





People who used to beg attended a meeting named 'gathering of humanity' held in Kishorganj Upazila Parishad premises on Saturday where the local administration formally declared the upazila beggar-free. PHOTO: OBSERVER

Fire at Gazipur RMG factory

Our Correspondent

GAZIPUR, July 6: Fire gutted goods in a sweater factory at Gazipura Sataish area under Tongi police station in the district yesterday evening.

Senior station officer of Gazipur fire station Shaen Mia said the fire originated from F.S. Sweater factory at the fourth floor of the eight-storied building of the Choitee Complex at about 4pm and soon spread to the fifth floor immediately.

A large quantity of readymade cloths, machineries and yarn were gutted in the blaze.

On information six fire fighting units of Gazipur and Tongi station rushed to the spot and brought the blaze under control at 6:10pm.

The cause of fire and the amount of losses could not be known immediately.

Kishorganj upazila declared beggar-free

Our Correspondent

NILPHAMARI, July 6: The local administration formally declared Kishorganj upazila of the district beggar-free by a programme named 'gathering of humanity' at the Upazila Parishad field on Saturday afternoon.

Siddikur Rahman, upazila nirbahi officer (UNO), presided over the ceremony and Alhaj Shawkat Choudhury MP and the opposition whip was the chief guest at the programme.

Among others, Professor Golam Mostafa MP, Rasidul Islam Chairman of Kishorganj UP, Zakir Hossain, former chairman of Kishorganj upazila, and chairmen of different

union parishads of the upazila were also present and spoke.

The speakers said after the conclusion of verification local administrative found a total 916 beggars in the Upazila area. 137 of them have been involved in small business, 231 were involved in 'Ekti bari ekti khamar' project and the rest 648 beggars have been involved in other government projects. An NGO named RDRS, Ansar-VDP and UP chairmen of the upazila specially cooperated in this regard.

Amison Nesa, 65, one of the beggars came from Magura Union of the upazila said the rich people used to look down on them but now their views have changed.

Agricultural fair in Nilphamari

Our Correspondent

NILPHAMARI, July 6: An agricultural fair was inaugurated at Upazila Parishad square of Kishoreganj upazila in the district on Saturday noon.

Siddikur Rahman, Upazila Nirbahi Officer (UNO) presided over the inaugural ceremony.

Alhaj Shawkat Chowdhari, MP and opposition whip spoke as chief guest at the opening ceremony.

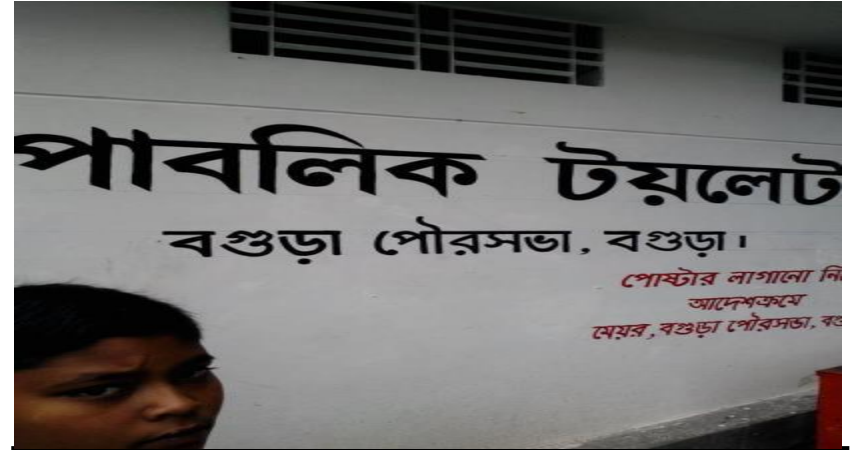
Rasidul Islam, Chairman of Kishoregonj Upazila Parishad and Rezaul Islam, Upazila Agriculture Officer spoke as special guests.

Seedlings of horticultural, forestry and herbal tree were distributed to five farmers in the fair.

Before & After Situation of Public Toilet near Zilla School



Before



After

Community Support System in Sadar Hospital



Before



After

Before & After Situation of Land Office



Before



After

Removal of Undesirable Drawings and Writings



Before



After

Awareness Building and Motivation



Way of Intervention

▪ *Institutional Development*

- ❖ Creating Expert and Trained Resource Pool (BPATC BARD, RDA, NAEM, NAPD and NILG)
- ❖ Curriculum and Training Module on Kaizen

▪ **Other Interventions**

- ❑ Inter-Ministerial /Agencies Coordination
- ❑ Nationwide Outreach
- ❑ Developing Positive Mindset and Ownership
- ❑ International Kaizen Convention (Participated by Role Model as Incentive)
- ❑ Kaizen Role Model and Officer Award (good cases)
- ❑ Collaborative Programs with Other Projects and Organizations

Project Achievements

- ❑ *12,000 ± Improvements Every Year*
- ❑ Faculty Development
- ❑ Inter-Ministerial Conferences
- ❑ International Courses on IPS-TQM
- ❑ National Seminars
- ❑ International Conventions on IPS-TQM
- ❑ Kaizen Role Models Awarded: 5
- ❑ Kaizen Officers Awarded: 18
- ❑ Collaborative Programs with Other Projects: a2i
(Access to Information Project, Prime Minister office)

Broadcasts of Kaizen Documentaries in National TV Channels

Cont...

- ❑ Training Module for Civil Servants (Entry Level to Top Most)
- ❑ TQM Cell in every Department (Annual Report, Monitoring)



Cont...

❑ Mandatory Section in Annual Performance Agreement (APA)

Out of 20 number, 2 number assigned for Kaizen

❑ Regular Work /Task

Strategic Object	Weight	Activities	Performance Indicator
Mandatory	20 out 100 (2 for Kaizen & Innovation)		

Observation, Question or Any other Clarification

❑ <https://www.youtube.com/channel/UCE6PPVPIVx6m4jx9EXdnVmA?reload=9>

❑ <https://www.youtube.com/watch?v=ndghCJax888>

❑ https://www.youtube.com/watch?v=llG-Nx_H27s

❑ <https://www.youtube.com/watch?v=NtUMrhQtVfo>

❑ <https://www.youtube.com/watch?v=H9WHKpk54Ro>

❑ <https://www.facebook.com/kaizen.bangladesh/>

Challenges for Sustainability

- *Development of Ownership among the different Stakeholders (Ministries/Divisions and their Local Offices)*
- *Mind Set of the Officials*
- *Follow-up Training*
- *Regularly Monitoring by the Responsible Officers*
- *Continuity of the SIPs after transfer of the Officer(s)*
- *Internalize the Impact of SIP*

Thank you for your Valuable Time