

## Itinerary of GEMBA Review

Time			Organization	Remark
Date	Day	Time		
7-Feb.	Mon	14:00	NORTEC	Ndola
8-Feb.	Tue	15:00	SAKIZA	Kitwe
9-Feb.	Wed	09:00	Nkana Water and Swerage	Kitwe
10-Feb.	Thu	09:00	National Milling	Lusaka
		14:30	Lusaka Vocational Training Centre	Lusaka
11-Feb.	Fri	09:00	Royal Microfinance	Lusaka
		10:30	WANZANA Processing	Lusaka
		14:00	Grandma School	Lusaka
12-Feb.	Sat	09:00	Agro Fuel Investment	Lusaka

### Members of Visit

Mr. K.Adachi, Mr. H.Nakajima, Mr. N.Ogiso, Mr.K.Chino, Mr.Chola Mwitwa





## 2011 KAIZEN CONFERENCE

Date : 18 February (Fri) – 19 February (Sat), 2011

Venue : Mulungushi International Conference Centre

### Programme of first day :

#### 18 Feb (Fri)

09:00 – 09:05	Opening of the Conference	MC
09:05 – 09:15	Opening Remarks	Mr.Andrew Chipwende (CEO of ZDA)
09:15 – 09:25	Opening Remarks	Mr.Chance Kabaghe (President of ZAM)
09:25 – 09:35	Honorable Guest Speech-1	Dr.Bulet Nsemukila (Permanent Secretary of MCTD)
09:35 – 09:45	Honorable Guest Speech-2	Mr.Akio Egawa (Japan Ambassador)
09:45 – 09:55	Special Seminar (1)	Mr.Kiyoshi Adachi (JICA)
09:55 – 10:00	KAIZEN Presentation Guidance	Conference Committee
10:00 – 10:30	<i>Tea Break</i>	
<b>(Public Sector)</b>		
10:30 – 10:45	KAIZEN Report (1)	Team Pace Setters (LVTC)
10:45 – 11:00	KAIZEN Report (2)	Team Academics (NORTEC)
11:00 – 11:15	KAIZEN Report (3)	Team ALPHA (NORTEC)
11:15 – 11:30	KAIZEN Report (4)	Team Red Ants (NORTEC)
<b>(Non Manufacturing Sector)</b>		
11:30 – 11:45	KAIZEN Report (5)	Team Champion for Life (Grandma)
11:45 – 12:00	KAIZEN Report (6)	Team Inventors (Grandma)
12:00 – 12:15	Judge Comments	Judges
12:15 – 13:45	<i>Lunch Break</i>	
13:45 – 14:00	KAIZEN Report (7)	Team SHEQ (Nkana W&S)
14:00 – 14:15	KAIZEN Report (8)	Team BRAVO (Nkana W&S)
14:15 – 14:30	KAIZEN Report (9)	Team Golden Stars (Nkana W&S)
14:30 – 14:45	KAIZEN Report (10)	Team Royal KAIZEN Model (Royal Micro)
14:45 – 15:00	Judge Comments	Judges
15:00 – 15:05	Closing of first day	MC



## 2011 KAIZEN CONFERENCE

### Programme of second day :

#### 19 Feb (Sat)

09:00 – 09:05	Opening of second day	MC
09:05 – 09:15	Opening Remarks	Ms. Roseta Mwape (CEO of ZAM)
09:15 – 09:30	Productivity Development Programme (Manufacturing Sector)	Mr.Cyprian Mayamba (ZNPC)
09:30 – 09:45	KAIZEN Report (11)	Team The Hunters (AFI)
09:45 – 10:00	KAIZEN Report (12)	Team The Warriors (AFI)
10:00 – 10:15	KAIZEN Report (13)	Team The Winners (AFI)
10:15 – 10:30	KAIZEN Report (14)	Team The Challengers (AFI)
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11:00 – 11:15	KAIZEN Report (15)	Team Smart Order (NMC)
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11:30 – 11:45	KAIZEN Report (17)	Team The Eagle Preventers (NMC)
11:45 – 12:00	KAIZEN Report (18)	Team ZAMBESI (NMC)
12:00 – 12:15	KAIZEN Report (19)	Team SQC Conquerors (SAKIZA Spinning)
12:15 – 12:30	KAIZEN Report (20)	Team SPAKA (WANZANA Processing)
12:30 – 12:45	Judge Comments	Judges
12:45 – 14:15	<i>Lunch Break</i>	
14:15 – 14:30	Exhibition Report (1)	Team The Production (Safintra)
14:30 – 14:45	Special Seminar (2)	Mr.Kiyoshi Adachi (JICA)
14:45 – 15:15	<i>Awarding Ceremony</i>	
15:15 – 15:25	Closing Speech	Mr.Shiro Nabeya (JICA)
15:25 – 15:30	Closing of the Conference	MC

End of the Conference

# Report on 2011 National KAIZEN Conference

22nd Feb. 2011  
Mr.Chola A.Mwitwa, ZDA  
Mr.Katsuhiko Chino, JICA  
Mr.Nobuyuki Ogiso, JICA

## General

The second National KAIZEN Conference which was held between 18th and 19th February 2011 was very successful. The number of participants, reports by various teams were increased twice and number of high level government officials increased compared to last year.

This report on 2nd National KAIZEN Conference was compiled by 3 judges named above. In coming up with this report, the three judges took into account 1) reviewed reports, 2) visited GEMBA(actual working place) and 3) evaluated the presentations at the conference.

## 2011 National KAIZEN Conference

### Judge Process

1. We started reviewing submissions by various teams between 1st and 5th February 2011.
2. From 7th to 12th February we visited GEMBA in Lusaka and Copperbelt.
3. Finally, between 18th and 19th February 2011, we evaluated presentation from each team at the conference.

GEMBA review schedule is in attachment-I.

### Date

18 Feb.(Fri.)-19 Feb.(Sat.) 2011

### Venue

Mulungushi International Conference Centre  
Mosi-Oa-Tunya Conference Room  
Lusaka Zambia

### Programme

20 teams made their presentations on 18th and 19th February.

Programme detail is in attachment-II.



### VIP Guest



from right to left

Ms.Florence Mumba on behalf of Mr.Andrew Chipwende  
CEO of Zambia Development Agency

Mr.Stephen Mwansa on behalf of Mr.Chance Kabaghe  
President of Zambia Association of Manufacturers

Dr.Bulet Nsemukila  
Permanent Secretary of Ministry of Commerce,Trade and Industry

Mr.Akio Egawa  
Ambassador of Japan

## Participants

The conference was great success. We had about 220 participants on the first day more than expected 200. Approximately 180 participants came on the second day.

There were a total of 19 teams with 130 members from 9 organizations that made presentations at the conference. We had expected 20 teams but 1 team from Copperbelt didn't come.

## Atmosphere of Conference



Outlook of Building MICC



Registration at Reception



Conference Room



Participants



Seminar by Mr. Adachi



Team Presentation



Pupil of Grandma school



Judges



Awarding Ceremony

Each team has 10 minutes presentation and 5 minutes Question and Answer. During question and answer session many discussions were done between presentation team and audiences. It was good opportunity to learn KAIZEN activities with all together.

# Winners

## Gold Award

**The Challengers**  
**AGRO FUEL Investment Ltd.**  
**(Metal Products Manufacturer)**  
**Theme: Process Quality Improvement**



The team was beginner but followed JICA KAIZEN advisors instruction very well. The selected theme is suitable to control manufacturing process.

## Silver Award

**ZAMBESI**  
**National Milling Cooperation**  
**(Milling Company)**  
**Theme: Inventory Management in Finished Goods Stores**



The theme was selected with help of external KAIZEN consultant. The team implemented KAMBAN system very well in their GEMBA.

## Bronze Award

**SPAKA**  
**WANZANA Processing Ltd.**  
**(Food Manufacturer)**  
**Theme: Market Expansion**



SPAKA is continuing their KAIZEN activities since 2009. Sales turn-over was increased 7 times in the past 2 years.

## Excellent Management Award

**Mr. Francis Mulimbica**  
**Principal of**  
**Northern Technical College**



The Principal of NORTEC is always supporting KAIZEN team members aggressively.

## Excellent Teamwork Award

**Grandma Nursery and**  
**Primary School**



Grandma school KAIZEN teams, Champion for Life and Inventors, are working together with good teamwork.

## Comment and Evaluation by Judges

1. The success of second National KAIZEN Conference can be attributed to the intervention of JICA through secondments of expert to the ZAM and ZDA respectively. Mr.Adachi was particularly acknowledged for having played a pivotal role in the promotion of KAIZEN programme among various organizations in Zambia.
2. The focus of KAIZEN programme must now be on GEMBA activity. GEMBA KAIZEN activity is more important than seminars or workshops because all necessary KAIZEN ideas and activities are done in GEMBA. Therefore we are focusing on GEMBA review more intensively.
3. In 2nd National KAIZEN conference, KAIZEN Institute of Africa and Zambia National Productivity Centre were also acknowledged for playing a role in promotion of KAIZEN in Zambia. Individual player's approach might be slightly different however final goal is same.
4. In Japan, KAIZEN was born following to the success of scientific management, quality control,small group activities etc.. However in Zambia it might be upside down because GEMBA KAIZEN success story is necessary. This must be followed by management driving force with enthusiasm in the implementation of KAIZEN activities. Finally all Zambian KAIZEN teams should be familiar with scientific theory and methods of scientific management, productivity, Quality control etc...
5. There is need for Zambia to have most suitable qualified people to promote KAIZEN activities widely and continuously.

## Proposal to Future KAIZEN Activities

### a. **Increase number of companies and teams of KAIZEN activities further more**

From our GEMBA visits and also from the outcome of the conference more people showed interest in KAIZEN programme and asked us to start KAIZEN activity. The current staff is not enough to support all of those. It will be required to add more staffs to guide those people in KAIZEN activity properly. With having more staffs we can promote KAIZEN activity more widely across the country. Already some local councils are showing interest in KAIZEN activity.

### b. **Establishment of KIZEN Institute of Zambia**

Since the Government is planning of establishing KAIZEN institute it is our view that this is good way forward. Such an institute would coordinate all issues of productivity improvement, service delivery, customer satisfaction and so on. It is also our considered view that such an institute should be semiautonomous and be sponsored by three ministries, Ministry of Commerce,Trade and Industry , Ministry of Labour and Social Security and Ministry of Science Technology and Vocational Training.

### c. **Necessity of Managerial Training**

Another imporant role of KAIZEN Institute of Zambia is to provide managerial training. Because to achive high level of KAIZEN activity such as Total Quality Management(TQM) strong management leadership is mandatory.

### d. **Strengthen Support**

Zambia requires more Japanese experts to help in various fields of KAIZEN such as Finance, Education, Safety, Productivity, Customer Satisfaction etc. in both short and long term. We believe "There is a pile of treasure in Zambian GEMBA" that is yet to be brought out.

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