



Kaizen in Ethiopia

(Transfer Model– Achievement- KEC Future)

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Contents

1. Inception and important milestones
2. KEC Overview
3. Government Support (Follow up to Policy Level)
4. Kaizen Transfer-Implementation (**Our way**)
5. Major Achievements and Impacts
6. The future of TICAD-KEC Center
7. Words of recognitions

1. Inception and Important Milestones

July 2008

Introduction of Kaizen



- Tokyo International Conference on African Development (TICAD)–2008; *Initiates Desire For Kaizen*
- Ethio - Japan agreement for technical support signed

2009- 2011 Pilot Project



- Pilot project; 30 manufacturing companies (Training and Consultancy)
- Former **Ethiopia Kaizen Institute** was established by council of ministers (256/2011 under MOI)

2011- 2022 Institutionalization



- From 2011-2015 under MOI and 2016-2021 to MPSHR.
- In 2022, EKI is re-named as **Kaizen Excellence Centre** and reorganized under MIDI, MOI



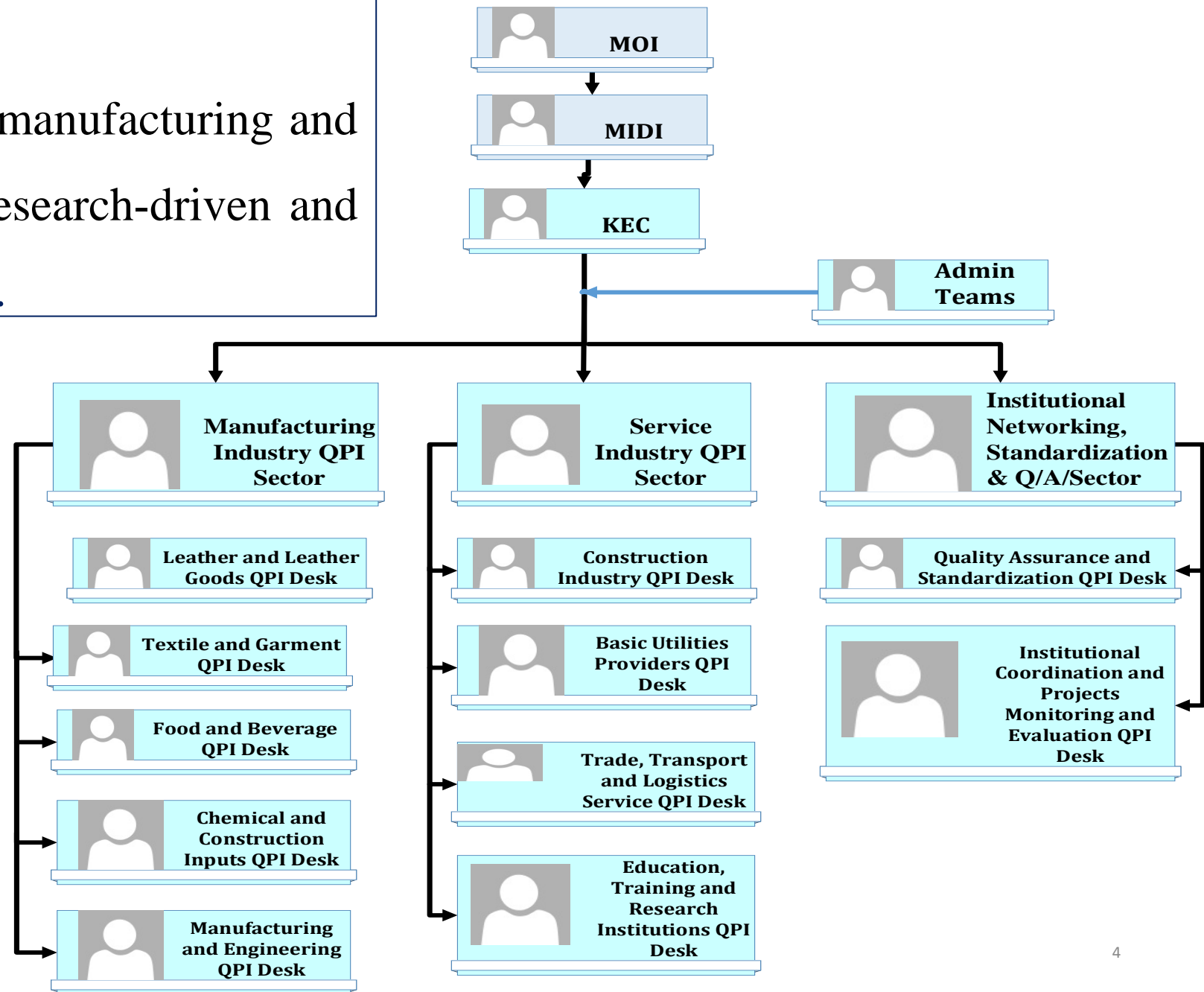
2. KEC Overview

Mission

Ensuring the *competitiveness capability* of manufacturing and service industries through implementing research-driven and tailor-made Kaizen training and consultancy.

Vision

Becoming a preferred center of capacity building for quality, productivity and business capability in Africa by 2030.





- 1. Learning from abroad, Japan
- 2. Building local capacity

- 3- Establish institutional infrastructure
- 4- Producing competent consultant
- 5 Disseminating KAIZEN in TVETs
- 6 Disseminating KAIZEN in universities



3. Kaizen Transfer -MODEL

TIISO -Our way

- 7. Company selection
- 8. Reconnaissance survey
- 9. Management oriented training
- 10. Frontline oriented training
- 11. Selection of work station
- 12. KAIZEN promotion teams
- 13. Preparing and implementing plan
- 14. Providing guidance & counseling



- 17. Certifying KAIZEN consultants
- 10. Accumulation of Best Practices
- 19. Customizations
- 20. Defining Ethiopia Kaizen

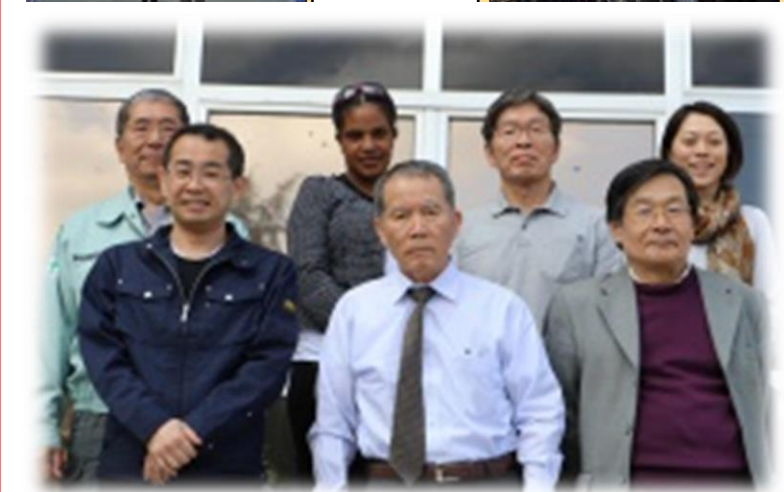


- 15. Performance appraisal
- 16. Acknowledging best performers



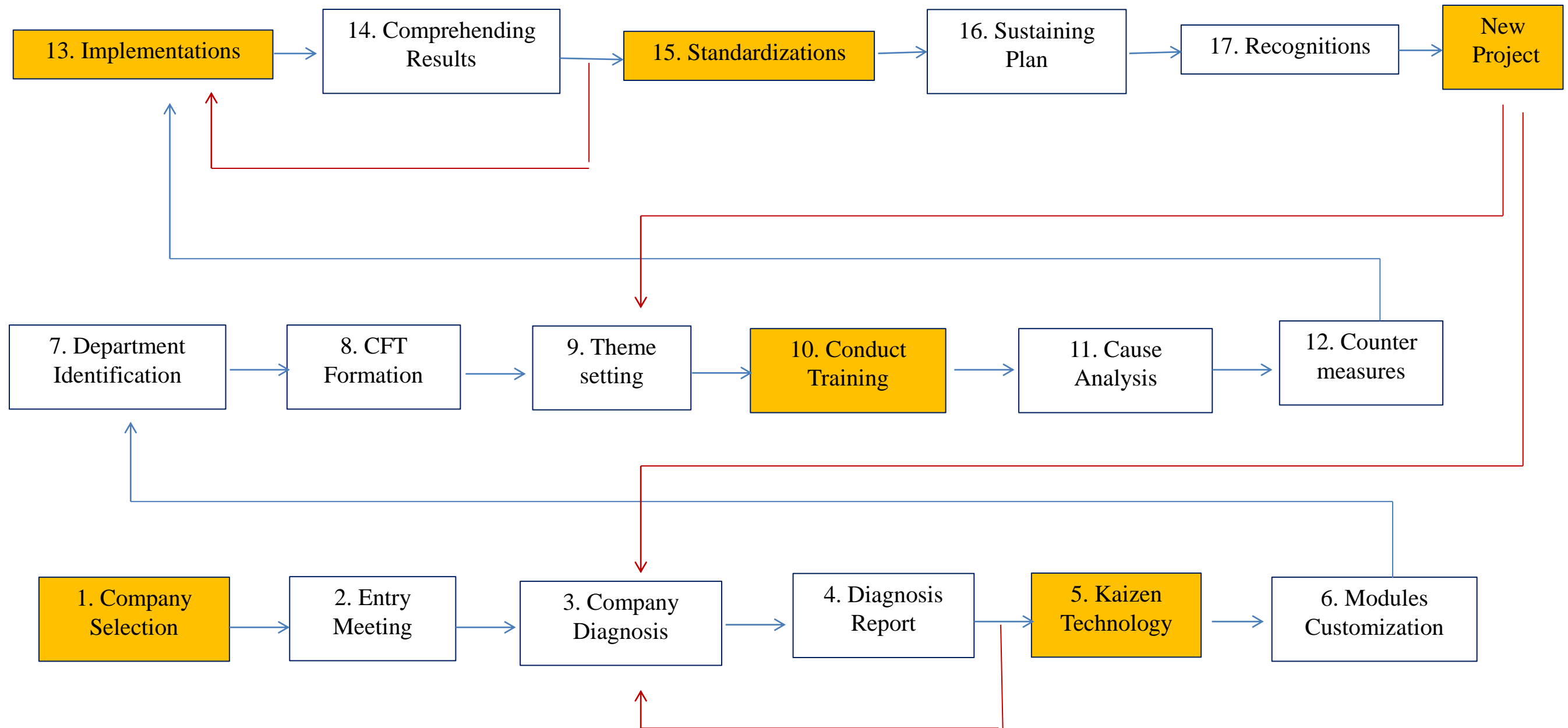
3.1. Capacity Building Projects - JICA

- [2009–2011] Study on Quality & Productivity Improvement (Kaizen)
- [2011-2014] Capacity Building For Dissemination Of Quality & Productivity Improvement (kaizen)
- [2015-2020] Capacity Development For KAIZEN Implementation & Competitiveness Enhancement (Advanced)
- [2021-2026] Establishing Comprehensive Support System For Enhancing Firm Competitiveness





3.2. Kaizen Implementation Flow Diagram





3.3. Peculiarities of the Ethiopian Kaizen

- ✓ **Sector diversification;** manufacturing & service sector.
- ✓ **National Movements,** including **policy makers**
awareness creation... **Contributions Ethiopia Tamrit**
Movement (ኢትዮጵያ ታምረት ንቅናቄ)
- ✓ Strong and competitive **national award system**
- ✓ **Capacity building programs** (MSc, PhD, projects)
- ✓ **Certification system in collaboration with EIEA**





4. Government Support for Kaizen Disseminations

- ✓ **Institutionalization** (with proper structure and systems)
- ✓ **Budget** allocations
- ✓ National Macro economy plans (GTP-I, GTP II and Prosperity plan) on Quality productivity, market competitiveness (Import-Export),
- ✓ Kaizen in Manufacturing Industry Policy: **A Strategy for Industrial Development and Competitiveness**
- ✓ Kaizen in the service industry: a means for **service excellence**
- ✓ **Parliament members** follow-up





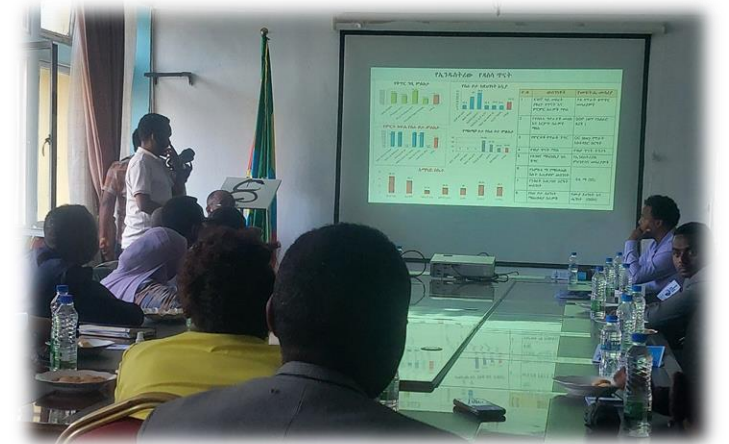
6. Major Achievements and Impacts

6.1. Training Service

- ✓ More than **1,500 Manufacturing & Service industries**
- ✓ More than **200,000**(employees & management)
- ✓ 20,000 QCCs and more than 3,400 Cross Functional teams

6.2. Consultancy:

- ✓ Partial productivity **15-39%**, Quality improvements **5-46%**, cost reduction **10-43%**
- ✓ Delivery improvement **15-58%**, Machine performance **10-37%**
- ✓ **About 5 billion ETB saved as monetary value**





6.3. Qualitative Results

- Increasing **HRD** practices
- Improved **Business Mindset (Q, P, C,D, M,S,E)**
- Improved **Employee–management** interactions
- Conducive work environment
- Realizing **Team dynamism** for innovations
- Growing interest for kaizen implementations

Major Achievements Cont.





6.4. KEC- African Kaizen Award

- MAA Garment & Textile PLC – **Outstanding (2019)**
- Amara Water Well Drilling Enterprise – **Excellent (2019)**
- Mesfin Industrial Engineering -2020
- Ethiopian sea transportation & Logistic service -2020
- Horizon Addis Tyre - **Outstanding (2021)**
- Ethiopian pharmaceutical agency - **Excellent (2021)**
- Adama Agricultural machinery– Participation (2022)
- Ethiopian Construction Works Corporation – Participation (2022)

Major Achievements Cont.

Kaizen Experience Sharing

1. **Zambia**
2. **Tanzania**
3. **DRC**
4. **Kenya**
5. **Ghana**
6. **Djibouti**
7. **South Africa**
8. **Sudan**
9. **12 African Countries in A.A**
10. **New York**
11. **Africa Parliament delegate**

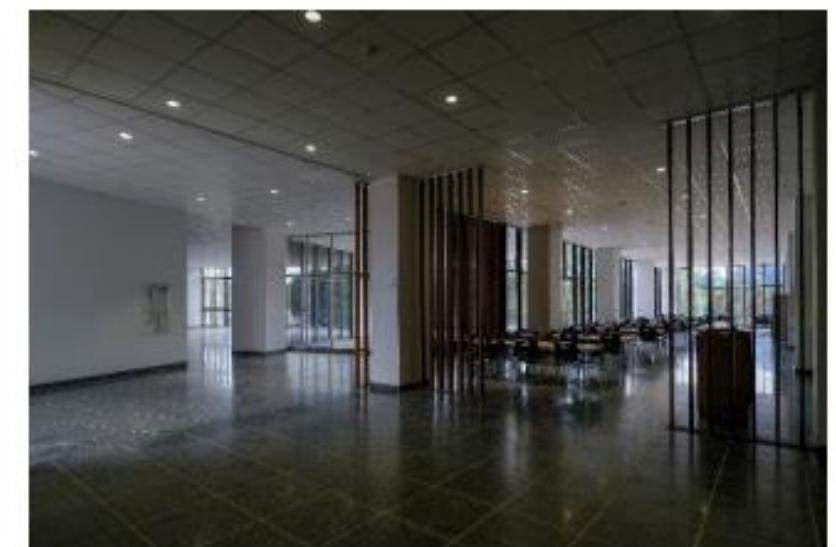
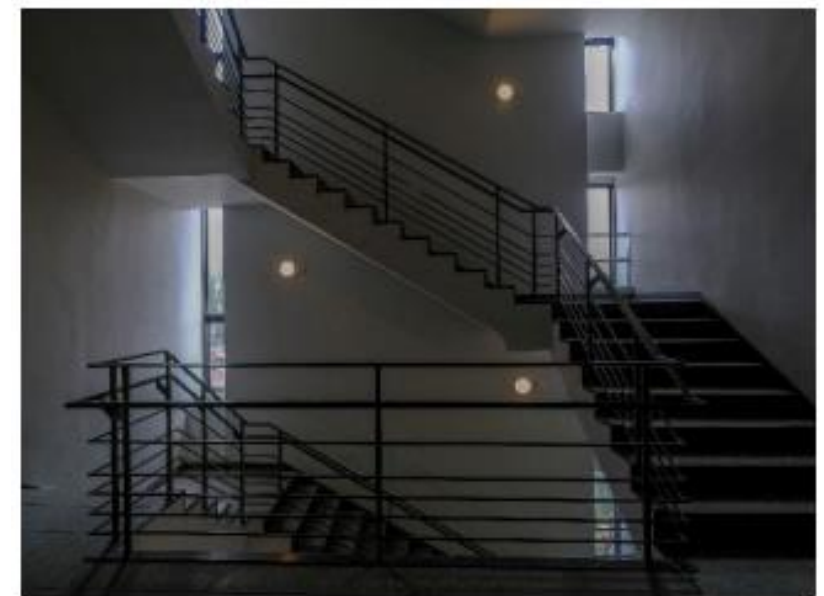


JUNE 2022



Major Achievements Cont.

6.5. TICAD Center and New Paradigm – our biggest achievement



New paradigm in terms of coverage, depth, relevance, and impact



7. The future of KEC and TICAD Center

Our potential Services:

- ✓ *Training (45-50 thousand trainees per year)*
 - **Local trainings** (including Leadership Skill, Corporate Management)
 - **Third Country Training**
 - **Accommodations(60 bedrooms) and gymnasium**
- ✓ *Hosting seminars, workshops, conferences (national & International)*
- ✓ **Renting services** (Training and conference halls)

A hub for African Industrial HRD!



Acknowledgement (Words of Recognitions)

- A very special acknowledgement and heartfelt appreciation for the **people and government of Japan** for the enormous support.
- **JICA's** support and follow-up; very impactful.
- **Our customers, implementing companies** who have been with us for over a decade.
- The **Government of Ethiopia (MOI, MIDI)** committed to enhancing Kaizen dissemination nationally.

**Verification of Kaizen Transferability
2008 – 2011 (2000EC – 2003EC)**



High level policy dialogue between H.E. Meles Zenawi, Late PM and Prof. Kenichi Ohno & Izumi Ohno, GRIPS.



JICA Project Phase I : The Study on Quality and Productivity Improvement (Kaizen) in Ethiopia (2009-2011)

Outcomes:

- ✓Kaizen Unit (KU) established under MoI ; 10 members fostered.
- ✓Kaizen introduced into 28 manufacturers.
- ✓Kaizen manual on 5S&TPS prepared as reference.
- ✓National plan to enhance Kaizen activity prepared.



Kaizen Unit (KU) members and Japanese experts



MIE Gelan Site



Getepro



MARU Engineering after the Kaizen



**Establishment of *Basic* Kaizen
2011 – 2014 (2003EC – 2006EC)**



National Kaizen month was declared by Former PM H.E. Mr. Hailemariam Dessalegn.



JICA Project Phase II: Project for Capacity Building for Dissemination of Quality and Productivity Improvement (Kaizen)

Kaizen dissemination and human resource development

Training for EKI consultants and LMEs



Training for TVET Trainers' Trainers (TTTs) and SMEs



Class Room training (CRT)



In-Company Training (ICT)





65 Consultants / 65 LMEs

Before After



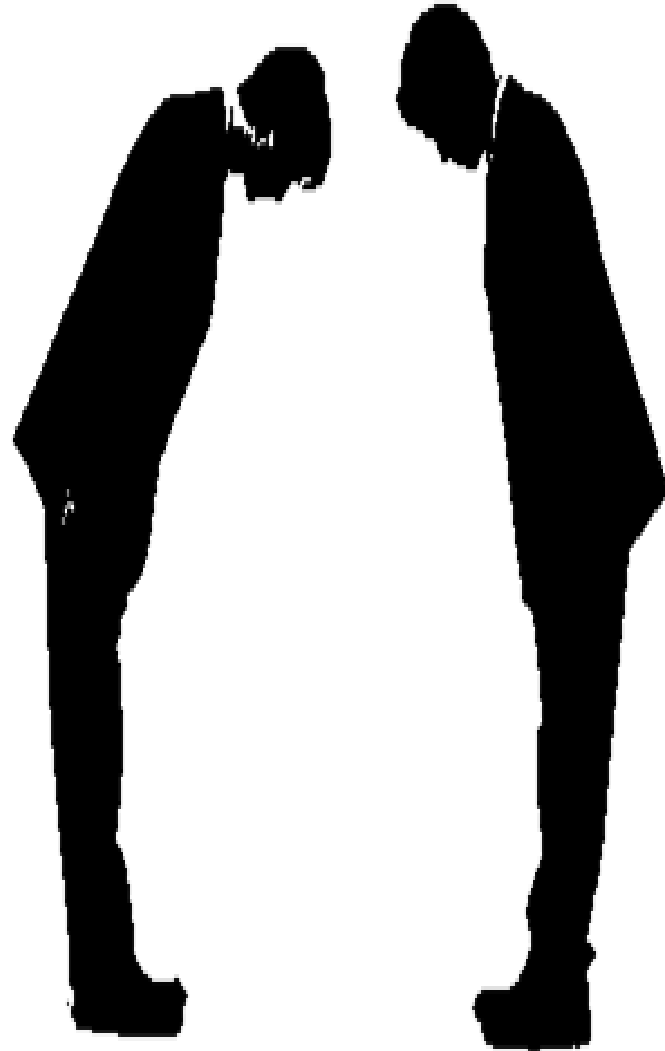
Before After



National Kaizen Award established in 2012 (2005EC) and given every two years.



EKI established in 2011. EKI received JICA President Award in 2015.



Thank You

Asante Merci

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ありがとう

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