



Ethiopian  
Ministry of Industry

KAIZEN Newsletter  
Quality and Productivity  
Improvement (Kaizen)



Japan International  
Cooperation Agency

Ethiopia's KAIZEN has Now a Manual

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Ethiopia's  
KAIZEN  
has Now  
a Manual

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Enjoy Reading

The Introduction of KAIZEN as a management tool in our country has been started with the assistance of JICA in response to the request of the Government of Ethiopia to the Government of Japan for KAIZEN technology transfer to our country. After the project design phase was completed, the former Ministry of Trade and Industry established KAIZEN unit with professionals drawn from the ministry and relevant sectoral institutes, and JICA deployed a consultant team to work with the Unit. The KAIZEN project was officially launched with the first National KAIZEN Seminar in the presence of high level officials from both sides. With the project experiences of sixteen month so far producing encouraging results at pilot companies, KAIZEN is now selected as one of management tools to improve and enhance managerial capability to implement Growth and Transformation Plan. The success stories are mainly explained in terms of monetary value additionally earned as a result of the workplace improvement in employing 5s and QCCs. It has been reported that as high as birr 1.2 million is earned in one company. On the other spectrum, owners and managers of companies found that the KAIZEN activity made them to understand the importance of workers participation in identifying problems, generating solutions, and implementing and evaluating the results. In a nutshell, the change of mindset that KAIZEN could bring about is a key factor to create an organization of high motivation conducive to continuous change. The project is now bearing its fruit, the KAIZEN Manual. The manual documents methodologies, processes, and training materials to be used in the guidance to assist companies to establish their KAIZEN practice. Its contents have been tested, modified and improved through the pilot project activities. This project is now getting momentum with crafting a strategy for dissemination of KAIZEN. Together with a planning of institutionalization, we will have a KAIZEN national plan shortly, and we will set in motion a quality and productivity movement in our country. With the acute sense of immense urgency in implementing our Growth and Transformation Plan, our expectations in pursuing goals and getting things done are sometimes at a greatly heightened level. I want at this juncture to appreciate JICA for recognizing our feelings and responding to our needs. KAIZEN is to change endlessly.

Getahun Tadesse  
KAIZEN Unit Head

## From the Ethiopia KAIZEN Manual

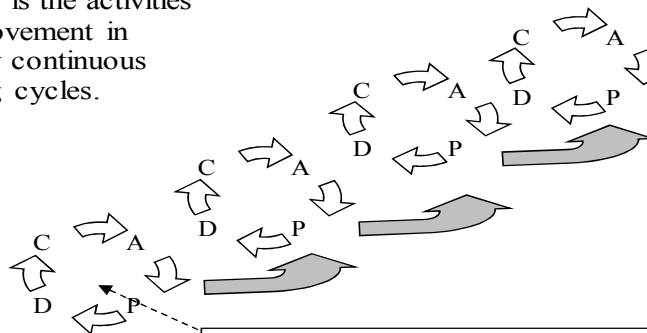
The *Ethiopia KAIZEN Manual* is an operating guidebook of KAIZEM guidance activities for Ethiopian manufacturing companies. The manual contains the concepts of KAIZEN at the workplace, the methodologies for conducting a guidance program to help companies with their own efforts to become KAIZEN-practicing companies, and the methodology for monitoring and assessing such guidance activities. The manual is the product of the pilot project.

KAIZEN is a system of continual undertaking by an organization to improve its business activities and processes with the goal to always improve quality of products and services so that the organization can meet full customer satisfaction.

KAIZEN's guiding principles:

- 1) Integrated total company approach: Genuine participation of top management, middle managers and front-line employees in a collaborative working system throughout company organizations
- 2) Proactive and spontaneous participation of employees of front-line workplaces with their own initiatives
- 3) Focus on the workplace that encourages improvements of efficiency in existing resources allowing low cost improvements to accumulate for significant contribution to the company goals
- 4) Continuous and endless activities in revolving cycles of PDCA resulting in significant improvements
- 5) Endogenous undertaking conducive to change in organizational culture: Practicing KAIZEN in itself leading to a corporate culture of continually self-innovative organization and self-motivated workforce.

KAIZEN is the activities for improvement in endlessly continuous revolving cycles.



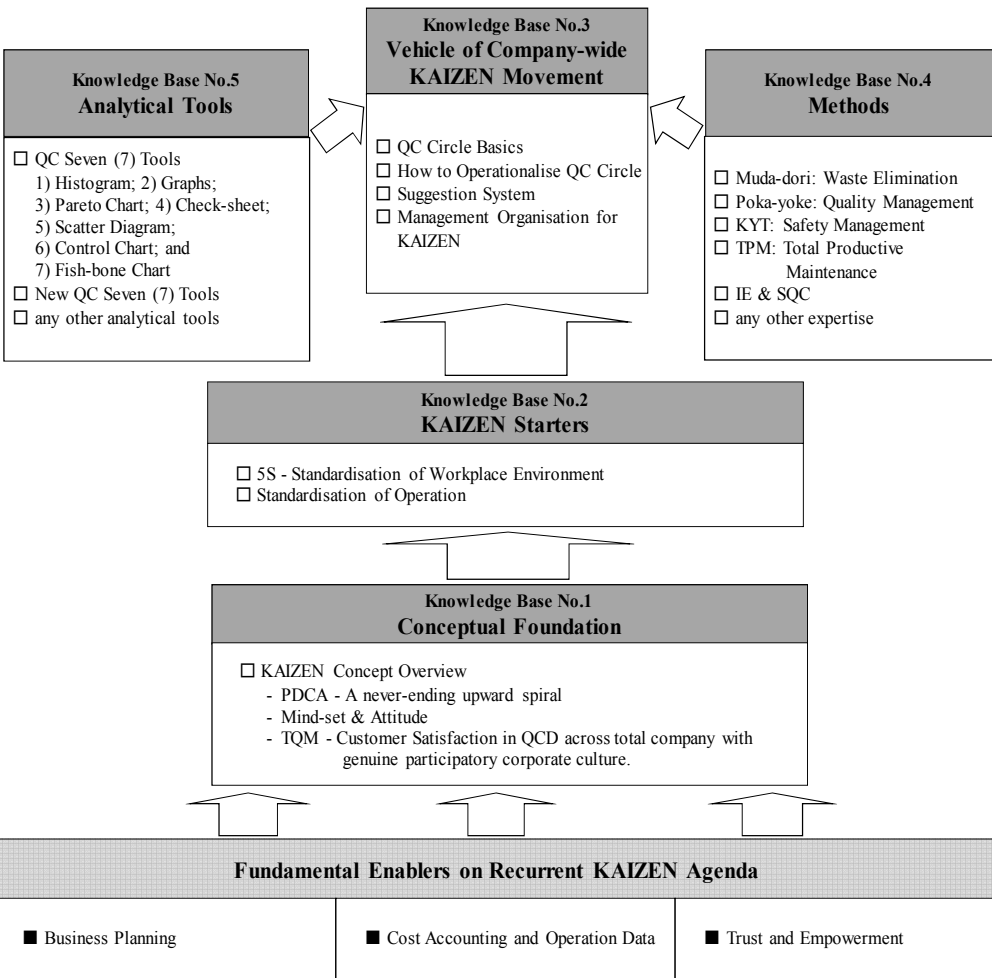
One cycle of activities consists of the following..

- ① <P-1> Analyze current situation and identify problems
- ② <P-2> Examine and analyze causes of high priority problem
- ③ <P-3> Design solution measure
- ④ <D> Implement the measure in trial production
- ⑤ <C> Evaluate results
- ⑥ <A> Establish new operational standard for live production

KAIZEN is what the organization's members practice in endless pursuit of excellence. In other words KAIZEN is something that is practiced only by the organization members themselves with their own initiative and resolve.

# KAIZEN Tree

**KAIZEN Corporate Culture:**  
**An organisation equipped with self-motivated endogenous and continual improvement**



## KAIZEN Visual Guide in Final Stage of Production

The *KAIZEN Visual Guide* is a set of audio-visual materials that supplement the *KAIZEN Manual*. It consists of an introductory volume, *A Road to Change*, and more practical volumes including *How to Start 5S*, and *How to Conduct QCC*, as well as visual training materials such as *Time Study* and *Standard Operation Sheet*.



Featuring



H.E. Mr. Meles Zenawi  
Prime Minister  
Federal  
Democratic  
Republic  
of  
Ethiopia

Interviews



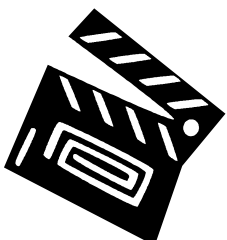
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KAIZEN Project Leader  
Ministry of Industry



H.E. Mr. Kinichi Komano  
Extraordinary and Plenipotentiary  
Ambassador of Japan to Ethiopia  
(2006-2010)





# KAIZEN Pilot Project 2<sup>nd</sup> Group Companies Photo Gallery



Continual improvement from manual feeding of raw material for preparation to improved cart with easy and simple operation mechanism

Creation of conducive working environment with 3S activities helps to achieve consistently high quality process & ease of identification of abnormalities.



Eliminating Muri (overburden): manual crushing of raw material to semi-automatic crushing machine leading to higher productivity.

Neat and clean workplace enhances smooth working condition with no obstruction, improved safety and higher productivity.



Elimination of Muda of motion and transportation by introducing filling hose saves labor force & increase productivity.

Places for everything from walkways to work areas are well identified, labeled and marked in a standard way through implementation of 5S