

## Companies from Cameroon, Tunisia, Kenya, and Mauritius crowned at the Africa *Kaizen* Awards 2022.

The annual Africa *Kaizen* Awards are given to organizations that have made prominent achievements in quality and productivity improvement, or “*Kaizen*”, and can serve as model cases to be shared throughout Africa. This year, the awards were held on October 5<sup>th</sup>, 2022 in Yaoundé, Cameroon and shared with *Kaizen* practitioners and policy makers through online.

From 18 organizations nominated from 9 countries in Africa, MAKO INDUSTRIES SA in Cameroon received an *Outstanding* award in the small and medium-scale organization category. MAKO INDUSTRIES SA locates in Yaoundé, Cameroon and produces and sells cellulose wadding derivatives and kraft paper, such as toilet rolls, table napkins and paper backs. Through *Kaizen* practices in 2020 and 2021, the company reduced 56.7% of machine downtime in production process, improved procurement capacity from 16 to 32 tons per month, and reduce 1.84 tons of defects products and 9.13 tons of waste. The company is practicing 5S oriented cleaning on every Friday and organize *Kaizen*-day on every last Wednesday of the month that all staffs participate in.



MAKO INDUSTRIES SA

PHOENIX MECANO ELCOM (PM ELCOM) in Zaghouan, Tunisia, a company manufactures and assembles electromechanical parts including connectors, switches, and transformers received an *Outstanding* award in the large-scale organization category. PM ELCOM started *Kaizen* activities in 2011 and started its first steps in the Excellence journey in 2016. It increased productivity (p/h/p) of the line 42.4% through change of production flow, and elimination of work-in-progress during 2020-2021. The company maintains a defective rate below the limit despite the 2 new extension projects with the hiring of a large number of new employees with no experience. It also achieves the "Zero serial customer complaints" target in 2020 and 2021.



PHOENIX MECANO ELCOM

Two other companies received *Excellent* awards:

Kega Fashions Ltd in small and medium-scale category is a textile and apparel manufacture in Kenya, producing sportswear and intimates. The company implemented 5S in production, process flow improvements, waste management and inventory management. Productivity of the company was improved from 9,945 units/employee to 15,314 units/employee, defective rate was reduced from 8% to 3%, and staff turnover decreased from 12% to 8% due to improvement in the working terms and conditions.



Kega Fashions Ltd

Archemics Ltd. in Mauritius in the large-scale organization category is a manufacture and distributor of industrial and consumer detergents, adhesives, textile auxiliary products and beauty care products. Under the COVID-19 situation, existing formulation of hand sanitizer-Sanigel 60 was reviewed by R &D team so as to align with the guidelines of World Health Organization. Existing formulation of surface disinfectants were modified as per recommendation of external suppliers. The products were also assessed, and processes audited to obtain the Made in Moris label with a pass rate of 96 %.



Archemics Ltd.

By the fourth round of the award process, all the nominees in 2022 are winners of selection process of own country. Prior to the awards, the nominees made online presentation on their activities and achievements on 20-22 September, which contributed to mutual learning and information sharing of *Kaizen* good practices. All of them demonstrated well-established *Kaizen* performance such as strong top managerial leadership, 5S, visualization, and layout changes based on a time study. Although the COVID-19 pandemic has affected in their business, the nominees have practiced *Kaizen* and participated in the award process.

Supplementary to their awards, the winners of awards in the *Outstanding* and *Excellent* categories will also receive a set of literatures that are useful guides to further upgrade *Kaizen*. The literatures are selected and recommended by six members of the Examination Committee of the awards.



The objectives of the award are 1) to strengthen the learning/review process of the nominators and nominees to further improve their practices; 2) to demonstrate the benefits that *Kaizen* has on economic and social transformation and to promote it to the public; 3) to encourage African policy makers, practitioners, and scholars to disseminate and upscale *Kaizen* practices; and 4) to motivate the development of a national award system in each participating country.

The award ceremony was held as a part of the Africa *Kaizen* Annual Conference 2022, a two-day hybrid conference consisting of online and on-site events during 4-5 October, hosted by the Cameroon government and co-organized by the Africa Union Development Agency-New Partnership for Africa's Development (AUDA-NEPAD) and the Japan International Cooperation Agency (JICA).

October 5, 2022  
Africa Kaizen Awards 2022 Secretariat



## List of Award Winners

### Small and Medium-scale Organization

#### *Outstanding*

Cameroon MAKO INDUSTRIES SA

#### *Excellent*

Kenya Kega Fashions Ltd

#### *Prize for Kaizen Achievements*

Ghana GRACELOVE CREATIONS TRAINING INSTITUTE

Ghana Shekinah Glory Bakeries

Kenya THE VILLAGE NUT COMPANY LIMITED

Mauritius Nabridas Ltd

Tanzania MED-FOODS ARUSHA CO. LTD

### Large-scale Organization

#### *Outstanding*

Tunisia PHOENIX MECANO ELCOM

#### *Excellent*

Mauritius Archemics Ltd

#### *Prize for Kaizen Achievements*

Cameroon STRATEX

Ethiopia Adama Agricultural Machinery Manufacturing Industry

Ethiopia Ethiopian Construction Works Corporation

South Africa Forvia FIS Pretoria

South Africa JUANRE CLOTHING MANUFACTURERS cc

Tanzania Polyfoam Ltd

Tunisia The International Company for Industrial Promotion  
ACTIA (CIPI ACTIA)

Zambia Kanyama General Hospital

Zambia Universal Mining and Chemical Industries Limited

(In alphabetical order by country and company name)

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