



E K O I

African
Kaizen
Annual
Conference
July 1-5/2018

[@ Durban;
South Africa
July 1-5, 2018]

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PRESENTATION OUTLINE

- 1. EKI'S Profile @ a glance**
- 2. JICA's Technical Support and Owning capacity building Projects**
- 3. Six Years Performance - Contributing to National Development efforts.**
- 4. The Way Forward-GTP II (2015-2020)-Expanding and Deepening KAIZEN Impacts.**
- 5. Strategic and Customized Approach to the Transfer and Development of KAIZEN-The Ethiopia Way**
- 6. Success Factors and Challenges**

1. EKI'S Profile @ a glance

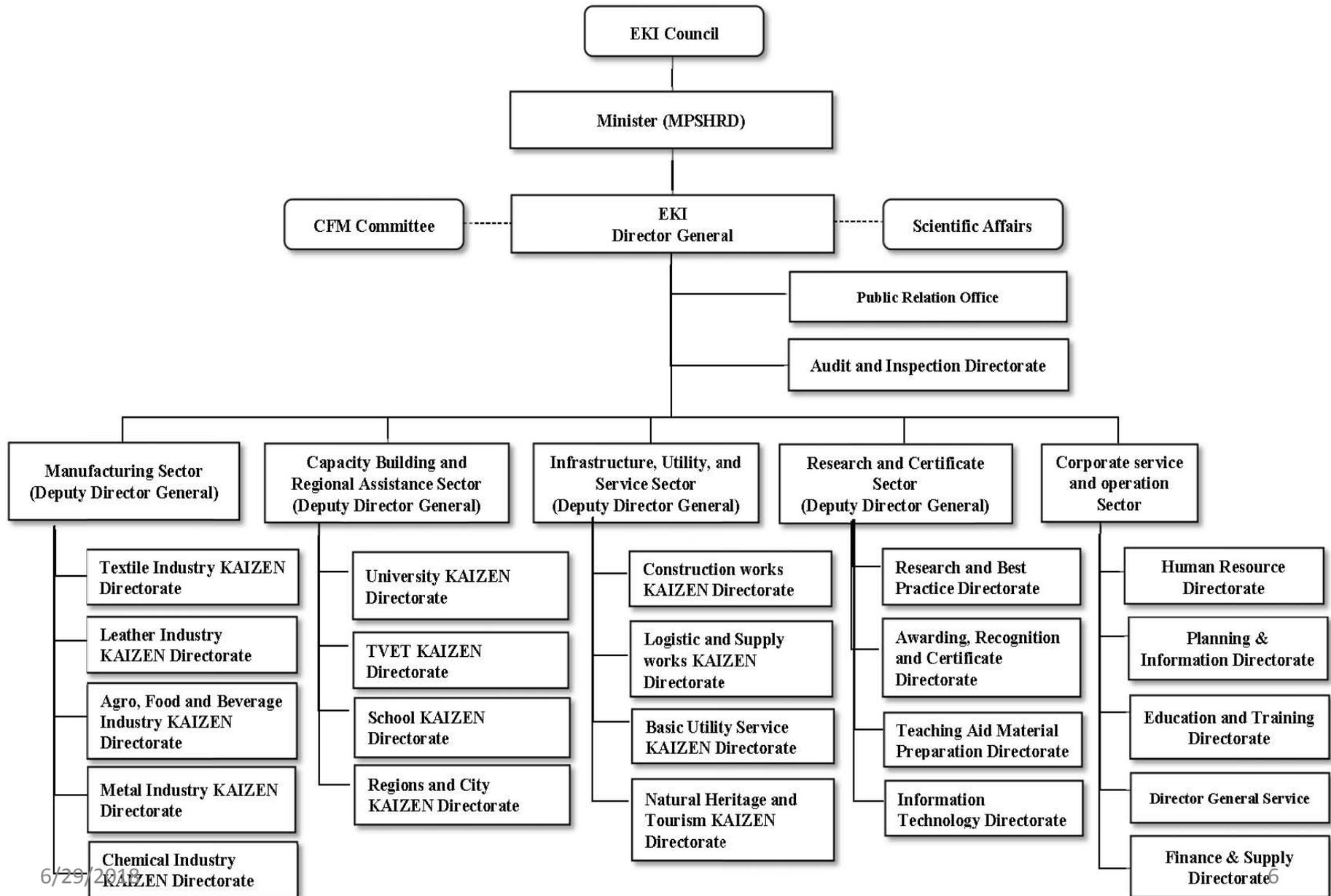
EKI VISION
**«Being Centre of
Excellence for
transformed
working culture
and innovation
management skill
by 2025».**

Duties and Responsibilities

- ✓ KAIZEN POLICY AND STRATEGY
- ✓ TRAINING
- ✓ CONSULTANCY
- ✓ RESEARCH & CASE STUDIES
- ✓ CERTIFICATION & ACCREDITATION

KAIZEN

ORGANIZATIONAL STRUCTURE OF EKI



EKI MAN POWER PROFILE

S. N	Position	Man Power			Share of Female (%)
		M	F	Total	
1	Director General	1	-	1	-
2	DDGs	4	1	5	20
3	Directors	10	2	12	17
4	Lead Consultants	6	1	7	14
5	Senior Consultants	18	8	26	31
6	Consultants	9	7	16	44
7	Associate Consultants	13	21	34	62
8	Junior Consultants	15	4	19	21
	Sub-Total	76	44	120	37%
9	Supporting Staff				
9.1	Directors	5	2	7	29
9.2	Team leaders/Supervisors	1	2	3	67
9.3	Officers	8	13	21	62
9.4	Clericals	10	7	17	41
	Sub-Total	24	24	48	50%
	Grand Total	100	68	168	40%

2. JICA's Technical Support and Owning capacity building Projects

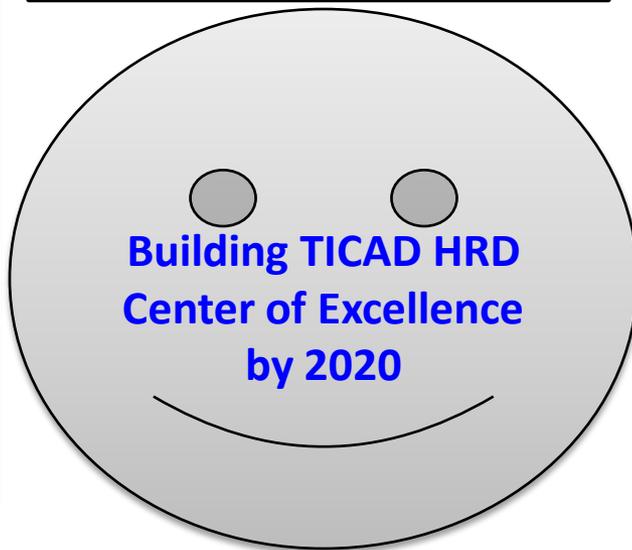
JICA Capacity Building Projects [2009-2020]

1st Project [Pilot] (Oct2009 - Nov2011)

1. 30 companies nominated.
2. 10 KU members and project Director assigned.
3. 5 staff JICA experts deployed.
4. 40 KU members, company owners and managers trained in Japan for one month.
5. Experience of 10 Countries Studied
6. EKI was established (Proc.#256/2012)

2nd Project [Basic] (Nov 2012-Nov 2015)

1. 57 EKI consultants trained
2. 131 TVET IE Trainers trained.
3. 51 LMEs and 198 MSEs participated.
4. Concluded with successes



3rd Project [Intermediate] (July 2015-July 2020)

1. Training 90 consultants at second level KAIZEN (#51).
2. Enhancing 18 top & Middle management staff in Japan (#8 - 2019) & Argentina (#10-2016, 2018).
3. Training 32 consultants in Malaysia. (#16-2018 & 2019)
4. Developing productivity study system (#6 Companies).
5. Developing certification system (#20 Certified @ 11BC, 8IC & 1PC Levels).
6. Supporting MSC and PhD programme (MSc holders=52: 1st 18, 2nd 16, 3rd 17, 4th 20 in Progress; #5 PhD – 2018)

EKI is Always Graced by Japan Ambassador and JICA Officials



Mr. Getahun Tadesse, Founder of EKI (Former DG of EKI)

Owning Capacity Development

1st MSC Graduates [@Sheraton Addis]

1. 51 consultants in MSC in KAIZEN (1st 18, 2nd 16, 3rd 17)
2. 20 consultants enrolled in MSC in Kaizen (4th Batch)
3. 34 Research papers and 36 Research Projects developed
4. 5 consultants will start PhD in Kaizen Management in 2018
5. Start BSC in KAIZEN in 2018 (OSU)



2nd MSc Graduates [Mesfin Industrial Eng]



3. Six Years Performance - Contributing to National Development efforts (2013 – 2018)

ACHIEVEMENTS (SUMMARY)

(2013 - 2018)

1. Introduced KAIZEN:
 - 1st Level ~ **761 companies** and institutions;
 - 2nd Level ~ 26 Mfg & Construction Industries.
2. Trained: **109,920** management and front line workers
3. Established: **14,690 KPTs**
4. Monetary gains: **Birr 2.56 Billion** (~90.4 Mil.USD)
5. Improvement Rate:
 -  **Quality ~ ↑41.3%**
 -  **Productivity ~ ↑40.1%**
 -  **Cost ~ ↓41%**
 -  **Delivery ~ ↓21.3%**

Source:- Study on 12 Manufacturing Companies (Intermediate Kaizen Implementation)

National KAIZEN Award

Awardees	Qty
Companies	57
KPTs	52
Individuals	38



2017 KAIZEN Month Seminars

- National KAIZEN Seminar was held on October 7.
 - Exhibition and sharing company's Kaizen practices were organized together with the Kaizen award ceremony.
 - A total of 270 participants (including 184 participants from companies, government agencies, educational institutions and media) attended the seminar.



National Kaizen Seminar (2017, AA)



Regional City Based Kaizen Seminar (2017)

- In addition, regional KAIZEN seminars were organized in cooperation with four city/regional governments on September 30 (**Dire Dawa**), October 3 (**Adama** and **Bahir Dar**) and October 14 (**Mekelle**).

Mekelle (170)



Mekelle seminar celebrated the graduation of 2nd Batch MSc students

Bahir Dar (83)



Best practices (e.g. Amhara Water Works Construction, Road Construction) was shared.

Adama (160)



Best practices (e.g. Awash Meklasa, Adama TVET) was shared.

Dire Dawa (110)



Best practices (e.g. Del Chora Hospital, Sabiyan Sec. School) was shared.⁸

Regional City Based Kaizen Movement (2017)



Manufacturing Sector Kaizen Movement

Memorandum of Agreement Signing with Mol [January – June 2018]

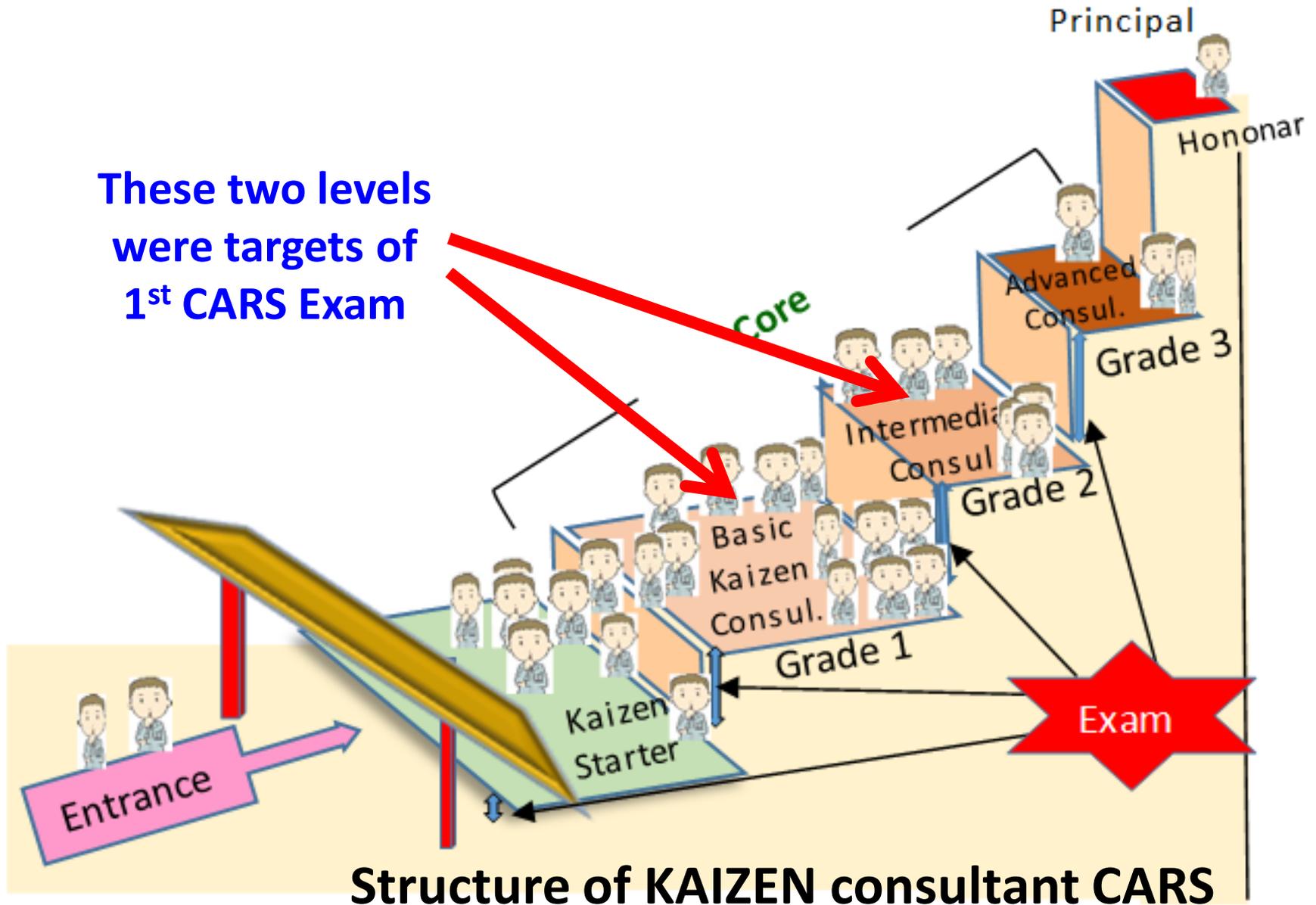


- ✓ 38 companies engaged
 - ✓ 137 Consultants Developed
 - ✓ 6,247 Mgt & workers trained;
 - ✓ 696 KPTs established
- In progress Results:**
- ➔ Workplace Improved by 36%; (40%-76%)
 - ➔ Searching time improved by 81.62%;
 - ➔ Free Space – 5,668 M²
 - ➔ Monetary gains 13,643,596 ETB,



“CARS” started moving! (from Sep. 2017)

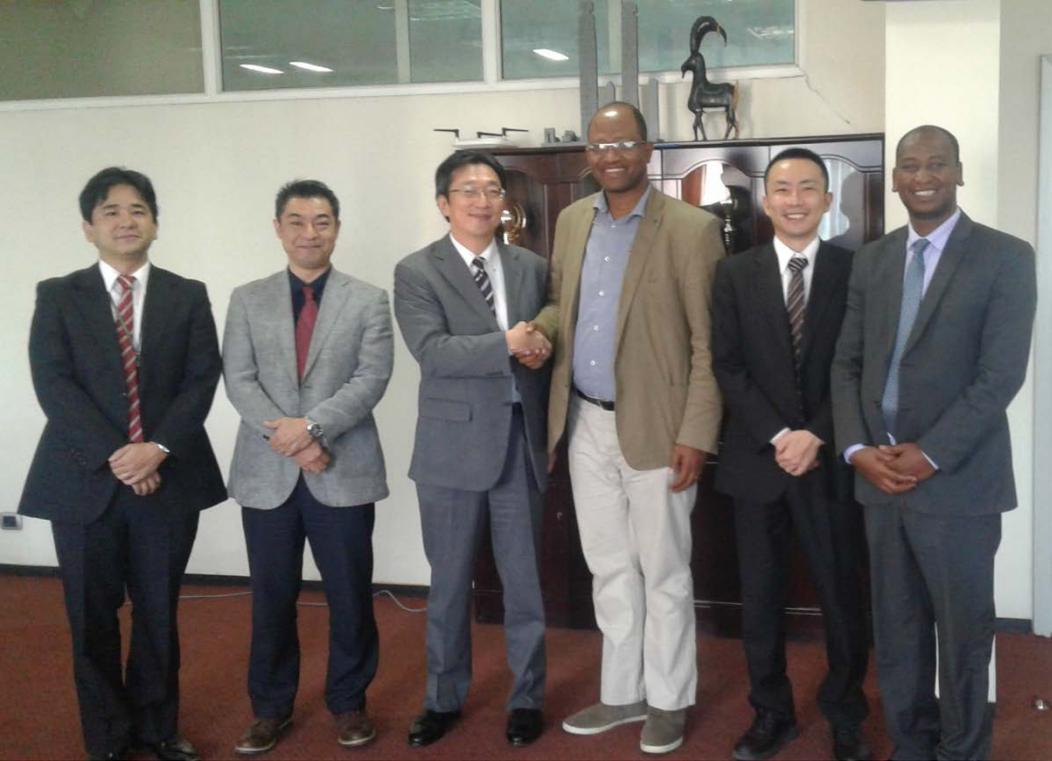
Kaizen Consultant Certification, Accreditation & Registration System



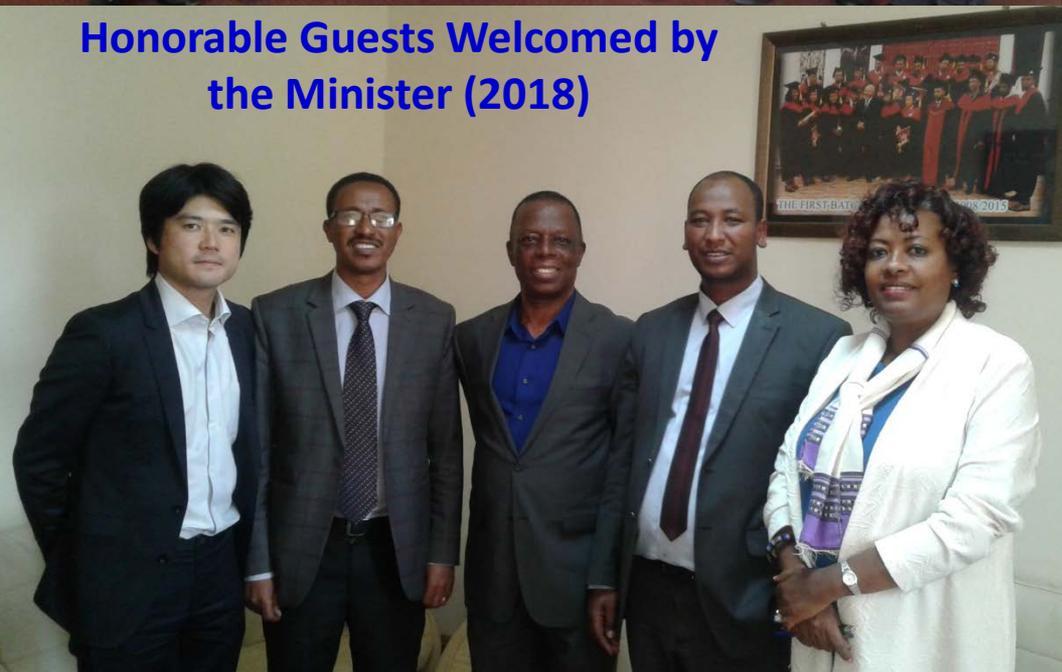
Certification Awarding Ceremony (April 25, 2018)



20 (BC: 8, IC: 11; PC:1)



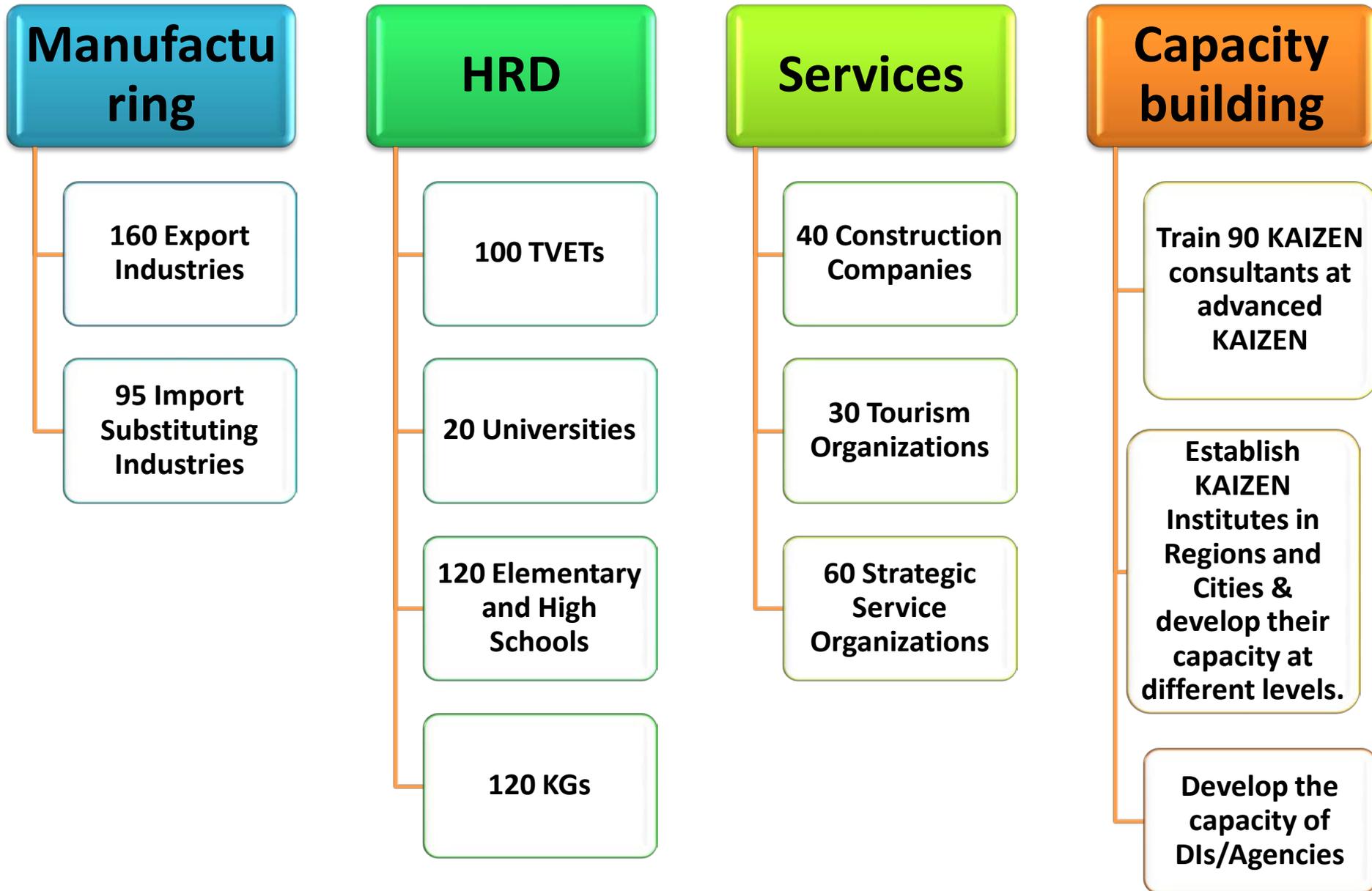
**Honorable Guests Welcomed by
the Minister (2018)**



4. The Way Forward - GTP II (2015-2020)

-Expanding and deepening KAIZEN Impacts

GTP II (2015-2020) Targets by Sector



135,140 Trainees & 14,950 KPTs

Number of Trainees Targeted (2008 - 2012 E.C)

Year	2008 EC	2009 EC	2010 EC	2011 EC	2012 EC	Total
Target (Sum)	15,000	17,000	27,000	36,280	39,860	135,140
Manufacturing	10,878	12,328	19,580	26,309	28,905	98,000
HRD	1,902	2,156	3,424	4,601	5,056	17,140
Service	2,220	2,516	3,996	5,369	5,899	20,000

Number of KPTs Targeted (2008 - 2012 E.C)

Year	2008 EC	2009 EC	2010 EC	2011 EC	2012 EC	Total
Target (Sum)	2,000	2,500	2,900	3,600	3,950	14,950
Manufacturing	1,405	1,756	2,037	2,528	2,774	10,500
HRD	328	410	475	590	647	2,450
Service	268	334	388	482	528	2,000

Performance Indicators

A. Qualitative Indicators

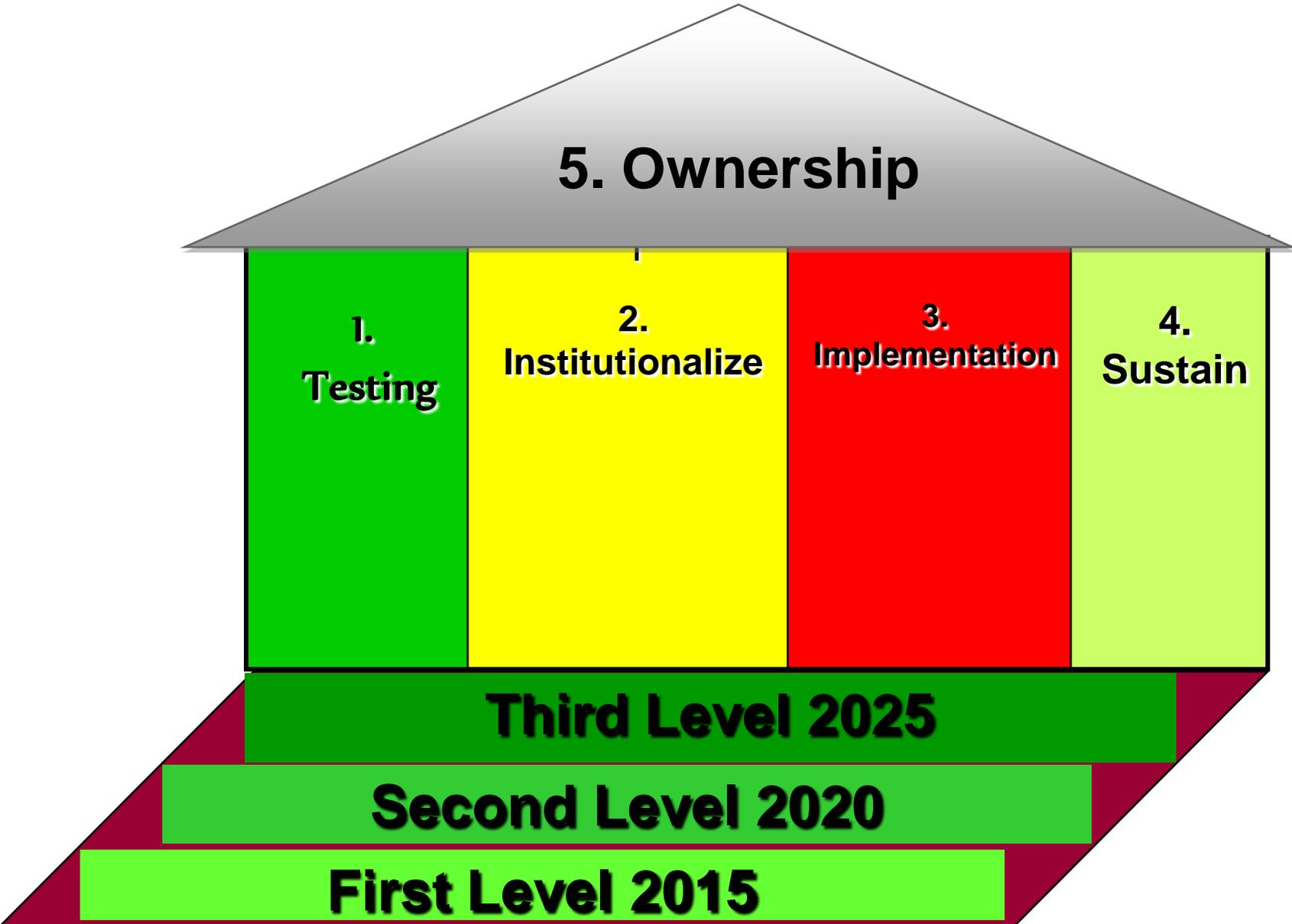
1. Fulfilling the requirements of international buyers and competing in price.
2. Instituting innovation management principles and skills.
3. Change of attitude and working culture.
4. Customer oriented services.

B. Quantitative Indicators (PQCD)

1. Improving productivity by 30% - **Productivity**
2. Reducing defects on average by 25% - **Quality**
3. Reducing wastes on average by 50% - **Cost**
4. Reducing searching time on average by 30% - **Delivery**

5. Strategic and Customized Approach to the transfer and Development of KAIZEN

Ethiopia Kaizen Transfer and Development MODEL



EK- TIISO MODEL [5 Steps & 20 Activities]

Institutionalize

2.

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

1. Test

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

Implementation

3

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

15. Performance appraisal

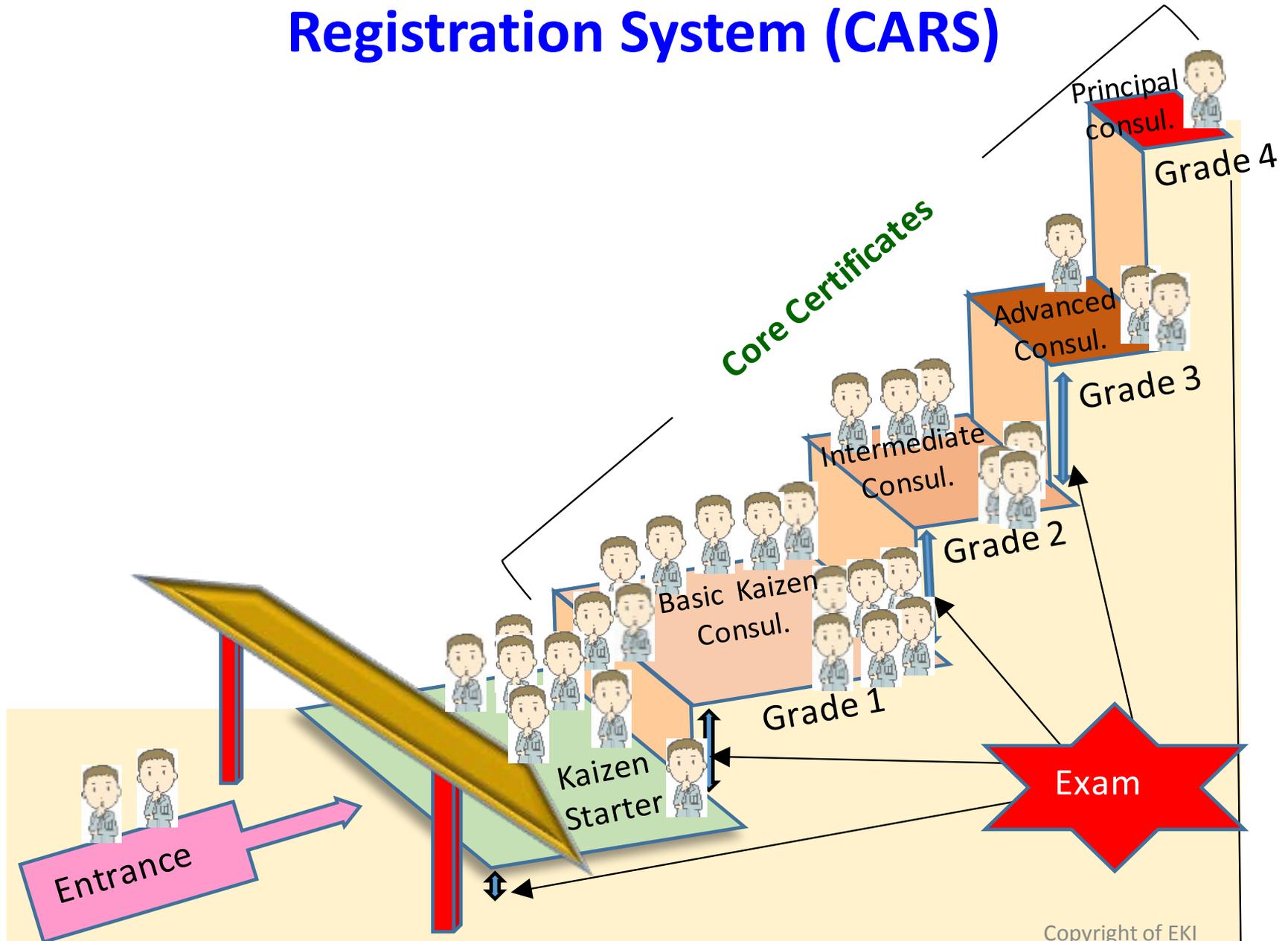
16. Acknowledging and rewarding best performers

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

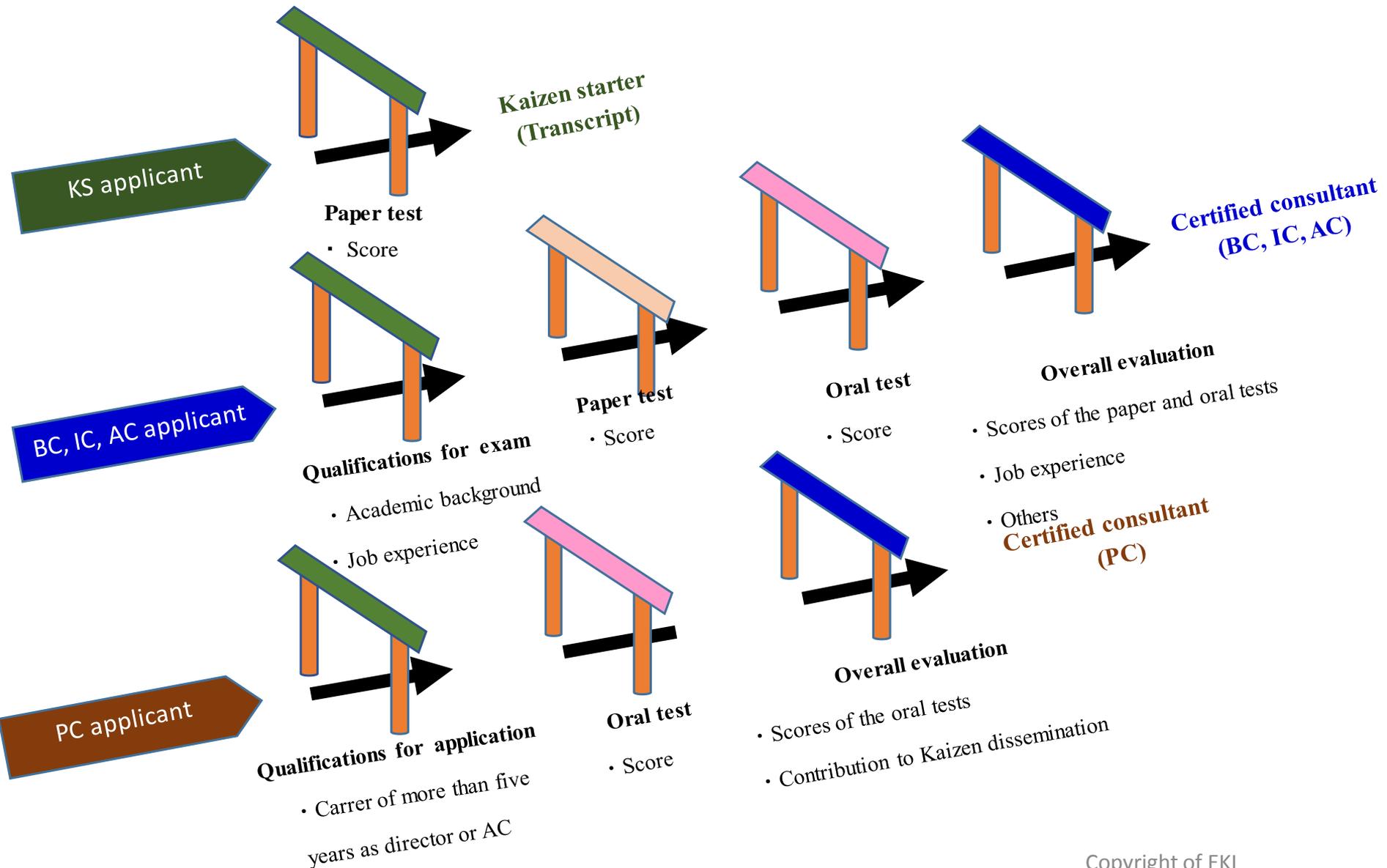
4. Sustaining

5. Ownership

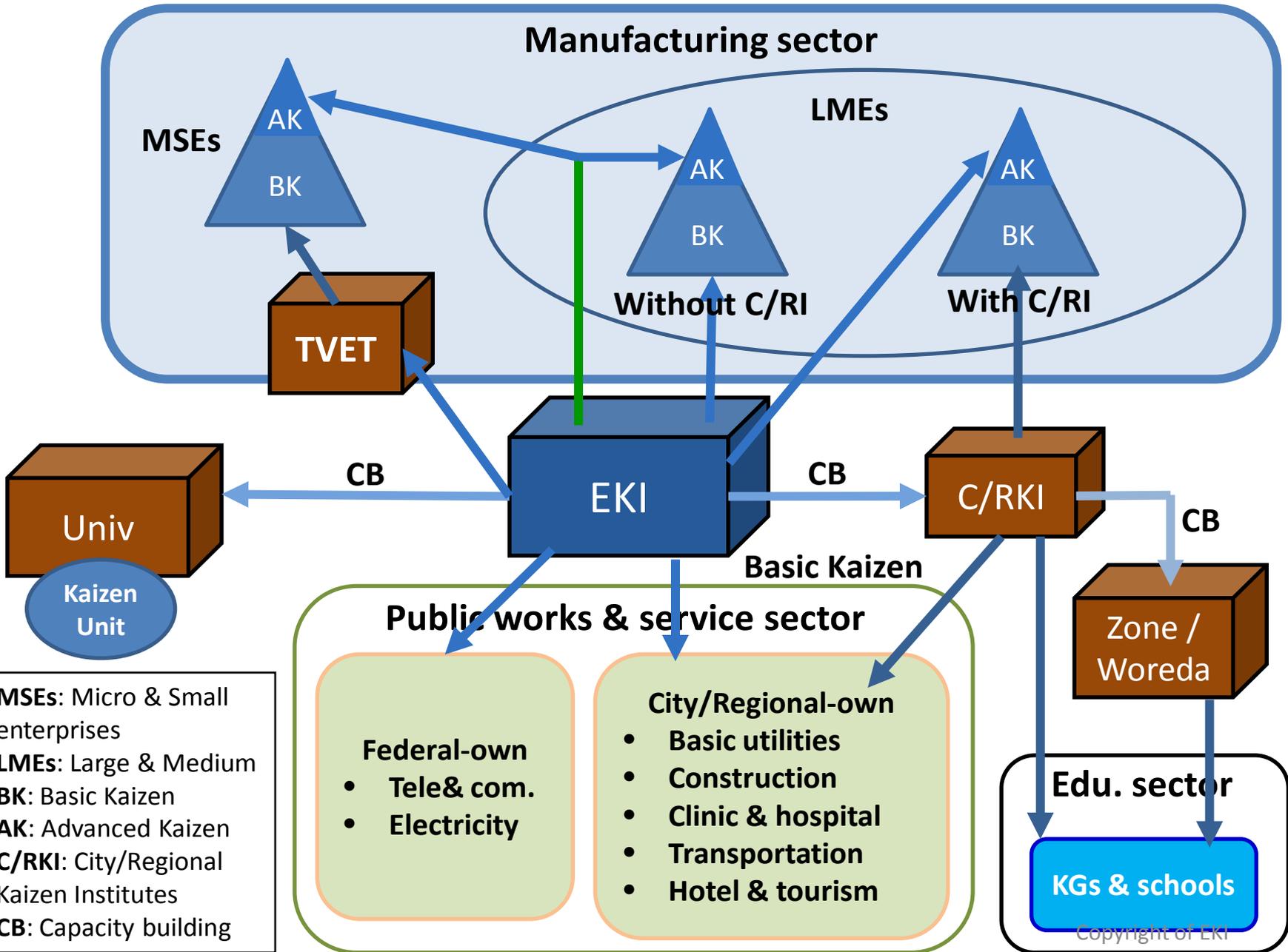
Kaizen consultants Certification, Accreditation and Registration System (CARS)



Consultants Assessment & Certification Process



EKI's Network & Sector Integration

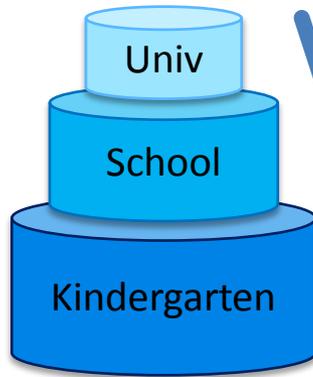


Integrated City-Based Kaizen Movement

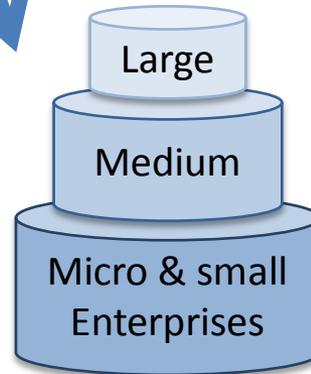
/Cities where Industrial parks are found:- Hawasa, Mekelle, Kombolcha, Adama, DD, AA, Bahirdar/
[Enhancing Competitiveness of the Manufacturing Sector]

KAIZEN philosophy and its Dissemination

Educational Institutes

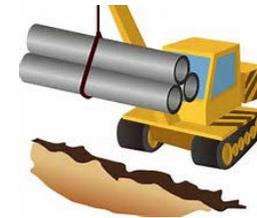


Manufacturing sector



Public works

Basic utilities



Construction



Hotel & tourism



Clinic & Hospital

5. Success Factors and Challenges

Success Factors

1. Commitments of the government

- ✓ Establishing EKI, providing political support and leadership.
- ✓ EKI get Budget from MoFEC.
- ✓ EKI Reports to MoPSHRD (supervisory ministry) and the parliament.
- ✓ JCC is led by the Minister and National Kaizen Council is led by the Prime Minister.

2. Commitments and strengths of EKI's leadership, the staff of EKI [young trainable and committed consultants]

3. Establishing a system of succession plan (Develop and grow Kaizen leaders from within)

4. Commitments of managers, supervisors, Kaizen leaders and KPTs of successful companies and institutions

5. The encourage and continuous support of JICA

Challenges

- 1. Commitment expected from companies and different stakeholders**
- 2. Frequent turn over of Kaizen leaders, company managers and supervisors**
- 3. Lack of Comprehensive understanding of KAIZEN**
- 4. Business ethics and transparency issues (Unwillingness in providing relevant Information)**
- 5. Fear of Change**

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Thank you



**New EKI building to be completed in 2020
[USD27.5 Million & 3,700 Square meter secured]**