



Africa Supply Chain Excellence Awards

2025

BY THE INDUSTRY, FOR THE INDUSTRY

WELCOME TO THE AWARDS DINNER

7th August 2025

CELEBRATING SUPPLY CHAIN MANAGEMENT'S SHINING STARS

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WELCOME

BY THE INDUSTRY, FOR THE INDUSTRY

Welcome to the 2025 Africa Supply Chain Excellence Awards.

Celebrating supply chain excellence in Africa.

Effective supply chains are the heartbeat of any thriving economy. Across Africa, supply chain management is not only driving business performance—it's transforming lives, reducing environmental impact, and securing brighter futures for individuals, organisations, and communities.

Now in its fourth year, the Africa Supply Chain Excellence Awards continues to go from strength to strength. The 2025 edition drew over 100 entries from across the continent, once again showcasing the innovation, resilience, and impact being delivered—often under challenging conditions.

To every entrant: thank you for sharing your stories and for the work you do. Your commitment and achievements inspire us all.

To our panel of Judges: we are deeply grateful for the time, insight, and care you have invested—voluntarily—to help recognise and elevate supply chain excellence in Africa.

We are delighted to share a glimpse into the remarkable work of our 2025 finalists. Their contributions are shaping a stronger, more sustainable future for African supply chains.

Together, let's continue to raise the bar, share what works, and build a future where African supply chains lead the way—resilient, responsible, and world-class.

AWARD CATEGORIES

- Demand Planning & Management
- Humanitarian and Health Supply Chain Management
- Innovation & Change Management - (Sponsored by RFA)
- International Trade Inventory, Warehousing & Distribution Management
- Judges Award
- Manufacturing & Production Management
- Preservation of the Environment
- Procurement & Supply Management
- Supply Chain Co-ordination and Collaboration
- Technology Information Systems & Related Fields
- Training and Talent Management - (Sponsored by CEVA Logisitcs)
- Transport (all modes & intermodal)
- Unique Supply Chain Projects

THE JUDGES

Garry Marshall, Head Judge

Martin Bailey, CILTSA

Kathy Bell, Standard Bank Group

Dean Gielink, SAEPa

Mike Johnston, CSCMP

Gavin Kelly, RFA

Ronald Mlalazi, Commerce Edge

Khumo Mosathupa, SAPICS

Mesela Nhlapo, ARIA

Thobekile Nxumalo, iqbusiness

Leon Raath, Independent

Clayton Thomas, SAIIE

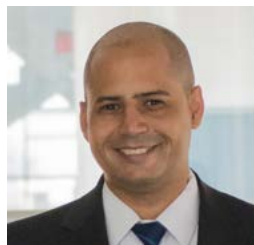
THE JUDGES



MARTIN BAILEY
CILTSA



KATHY BELL
Standard Bank Group



DEEN GIELINK
BidAir Cargo



MIKE JOHNSTON
Logistics Management cc



GAVIN KELLY
The Road Freight Association



GARRY MARSHALL
SAEPA (Head Judge)



RONALD MLAZI
Commerce Edge South Africa



KHUMO MOSATHUPA
SAPICS



MEELA NHLAPO
African Rail Industry Association



THOBEKILE NXUMALO
iqbusiness



LÉON RAATH
Independent



CLAYTON THOMAS
Industrial Logistics Systems

THE ENTRIES

AECI - Enabling International Trade Through Agile Supply Chain Capability: AECI's Strategic Entry into Papua New Guinea Mining.

AECI successfully deployed a complex, agile international supply chain solution to enter the Papua New Guinea (PNG) mining sector—marking a significant milestone in expanding its global footprint.

Central to the project is the successful construction and deployment of a modular emulsion plant on Lihir Island, enabling localized production and delivery of AECI's hot and reactive ground bulk products, along with custom-designed hot hole initiation systems.

This achievement was powered by a cross-continental supply chain and operations strategy. Raw materials, final products and assets were sourced through the cross-continental corridors, with warehousing and re-export operations staged out of the South-East Asia region and transhipped to Papua New Guinea (PNG). The entire supply chain was governed by stringent safety and risk-assured handling practices aligned with global standards for IMDG type cargo.

Meticulous planning and execution were made possible through tight collaboration between AECI's Australian and South African teams, global logistics partners, and regulatory stakeholders under the leadership of Amit Govind. The result is an OTIF delivery model and a scalable logistics framework to support future regional growth and sustainable internationalization.

Aeversa (Pty) Ltd-Innovative EV Charging Service Model

Aeversa is at the forefront of redefining energy and mobility solutions in South Africa. Our commitment to innovation and transformative change in the electric vehicle (EV) ecosystem has positioned us as a trailblazer in the supply chain industry. Recognizing the urgent need for sustainable transport infrastructure, Aeversa has developed and implemented a comprehensive Charging-as-a-Service (CaaS) model to support the adoption of EVs and drive the shift toward renewable energy solutions.

The core of Aeversa's innovation lies in leveraging advanced technologies and strategic partnerships to create a seamless, scalable, and sustainable EV charging network. By integrating cutting-edge telematics, load management systems, and modular charging units, we have revolutionized how businesses and logistics fleets access charging infrastructure. This not only optimizes energy consumption but also reduces operational costs, ensuring a smooth transition to green mobility.

Aeversa's approach emphasizes adaptability and continuous improvement. As part of our strategy, we've implemented flexible power solutions, such as blending renewable and grid power, ensuring efficiency and cost predictability. Additionally, we have introduced initiatives to enhance user experience through centralized monitoring and data-driven insights, making the adoption of EVs more practical for clients.

Our efforts have led to tangible impacts, including significant cost savings for businesses, enhanced energy efficiency, and measurable reductions in carbon emissions. By fostering collaboration with stakeholders across industries, Aeversa exemplifies how innovation can drive sustainable change, transforming the supply chain landscape in South Africa and beyond.

Alliad - Digitization Procurement Solution

Alliad, a global leader in integrated services, has transformed its procurement function through a powerful digitalisation initiative procurement system. With operations spanning across Africa, Alliad recognised the urgent need to modernise its procurement systems, which were previously manual, fragmented, and lacked visibility particularly across complex, multi-tiered supply chains.

Alstom - Demand Side Time to Shine

Supply chain operations at Alstom Ubunye have been significantly transformed through the integration of advanced technology and collaborative methodologies. Key improvements include enhanced material coverage management and the digitisation of site QCD escalations, which have helped address demand fluctuations and streamline supply chain processes. One major milestone was the development of a robust planning framework for PRASA component supply—covering essential items such as bogies and traction components—resulting in improved delivery performance, cost efficiency, and risk mitigation.

Initiatives introduced led to R20 million in savings by increasing productivity, lowering labour costs, and optimising inventory. The adoption of Vendor Managed Inventory (VMI) systems enabled Just-In-Time (JIT) supply, effectively reducing inventory holding costs. These advancements contributed to a 35% annual increase in client database and sales growth, while maintaining R950 million in inventory with an impressive 99.9% accuracy.

Since 2018, the planning function has played a pivotal role in aligning global planning and scheduling with core business operations—from tendering through to execution. These efforts have notably improved customer satisfaction and strengthened cross-functional collaboration, demonstrating a strong commitment to supply chain excellence through technology, strategic thinking, and effective stakeholder engagement

Alstom - Performance Systems

Innovation and change management are crucial in supply chains as they enable organizations to adapt to evolving market conditions, improve efficiency, and gain a competitive edge. By embracing new technologies, refining processes, and fostering collaboration, Alstom Ubunye has strengthened their supply chains and created a high-performance environment keeping their teams highly motivated.

1. ALSTOM UBUNYE APSYS in Motion Projects for Production Teams

Project Objective: Improvement of material flow and ergonomics to eliminate non-value-added activities (NVA).

- Results:
- Improved kitting capacity by 33% without increasing headcount.
 - 20% reduction in forklift use on the line.
 - Elimination of line stoppages due to late supply of parts.

2. Paint Shop Logistics Flow Kaizen

Project Aims: Increase production rate from 24 products in 3 shifts to a minimum of 32 products in 2 shifts and reduce spent time from 1.4 to 1.15.

- Results:
- Increased production output to 40 parts per week with 2 shifts.
 - Achieved a spent time of 1.05, significantly reducing NVA.
 - Saved 2.9m ZAR annually on HR for the paint line.

3. TRACTION & BOGIE Logistics Kaizen Improvement

Project Objective: Enhance material flow and reduce unnecessary movements.

Results: - Moved from 5 units per week to 7 units per week at TAKT pace.

- Eliminated 14 hours of non-value-added activities.

These projects have not only optimized material flow and reduced waste but also improved ergonomics and worker safety, leading to higher productivity and reduced operational costs.

Alstom - Rolling Stock - BOK paint

Alstom Rolling Stock South Africa (ARSSA) is committed to excellence in locally manufacturing locomotives.

The Paint Time Reduction Project at Alstom integrates cutting-edge technologies to enhance efficiency and reduce time spent on painting processes. By adopting automated systems and innovative materials, ARSSA has been able to significantly cut down on the time required for each phase of painting, from preparation to final inspection. These advancements demonstrate their dedication to staying ahead in the industry through continuous technological improvements.

Streamlined operations | Commitment to quality standards

Through this improvement project, the following impacts have been realized:

Cost Effectiveness | Production Scalability | Operational Excellence

Alstom Rolling Stock South Africa's Paint Time Reduction Project stands as a testament to their innovative spirit, operational efficiency, and commitment to excellence. This initiative has not only improved cost effectiveness and production scalability but also reinforced their dedication to the highest quality standards.

Alstom Ubunye: Leading Green Supply Chain Transformation

Alstom Ubunye has implemented several impactful green initiatives that enhance both environmental sustainability and supply chain efficiency.

Solar PV Plant: A Solar PV plant now generates 20% of the facility's electricity needs, reducing approximately 11,370 tons of CO² emissions over 10 years. This not only supports environmental conservation but delivers cost savings, proving the economic viability of renewable energy.

LED Lighting Roll-out: Over 55% of the plant has been converted to LED lighting, with a full rollout planned within two years. This shift significantly reduces energy consumption and supports global climate goals.

Water Leak Detection and Repair: A comprehensive underground leak detection program has led to measurable water savings, promoting responsible water usage and sustainability.

Compressed Air System Optimization: Electricity usage from compressed air systems has been reduced by shutting off compressors during idle periods, repairing air leaks, and optimizing usage—boosting plant energy efficiency.

Oven Timing Management: Heat treatment ovens have been reprogrammed to run after peak demand periods, cutting electricity costs by an estimated 25%.

Hazardous Waste Recycling: By treating and recycling process water, the plant diverts waste from landfills and achieves approximately 25% in cost savings, significantly reducing environmental impact.

These projects reflect Alstom Ubunye's commitment to environmental stewardship, energy efficiency, and responsible resource use.

ARC-ESM – Zero Stock-out of Essential Medicines

ARC_ESM has led and supported initiatives to strengthen supply chain performance, knowledge, and capacity across key health programs, including Family Planning, Essential Medicines, and Immunization. Among these is the Strategic Support to Targeted States (SSTS) Project, funded by the Gates Foundation, which aims to improve access to essential medicines and health commodities at the last mile in ten Nigerian states.

Under the SSTS Project, ARC_ESM collaborates with federal and state governments to build resilient, equitable, and sustainable public health supply chains. A standout achievement includes Kaduna State's milestone of recording zero stock-outs of Oxytocin — a life-saving maternal health commodity — in its public health facilities as of December 2024. Furthermore, Kaduna became the first Nigerian state to achieve 100% public health facility coverage for a minimum essential medicines package through its Drug Management Agency (KADSHMA). ARC_ESM's impact is anchored in designing effective last-mile delivery models, institutionalizing governance frameworks and building local capacity to ensure continued access in remote and underserved communities. By focusing on sustainability and adaptability, ARC_ESM addresses current public health challenges while laying the foundation for long-term, country-led solutions.

This nomination for the Humanitarian & Health Supply Chain Management Award recognizes ARC_ESM's strategic leadership in transforming health supply systems that are built to last. Amidst constrained global resources, its approach offers a scalable model for resilient supply chains that deliver measurable improvements in health outcomes across Nigeria.

Beapo - Innovation in Dust Mitigation for Sustainable Port Operations

At the core of this project was an environmental and community crisis at Saldanha Bay Port Terminals, where manganese and iron ore dust had disrupted operations and significantly affected local residents and the environment. The situation posed serious reputational and operational risks for our client, prompting an urgent need for a cleanup solution.

This challenge demanded adaptive supply chain thinking. Procuring a sweeper truck locally was difficult, availability was low, costs were high, and timelines were tight. Despite these constraints, we sourced a unit that enabled an immediate start to the cleanup. When the truck broke down and eventually failed, the challenge escalated.

Instead of halting operations or waiting for overseas imports, we pivoted quickly. We retrofitted locally available skid steers with sweeping attachments—an unconventional but highly effective solution. This approach transformed standard machinery into critical cleanup tools, showcasing innovation, speed, and supply chain agility under pressure.

Our intervention extended beyond immediate operations. The initiative aligned with Transnet's environmental goals, including adherence to ISO 14001 standards and integration of reverse osmosis water solutions for sustainability. By reducing ground-level dust, we directly supported long-term air quality improvement and helped restore community trust.

This was not just a mechanical workaround—it was a strategic procurement and operational win that addressed an urgent crisis, repurposed local assets, and delivered long-term environmental value. The success of this project highlights the power of innovative thinking in supply chain management, especially in high-stakes, high-impact environments.

Becton Dickinson Advancing the World of Health through Africa Supply Chain Transformation

In the context of supply chain coordination and collaboration, BD Africa's case exemplifies how strategic initiatives can address fragmented distributor markets and inconsistent management practices. By introducing a centralized contract repository and standardized management protocols, BD Africa enhanced contract visibility and streamlined onboarding processes. The implementation of performance and governance dashboards further improved oversight and operational efficiency.

Key outcomes included:

Improved governance | Reduced lead times for purchase orders

Streamlined onboarding and off-boarding processes | Enhanced compliance

This transformation was achieved through collaboration across IT, sales, finance, legal, and operations departments, showcasing the importance of cross-functional teamwork in driving supply chain excellence.

CEVA Logistics-New Markets, New Horizons : Africa eCommerce Rollout

With 200% above forecasted volumes, our teams in Johannesburg and Cape Town were up for the challenge and delivered zero missed shipments and met all KPIs. This success, which has never happened before for the client in a new market, is a testament to the hard work, dedication, and collaboration of our entire team.

From workshops with the customer to plan for the unpredictable, to the Spin the Wheel games, team-building activities, and CEVA-branded cookies – we made sure to keep the energy high and the spirits even higher!

Cipla - Above and Beyond Customer Experience

Our people are the backbone of our business, driving sustained growth by sharing our vision and values. Our mission is built on three pillars: Inspiring Pioneers, Championing Care, and Nourishing Careers. We support these through initiatives focused on capability development, talent management, and enhancing the employee experience to foster innovation and excellence.

Quality Agility Initiative

Background (WHY):

We identified a gap at the Cipla Distribution Gateway (CDG) site regarding access to training materials and skills, which must be addressed to meet ongoing learning needs and upskill personnel across all levels.

Objectives:

- Elevate workforce capabilities by addressing training gaps and adopting Digital Quality Assurance (QA) to streamline processes and ensure compliance.
- Enhance access to training, ensuring audit readiness and role-specific compliance.
- Maintain high quality standards while adapting to pharmaceutical industry changes.

Journey of Excellence

People Capability Building and Training:

Cipla's People Capability Program follows the 70:20:10 model—70% on-the-job learning, 20% social learning, and 10% formal education. Initiatives like the Role-to-Role program and Quality-Assurance

training, including the Post Basic Pharmacist Assistant course, support professional development. Employees also access digital platforms like Udemy for continuous learning. Embedding learning into daily work fosters growth, agility, accountability, and enhanced performance. Coaching, mentoring, and peer engagement promote knowledge sharing. Learning paths are regularly updated to meet evolving business needs, ensuring the workforce stays future-ready and aligned with Cipla's strategic goals.

Cipla - Fast Track 360°

Following initiative is an example of our mission for operational excellence and generating meaningful value for stakeholders worldwide, guided by our mission of 'Caring for Life'.

The Opportunity:

In our relentless pursuit of excellence, our team has pinpointed pivotal opportunities to transform our warehouse operations. By optimizing material flow to seamlessly align with operational needs, enhancing storage bin utilization, and streamlining the replenishment process, we are set to achieve unparalleled speed and accuracy. This strategic overhaul is not just about overcoming challenges; it's about setting a new standard for efficiency and productivity in our industry.

Strategic Interventions and Transformative Achievements:

- A total of 1560 pick face locations were remapped
- A total of 1089 storage locations were repurposed to reduce double handling by 67%
- Bulk storage capacity increased by 5%
- Replenishment activity time and effort decreased by 50%
- Optimized Replenishment Process:
- Enhanced Stock Accuracy and Reduced Handling:
- Accelerated Replenishment and Reach Truck Productivity:
- Refined Pick Productivity Through Strategic Slotting:
- Data-Driven Pick Route Optimization:

Impact: This data-driven approach ensured optimal pick paths, minimising travel and maximizing efficiency.

Cipla - Project STRIVE

This project was initiated to address a backlog of 89 SKUs with pharmacovigilance (safety) queries and stock on hand featuring outdated artwork. While the process to update the artwork had been initiated, it remained incomplete. The team was tasked with two primary objectives: clearing the existing backlog and developing a comprehensive process to manage safety artwork changes from inception to completion.

Project Execution and Collaboration

The CDG team successfully executed the project, completing it within one month. Meanwhile, the TechOps team efficiently managed the project by organizing lists, scheduling regular meetings, monitoring progress, and resolving any bottlenecks.

Results and Learnings

- Living our Purpose | Community Impact
- Cost Saving | Capability Development
- Speed to market | Regulatory and Medical Affairs
- Supply Chain: Validated stock and prioritized products based on commercial needs and inventory cover
- Quality: Approved samples and change requests

- CDG: Executed the project efficiently
- TechOps: Managed project organization, meetings, progress tracking, and bottleneck resolution. The TechOps team helped manage the project systematically (structured the lists, set up the cadence, tracked progress, removed bottlenecks).
- Continuous Improvement

Cipla Project ElevateQ: Empower, Comply, Excel

Customer experience is the backbone of every organization. Recognizing this, Cipla Distribution Gateway hosted its first Customer Service Week from October 7th to 11th, 2024.

- Measuring and publishing Customer OTIF with focused customer visits and problem-solving on gaps in Customer OTIF scores.
- Electronic ordering to enable seamless customer order placement into automated platforms.
- Tracking and driving customer resolution through maintaining rigor on Customer ticket resolution SLAs.
- Returns Policy training to enhance understanding and experience.
- Dedicated customer teams structured by customer.

Internally, to keep teams engaged and energized, initiatives like Gratitude Tuesdays, Thrill Thursdays, and a Book Reading Club were launched. Hosting the Customer Service Week aimed to further enhance the customer experience.

Execution: Cipla Distribution Gateway hosted both internal (commercial team) and external customers in style. Customers experienced an hour in the life of a customer service representative, understanding the system, processes, and continuous improvement initiatives. Additionally, customers toured the world-class Cipla Distribution Gateway warehouse, gaining an in-depth look at supply chain processes. The Customer Service team facilitated an informal buddy learning structure, allowing Key Account Managers to experience an hour in the life of a Customer Service Representative.

CMCOMMS - Human and Health Care

CMCOMMS envisions a world where everyone has access to quality, safe, and affordable medical products. Its mission focuses on improving access in low- and middle-income countries by promoting Good Practices and collaborating across the entire health and humanitarian supply chain. Over the years, CMCOMMS has fostered collaboration among stakeholders to ensure the delivery of effective, high-quality medicines to patients at the last mile. It champions compliance with Good Storage and Distribution Practices (GSDP), a critical component in maintaining quality standards throughout the supply chain.

The CMCOMMS Medical Logistics Practitioner Training Program is accredited by the Pharmacists Council of Zimbabwe (PCZ) and The CPD Group UK, and is recognized by key institutions including the Medicines Control Authority of Zimbabwe (MCAZ), Africa Specialised Cargo Alliance – Medical Logistics (ASCA), and the International Association of Public Health Logisticians (IAPHL) Zimbabwe Chapter.

Dedicated to strengthening health and humanitarian supply chains, CMCOMMS delivers training, consultancy, and advocacy initiatives. Since 2020, it has provided pro-bono training and webinars to over 2,000 participants across Zimbabwe and Africa's public health supply chains. This work has earned written recognition from MCAZ, Parirenyatwa Group of Hospitals, and IAPHL.

CMCOMMS believes that strengthening supply chain infrastructure leads to better access to medicines and health services, reduced stockouts and waste, and improved efficiency, resilience, and responsiveness in healthcare delivery.

AWARDS 2024



CtrlFleet and Bakers Transport - TMS Case Study

CtrlFleet is a next-generation transport management software with a specific vision to empower and truly digitize the transport industry. Our entry expresses a real-world example of a successful technology implementation at a large and complex transport operation. The entry elaborates on the objectives, challenges, and ultimately the outcomes of an implementation system like CtrlFleet.

DHL Supply Chain Kenya - Pioneering Green Logistics in East Africa

At DHL Supply Chain Kenya, environmental sustainability is a fundamental pillar of how we operate. We fully recognize the urgent necessity to decarbonize both transport and warehouse operations, mitigating the environmental impact of supply chain and logistics. In line with our commitment to achieving zero emissions logistics by 2050, we have taken deliberate and measurable steps toward this goal.

A key initiative in our sustainability journey is the introduction of 25 state-of-the-art Euro 5 Scania trucks into our fleet in Kenya.

To amplify our impact, we have integrated a biodiesel project that ensures these trucks operate on sustainable fuel. This biodiesel, derived from waste vegetable oils, lowers greenhouse gas emissions, and supports waste reduction while advancing the principles of the circular economy.

In our pursuit of efficient and responsible transport operations, we have implemented advanced smart in-cab camera technology across our fleet. These systems capture real-time data on driver behaviour and vehicle performance, allowing us to promote safe driving practices and reduce fuel consumption, which in turn lowers overall emissions.

Our initiatives reflect a holistic approach to sustainable logistics, emphasizing emission reduction, fleet optimization, and industry leadership. Our efforts align with Strategy 2030 and the Accelerated Roadmap to Decarbonization, part of the broader DHL Group strategy that emphasizes sustainable growth and the importance of eco-friendly practices as a competitive advantage. Together, we are committed to leading the logistics sector toward a more sustainable and responsible future.

Digistics - Driving Africa's Greenest Supply Chain

Digistics, a leading multi-temperature logistics and supply chain partner with over 22 years of industry leadership, has made significant strides in reducing environmental impact, cutting costs, and enhancing contingency. Central to its sustainability journey is the installation of 4,084 kWp rooftop solar panels and 7,719 kWp battery storage across its distribution centres. This initiative reduces CO² emissions by up to 15%, delivers energy cost savings, and ensures business continuity during power outages.

Operating Africa's largest fleet of AxlePower trailers, Digistics generates and stores kinetic energy while in motion to power refrigeration units without diesel. This innovation lowers CO² emissions and is expected to save approximately R600k in fuel costs over its lifecycle. Additionally, solar truck technology improves fuel efficiency, saving 3.49 litres of diesel per hour and reducing CO² emissions by 2.2 tons per vehicle monthly.

Digistics also promotes a circular economy by collecting used cooking oil (UCO) from customers, converting it into biodiesel, and blending it into its fleet. This reduces CO² emissions, fuel costs, and reliance on fossil fuels.

Water conservation efforts have cut consumption in vehicle wash bays by up to 80%, while responsible waste management practices—including food waste reduction and eco-friendly disposal—are embedded in operations.

Committed to innovation and sustainability, Digistics continues investing in advanced technology to build an environmentally responsible supply chain, helping customers achieve sustainability goals while boosting operational efficiency and resilience.

DSV Road and Everlectric - Environmental Innovation in Transport – A Collaboration

As part of a shared commitment to transforming transportation practices, DSV has successfully integrated electric vehicles (EVs) into its fleet through a collaborative partnership with Everlectric, a South African company specialising in electric vehicles, and a leading South African retailer. Together, the partners are setting new standards in cost-effectiveness, reliability, and sustainability within the transport and logistics industry.

Aligned with the organisations' sustainability goals and targets, the transition to EVs has already made a measurable environmental impact. Since the launch of the EV initiative in 2022, the partnership has achieved a significant reduction in CO₂ emissions.

By embracing innovation and working with sustainability-focused customers and partners like Everlectric, DSV is not only reducing its environmental footprint but also enhancing operational efficiency and strengthening collaborative, forward-thinking relationships.

This initiative stands as a powerful example of what's possible when organisations come together with a shared vision and dedication to the future of sustainable logistics — one that is efficient, cost-effective, and environmentally responsible.

DSV South Africa - Precision Project Logistics in Mozambique

DSV's submission highlights a unique logistics project that involved transporting three 80-ton high-pressure vessels from the Port of Maputo to Temane, Mozambique—over 800km inland. The complex operation showcased DSV's ability to manage large-scale, high-risk supply chain projects through meticulous planning and strong collaboration. What made this project truly unique was the extensive pre-planning that began two years before the cargo was even manufactured. A route survey was conducted to identify infrastructure constraints such as bridge capacities, road conditions, and urban obstacles. The findings influenced both the design of the cargo and the early stages of logistics planning.

To ensure the success of the movement, DSV coordinated stakeholders and civil works, including road widening and reinforcement, and the temporary removal of infrastructure like streetlights and billboards. DSV also worked closely with the local utility provider to lift lines in real time, for safe and uninterrupted passage. The project was executed over four days with precision, safety, and no incidents.

This case reflects DSV's deep expertise in African logistics, its ability to adapt under pressure, and its commitment to delivering excellence through collaboration, foresight, and operational rigour.

FarEye - First Choice for Last Mile

FarEye is transforming South Africa's logistics sector with its advanced Multi-Carrier Parcel Management Solution (MCPMS), integrating primary and secondary distribution on a single digital platform. This innovation helps businesses manage complex supply chains involving the movement of goods from suppliers to distribution centres (primary) and from centres to stores or customers (secondary).

By unifying carrier partners, including Cape Union Mart, Freddy Hirsch, Bexexpress, Home Choice, JD Supply Chain, Clicks, and Massmart by Walmart, FarEye automates carrier selection for both long-haul and last-mile deliveries, optimizing cost and service levels. A centralized dashboard offers full visibility, enabling proactive exception management and transparent communication.

FarEye accelerates carrier onboarding and adapts to market changes, helping businesses scale efficiently. Its data-driven insights and automated rate shopping empower organizations to negotiate better contracts and enhance delivery performance.

Customer experience is improved through consistent, milestone-based tracking and branded notifications across all delivery phases. Clients benefit from higher delivery volumes, reduced costs, better first-attempt delivery rates, and increased satisfaction.

FarEye's platform eliminates silos, fostering collaboration across the supply chain and streamlining distribution management. Its commitment to innovation is showcased in initiatives like the Last Mile Innovation Nexus, which unites logistics leaders and startups to develop tailored solutions for Africa's evolving logistics challenges.

Fortna - Enabling TFG's Omnichannel Strategy

FORTNA, a leading automation and software company, was commissioned by The Foschini Group (TFG), South Africa's top omnichannel retailer, to design and implement a scalable solution for their Riverfields Distribution Centre (DC) in Gauteng. This multi-phase optimisation addresses TFG's growing need for centralised logistics and rapid response to both retail store and e-commerce demand. The Riverfields DC also consolidates 13 smaller centres into 7, boosting efficiency. The innovative DC design integrates advanced software and cutting-edge technology. Order and warehouse management systems automate e-commerce order consolidation for over 22 brands, aiming to process 70% of all e-commerce orders centrally. This reduces fulfilment costs by lowering parcels per order and enhances customer experience by reducing delivery interruptions. Centralising store and e-commerce fulfilment also enables shared transport networks for click-and-collect and home deliveries.

FORTNA's project blends technological innovation, deep supply chain expertise, and customised consulting to drive sustainable transformation in distribution and fulfilment. The Riverfields design optimises TFG's entire intralogistics ecosystem — from point-of-sale availability to intelligent, low-emission delivery.

The highly automated system manages the surge in omnichannel orders efficiently, controlling costs while ensuring competitive retail and e-commerce fulfilment. These advancements align with TFG's goal to provide a seamless, unique, and eco-friendly customer experience across all platforms.

Globaltrack - Innovations in Fleet Tracking Technology

Globaltrack's integrated innovations ensures Cost Efficiency by optimizing diesel consumption, fleet utilization and the live monitoring of cargo, vehicle and driver while drastically reducing the administrative burden on fleet controllers and managers with automated reporting. Our brand stands as a technology partner for the transport, logistics, and mining sectors, providing sustainable solutions that support growth, streamline operations, and empower transport and logistics operators with data-driven insights.

Globaltrack's DUO Satellite Tracking Solution overcomes GSM coverage limitations, ensuring seamless cross border vehicle, driver, cargo and trailer tracking with 24/7 Location Monitoring. Reliable, advanced fleet management and optimization regardless of where in Africa your fleet may roam.

Our Fuel Management Solution coupled with Automated Tank Gauging enables real-time diesel management, offering significant cost-saving benefits and SARS-compliant reporting together with the power of A.I.-assisted, predictive analytics at your fingertips. Diesel theft becomes a non-factor as automated alerts of fuel pilferage and real-time monitoring of diesel consumption across your vehicles and bulk diesel bowzers become reality.

Globaltrack's A.I. Camera Solution integrates driver monitoring with advanced tracking and state-of-the-art A.I.-capabilities. Encompassing Driver Monitoring which detects fatigue, distraction, and seatbelt usage, while offering lane departure alerts. Events are trigger-recorded, capturing critical footage of incidents for review, legal and training purposes.

Globaltrack provides comprehensive 24/7 customer support with channels like email, WhatsApp, phone, and face-to-face options. Our premier Control Room Solution assists fleet managers and operators in monitoring their fleet assets and drivers pro-actively and around-the-clock.

GLS Supply Chain Equipment (Pty) Ltd

The South African supply chain network—particularly in the returnable packaging industry—is evolving rapidly, requiring service providers to remain adaptable and forward-thinking. In response, GLS Supply Chain Equipment has transformed the traditional pallet pooling model to better suit the African market, unlocking significant cost savings through innovation. To meet rising demand, GLS has formed strategic partnerships with transport providers, manufacturers, and consumable suppliers. These alliances have expanded distribution networks and improved delivery reliability. By integrating advanced tracking and monitoring technologies, GLS offers clients real-time shipment visibility, enhances communication, and proactively addresses potential disruptions—minimising risk and elevating service excellence.

Near real-time maintenance and repair monitoring has driven improvements in productivity measurement, stock management, and resource allocation. These operational efficiencies are further enhanced through the use of data-driven decision-making and best practices in material handling—both internally and for clients—boosting overall service delivery.

A key pillar of success is GLS's custom-built internal systems, designed to handle the complex nature of pallet pooling. These systems have evolved beyond basic transactional platforms into comprehensive tools for financial management and end-to-end supply chain visibility. Through ongoing innovation, process refinement, and strong stakeholder relationships, GLS is successfully navigating a highly monopolised industry. Its commitment to efficiency, transparency, and customer satisfaction positions it as a leader in the evolving returnable packaging landscape in South Africa.

GT Tyre Fleet Management Solutions-Innovation in Tyre Management Solutions

At GT Fleet Management Solutions, innovation and change management are embedded in how we deliver specialised tyre management services to the road transport sector. Our business is built on a proactive, client-centric approach that focuses on maximising tyre performance, improving safety, and reducing operational costs for fleets across South Africa.

In addition to our core services, we are positioned to support the industry with auditing expertise. While we have not yet begun offering full audit services, our CEO, George van Heerden, is a leading ISO 9001:2015 auditor with extensive experience in transport sector compliance and quality management systems. His leadership ensures that our internal practices align with international standards and that our clients benefit from working with a team that understands both operational and compliance requirements.

Change management at GT Fleet is driven through open communication, structured team involvement, and a strong leadership culture. We believe innovation doesn't always mean adopting the latest technology—it's about continually improving the way we work, solving client problems more effectively, and adapting to industry demands with agility. Our management team leads regular reviews, encourages staff development, and ensures that every member of our team—from tyre fitters to compliance officers—understands the role they play in delivering excellence.

In summary, GT Fleet Management Solutions drives innovation through excellence in tyre management, strong leadership in compliance, and a deep commitment to improving the safety and performance of South Africa's road transport sector.

INControl: Digitising the Shipment Process for Road Transport Companies

INControl revolutionizes how road transport companies manage shipments, replacing paper-based chaos with a seamless digital workflow from load creation to proof of delivery, supported by the right hardware and connectivity. Trusted by fleets across South Africa, INControl combines a powerful TMS with rugged field devices, SIM connectivity, and a driver app that works—even offline.

The INControl Edge

- **Offline-First App:** Drivers remain productive in no-signal areas, ideal for cross-border work. Job updates, barcode scanning, and PODs sync once connectivity returns.
- **Configurable Workflows:** Processes, fields, and app statuses are customizable to client needs — whether for 5 or 500 trucks.
- **Cloud-Based Access:** Available anytime, anywhere, reducing IT overhead and improving control across sites.
- **Rugged Tablet Solution:** MDM and SIMControl integrated to simplify field operations with one monthly fee covering hardware, software, data, and support.
- **Affordable:** Plans start under R5,000/month, enabling digital transformation even for small transporters.

Proven ROI:

Fuel: 10%, admin: 25%, river efficiency: 8%, Vehicle maintenance: 8%

Additionally, a TMS can reduce time from job completion to invoicing by up to 90%, greatly improving cash flow.

Built for SA, Built to Scale

Built on the latest .NET Cloud technologies, INControl holds ISO 27001:2022 certification for Information Security. It's tailored to local conditions and ready for growth, supporting real-world fleet challenges with agility and affordability.

Ministry of Health - County Government of Nakuru and Turkana, Kenya

Community health promoters play a pivotal role in Kenya's healthcare system, especially in rural and underserved areas. These grassroots health workers bridge the gap between formal healthcare providers and local communities, delivering essential services such as health education, disease prevention, and basic medical care.

However, the Community health promoters (CHPs) face a wide array of challenges ranging from limited resources and training to inefficient logistics that severely hinder their effectiveness. By focusing on the supply chain aspect, as public health pharmacists practicing in Turkana (with majority of underserved community) and Nakuru (a very vast county) we believe we can significantly improve the tools, resources, and support available to these frontline health workers, thus empowering them to make a more substantial impact on public health outcomes. In Kenya, the role of community health promoters is integral not just to healthcare delivery, but to the overall strength of the public health system. By empowering these workers through enhanced training, resource availability, and access to real-time data, we can improve the overall efficiency of the healthcare supply chain. This, in turn, will lead to better health outcomes for Kenyan communities, particularly in rural areas where access to formal healthcare facilities is often limited.

Opsi Systems / DP World – Leveraging Technology to Drive Operational Excellence

DP World, a trusted customer of Opsi Systems for over 15 years, has significantly improved efficiency and scalability by migrating from legacy systems to Tramm, Opsi Systems' SaaS transport management solution. This upgrade has delivered operational efficiencies, cost savings, and set the stage for future growth.

Tramm is a major advancement in supply chain technology, enabling DP World to streamline operations. Previously, new business entities required separate servers, which was costly and time-consuming. With Tramm, new partitions can be created in less than a day, drastically reducing setup time and IT costs. This scalability supports DP World's efficient expansion without needing extra IT infrastructure.

Tramm-FleetVision's exception-based tracking has revolutionized fleet monitoring. Improved execution management freed resources, allowing expeditors to handle 75% more routes per shift. Real-time data offers insights into driver progress, non-delivery events, and route performance, enabling proactive customer service and better decision-making.

As DP World grows, Tramm supports onboarding new clients and expanding fleets without IT burdens. Cloud-based hosting and easy addition of depots and transporters keep DP World agile and responsive.

Overall, DP World's migration to Tramm has reduced costs, enhanced efficiency, and positioned the company for sustained growth. With Tramm's innovative solutions, DP World is ready to meet evolving supply chain demands, maintaining high service levels while expanding capabilities.

RNR - Technology in Transport - From Chaos to Control: A Technological Innovation Leading Industry-Wide Change

Proudly developed in South Africa, RNR represents more than just a software solution—it exemplifies successful change management within a traditionally fragmented repair industry. Initially designed for the heavy motor vehicle sector, RNR has grown into a versatile and resilient platform now utilised across a broad range of industries, including banking, insurance, telematics, mining, and logistics on a global scale.

Successful implementation required clear leadership alignment, the appointment of change champions, and dedicated user training. Teams transitioned from fragmented, manual processes to streamlined, digital workflows. Key features such as real-time visibility, geo-location tracking, centralised communication, and advanced reporting empowered organisations with greater operational control. Managers gained instant oversight of field activities, while technicians benefited from automated job logging and live breakdown tracking.

The impact has been considerable. Imperial Road Freight, a key logistics hub under DP World, achieved a 64% reduction in mechanical breakdowns and gained over 2,000 additional hours of fleet uptime each month. With access to richer operational data, the company enhanced service provider engagement, decommissioned underperforming assets, and adopted a more proactive approach to fleet maintenance.

SA Harvest

SA Harvest has revolutionised humanitarian supply chain management in response to South Africa's severe food insecurity crisis, where over 18 million people face hunger and child malnutrition is widespread. Through a tech-enabled reverse logistics network, SA Harvest rescues surplus food and redistributes it efficiently and sustainably—at no cost to recipient organisations. In just five years, the organisation has scaled from a single vehicle to a national supply chain across four provinces, delivering over 83.8 million meals and rescuing nearly 21 million kilograms of nutritious food. Today, it supports 217 vetted Community-Based Organisations (CBOs) and reaches more than 100,000 people daily. By supplying food for free, SA Harvest eliminates cost barriers, enabling CBOs to redirect over R210 million in food value (wholesale)—equivalent to R314 million at retail—towards other critical services. The environmental impact is equally profound. By intercepting food destined for landfills, SA Harvest has prevented an estimated 53,000 tons of CO² emissions and conserved nearly 20 billion litres of water. Donated fleet capacity and route optimisation save an additional 10,000 tons of CO² emissions annually.

SA Harvest's agility was tested during the 2021 Durban riots, when it transformed the Sharks Rugby stadium into an emergency logistics hub, distributing over 500,000 meals in 48 hours. Looking forward, SA Harvest is expanding cold storage, piloting greenhouse farming and dehydration technology, and has trained over 100 CBOs in food safety and logistics. With 22% annual growth in meals delivered, SA Harvest is a scalable, replicable model redefining humanitarian logistics in South Africa.

Sasol - Matter Management Project

Legal Supply chain systems were implemented across the Sasol Legal Group enabling effective management of legal matters while gaining comprehensive visibility into legal spend through dashboards and reporting—allowing for improved cost control. It also supports informed, strategic decision-making to enhance matter outcomes and reduce legal risk. Additionally, the system strengthens collaboration with external legal service providers, streamlining workflows and enhancing communication. By leveraging data-driven insights, the platform enables smarter sourcing and staffing of legal work. Ultimately, it contributes to reducing the total cost of ownership (TCO) for Sasol's legal and claims systems.

Sasol-Optimisation of Ariba and Bulk Invoicing

SASOL has consistently demonstrated its ability to streamline SUPPLY chain processes at Sasol, reduce costs, and enhance overall supply chain performance. SASOL successfully implemented a new system to manage a seamless invoice process management system that resulted in a 80% reduction in carrying costs and improved order fulfilment by 25%. Additionally, they led cross-functional teams to develop and implement strategic sourcing initiatives, resulting in significant cost savings and improved supplier relationships.

Stellenbosch University - EV Bikes

In a bold display of African innovation and clean energy potential, a small team journeyed over 6,500 kilometres from Nairobi, Kenya, to Stellenbosch, South Africa, in 2023 on a solar-powered electric motorbike. The trip, completed without fossil fuels, relied solely on a standalone mobile solar charging station to showcase the viability of decentralised, off-grid charging and electric mobility solutions tailored for sub-Saharan Africa.

Developed through a partnership between Stellenbosch University, Roam (a Kenyan electric motorbike manufacturer), and local collaborators, the expedition tested Africa's growing clean transport ecosystem. By leveraging local manufacturing, African road infrastructure, community engagement, and sustainable energy, the project demonstrated how electric transport can be decarbonised and decentralised using homegrown resources.

The Roam Air model bike, designed specifically for African conditions, is durable, affordable, and serviceable through local supply chains. This project exemplifies supply chain excellence by using decentralised, mobile solutions rather than importing vehicles or relying on centralised infrastructure. It proved that clean transport can thrive even in remote or underserved regions.

The journey also gathered valuable data on motorbike performance, energy use, terrain, and community interaction. Far from being passive technology recipients, African innovators led the design and deployment of sustainable mobility solutions fit for the continent's geography and socio-economic realities.

The Nairobi to Stellenbosch solar e-bike expedition is more than a feat of endurance and engineering; it is a powerful symbol of what African innovation can accomplish when driven by collaboration, purpose, and the power of the sun.

Stellenbosch University - GABS EV Bus Conversion

In 2024, a partnership between Stellenbosch University, RHAM Equipment, Golden Arrow Bus Services (GABS), and the South African National Energy Development Institute (SANEDI) successfully converted a 2005 MAN diesel commuter bus into a fully electric vehicle. This pioneering project highlights African supply chain innovation and localisation, showing how legacy transport assets can be revitalised using African expertise, infrastructure, and collaboration.

RHAM Equipment led the physical retrofitting at their Germiston facility, while Stellenbosch University provided technical expertise for system integration and performance monitoring. Golden Arrow, Cape Town's leading commuter bus operator, contributed operational insight and is piloting the electric bus. SANEDI supported the project through clean energy innovation and policy alignment.

This scalable model is highly relevant across Africa, where many cities depend on ageing diesel fleets. The conversion offers a roadmap to extend the value of these assets while transitioning to cleaner transport. The success of this prototype opens doors to a local electric conversion industry, creating jobs, reducing import dependence, and supporting national decarbonisation goals. GABS operates a fleet of 1100 buses, with nearly 20,000 across South Africa.

This project exemplifies African supply chain excellence by combining innovation, localisation, sustainability, and capacity building. It demonstrates how strategic partnerships and technical ingenuity solve African challenges with African solutions—delivering not just a cleaner bus but a smarter, more inclusive future for public transport.

The first phase involved converting a minibus taxi.

Take-a-lot - AMR Implementation

On 6 December 2022, the objective was compliance with statutory requirements. However, as discussions progressed, the goal evolved to “why be average when you can be great.” South Africans love pushing limits—like the first heart transplant—so why not be the first e-commerce retailer to obtain ISO certifications across more than three systems? Why settle for compliance when you can be ground-breaking?

With persistence and strong support, the journey began. The initial target was full certification by 2028. But with collective effort from all levels, the date moved forward to November 2023. After hard work and long hours, the audit took place over 10 days, covering the full Integrated Business Management System (IBMS).

At the closing meeting, the moment of triumph came: “I hereby recommend TAL for Certification against all ISO Systems as per the objectives and audit conducted.” TAL made history by achieving the first-of-its-kind Integrated ISO Management System. This integration aligned all departmental requirements with a unified goal—possible only because all management levels fully supported the concept.

The approach was based on multiple ISO standards including 9001, 14001, 22000, 26000, 31000, and 45001. Key aspects included adapting to complex environments, aligning standards, strengthening process approaches, risk identification and mitigation, replacing documents with “documented information,” improving control of externally provided products and services, and emphasizing continuous improvement.

Transnova / Tiger Brands - Control Tower Case Study

Since its launch in 2016, Tiger Brands' Logistics Control Tower (LCT), operated by Transnova, has set the standard for sustainable innovation in distribution. Designed as a centralised transport platform, the LCT has continually evolved to meet shifting demands, unlocking unforeseen value while driving efficiency and resilience in a dynamic environment.

This entry delves into the LCT's transformative journey, showcasing how it has adapted over the past nine years to deliver long-term success for Tiger Brands and its stakeholders. Through key case studies – ranging from large-scale transformations to targeted initiatives – valuable insights into the critical factors behind a successful Control Tower implementation and how to make it sustainable were demonstrated.

Key Takeouts:

- Learn how Tiger Brands and Transnova have built a resilient, scalable, and innovative logistics ecosystem that offers a roadmap for organisations embarking on their own Control Tower journey.
- Discover how a centralised Logistics Control Tower (LCT) leverages real-time data and analytics to drive informed decision-making, enhance visibility, and adapt to evolving business needs.
- Gain practical insights into building a scalable logistics ecosystem that not only meets current operational demands but also anticipates and absorbs future growth and complexity.

Unitrans drives Operational Excellence at Isanti Glass

Isanti Glass, in partnership with Unitrans, has made significant progress in inventory, warehousing, and distribution management over the past three and a half years. By collaborating with Unitrans to address logistics and warehousing challenges, Isanti tackled persistent stock accuracy issues, delivery inconsistencies, and operational inefficiencies. These improvements enhanced both internal performance and customer satisfaction.

Challenges and Solutions:

Stock Accuracy and Inventory Control: Before implementing a Warehouse Management System (WMS), Isanti faced stock discrepancies and excess unsaleable inventory. The introduction of WMS and barcode scanning enabled real-time tracking and reporting, reducing stock variances by over 85% and halving stock take time from 4 days to 2, allowing earlier dispatches and smoother sales continuity.

Delivery Reliability and Fleet Efficiency: To improve delivery success and reduce fleet idle times, Unitrans implemented geo-fencing and optimized routing. This boosted delivery performance to a consistent 97% On Time In Full (OTIF) and cut truck turnaround times by over 12%. A pre-staging process further reduced vehicle idle time.

Warehouse Orderliness and Safety: Operational layouts were revamped with clear storage zones and systematic stock arrangement, enhancing workflow and reducing safety incidents by 25% year-on-year.

Real-Time Visibility: A Daily Executive Dashboard provides transparency into warehouse activity and buffer metrics, aiding capacity planning and aligning logistics with commercial teams.

Impact and Results:

The transformation led to higher customer satisfaction through better traceability, stock quality, and timely deliveries. Customer complaints dropped, audit scores improved, and mock product recall time was cut by 53%. Additionally, scalable warehousing, reduced waste, and stronger cost forecasting benefit Isanti's operations.

Vanguard - Innovation in Transport – Windblade Project

Vanguard have recently unveiled a new specialist wind blade shunt trailer within the South African market. The trailers, are capable of receiving and transporting wind blades from vessels to laydown areas in either top or tail orientation and are already operational. The trailers were commissioned by Vanguard in order to overcome client and industry challenges, by delivering the first wind blades to have ever been transported through the Port of Richards Bay.

Due to the standard top-to-tail orientation of wind blade shipping, components such as wind blades have often been delivered to specific port locations that are capable of either double handling each component that arrives in the incorrect orientation or that has extensive space to complete various shunt manoeuvres prior to arriving in laydown areas.

The trailers have been designed with a drawbar at either end for efficient shunting purposes and can accommodate extensive wind blade overhangs when loaded in the reverse orientation. The trailers can be mobilised at site/quayside using bespoke beams to allow for specific length configurations, with the first project having required the receiving and transportation of wind blades measuring 90.646m long.

The first ongoing project includes the receiving and transportation of 75 wind blades from the Port of Richards Bay to a laydown area outside the port, before being transhipped to Vanguards Scheuerle RBTS (Rotor Blade Transportation System) trailers and transported to a site approximately 500km away.

Vanguard Solwezi - Abnormal Load Transport Solution

Vanguard completed the complex transportation of a 50m long, 171t cold box from the port of Walvis Bay, Namibia, to a copper mine in Solwezi, Zambia—covering approximately 2,700km. The total load length was 75m with a gross mass of 338t. Vanguard used 8-axle and 11-axle Goldhofer multi-axle trailers in a push-pull setup with draw bars at both ends to ensure stability.

Highly skilled drivers, operators, escorts, and Vanguard's engineering and project teams worked together to meticulously plan and execute the project. After discharging the cold box at Walvis Bay in August 2024, two months of route modifications were completed, including road works and the construction of 11 by-passes to avoid bridges and congested areas. The journey began in mid-October and took 45 days.

The route was challenging, with obstacles like poor roads, tight corners, and limited lay-by areas forcing the convoy to travel as slow as 2–5 km/h at times. Border crossings and navigation through towns required expert coordination.

Unexpectedly, the transport attracted huge public interest. In towns like Livingstone and Lusaka, crowds gathered, with police estimating over one million spectators in Lusaka alone. Managing these crowds required over 500 police officers for escort and control.

Despite the challenges, Vanguard successfully delivered and offloaded the cold box at the mine site on November 25, 2024, demonstrating exceptional professionalism and logistics expertise.

VillageReach works alongside governments, donors, and private sector partners to strengthen public health systems across Sub-Saharan Africa. Their focus is on fostering partnerships, improving transparency, and enhancing supply chain efficiency to ensure life-saving health products reach those most in need.

Collaboration is at the core of VillageReach's approach, working closely with Ministries of Health, logistics providers, and donors to align goals and optimize supply chains. They have developed practical tools, such as the Outsourcing Toolkit (OSTK) in partnership with the Africa Resource Center (ARC), which helps governments and local partners manage contracts and establish effective governance structures for outsourced transport systems.

VillageReach emphasizes the importance of shared learning and has hosted workshops in countries like Mozambique, Kenya, the DRC, and Malawi. These workshops bring together the public and private sectors to exchange experiences, solve challenges, and explore innovative ways to strengthen supply chains. The outcome has been improved decision-making and more sustainable supply chain systems. Data plays a key role in their efforts, as VillageReach helps governments track supply chain performance, identify bottlenecks, and enhance accountability. For instance, in Mozambique, they supported the implementation of systems that aligned stakeholders towards common objectives, leading to better outcomes.

Finally, VillageReach places significant emphasis on building local capacity by training government staff and local stakeholders. This investment in skills ensures that knowledge remains within local teams, reducing dependency on external support and promoting long-term sustainability.



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