

Improving productivity  
and working conditions



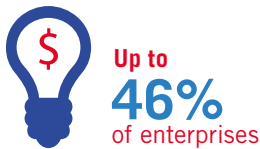
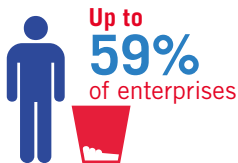
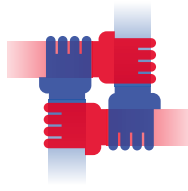
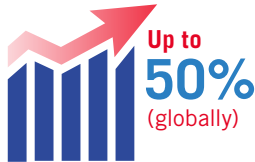
Supporting small  
and medium-sized  
enterprises

**TO GROW AND CREATE BETTER JOBS**

Over **2439** ENTERPRISES  
trained in over **26** countries

Skills built of over **462,605** WORKERS  
AND MANAGERS

## SCORE TRAINING RESULTS



Sustaining Competitive and Responsible Enterprises (SCORE) is an ILO global programme that improves productivity and working conditions in small and medium enterprises (SMEs). The key intervention of the global programme is support for the implementation of SCORE Training, which combines practical classroom training with in-factory consulting. SCORE Training demonstrates best international practice in the manufacturing and service sectors and helps SMEs to participate in global supply chains.

SCORE Training focuses on developing cooperative working relations resulting in shared benefits. The five SCORE Training modules cover Workplace Cooperation, Quality Management, Clean Production, Human Resource Management, and Occupational Safety and Health. Each module includes a two-day classroom training for managers and workers, followed by on-site consultations with industry experts that help to put the training into action in the workplace.

The ILO is assisting government agencies, training providers, industry associations and trade unions in emerging economies in Africa, Asia and Latin America to offer SCORE Training to enterprises. There is also a focus on developing innovative partnerships between the ILO, multinationals, lead buyers and brand consortiums, to encourage the integration of SCORE Training in supplier development strategies.

The SCORE Programme is managed by a global team based in ILO Country Offices and Headquarters, supported by the Governments of Switzerland and Norway.

## SCORE COUNTRIES AND SECTORS

The SCORE programme is funded by the Swiss State Secretariat for Economic Affairs and the Norwegian Agency for Development Cooperation. Since 2010, over **2439 enterprises** and **over 462,605 staff** were trained in programme countries.

The programme is active in 11 core SCORE countries: Bolivia, China, Colombia, Ethiopia, Ghana, India, Indonesia, Myanmar, Peru, Tunisia and Vietnam with activities in several pilot countries including: Turkey, Sri Lanka, Bangladesh, Kenya and Egypt. In Phase III, the programme will continue its work to ensure that national partners are ready to independently promote and deliver SCORE Training over the longer term.

### COUNTRIES WHERE SCORE TRAINING HAS BEEN IMPLEMENTED



## OVERVIEW OF EGYPT

The SCORE programme is implemented in Egypt on a pilot basis, targeting 25-30 SMEs in the engineering and chemical industries in the governorates of Qalioubia and Menoufia in cooperation with the Federation of Egyptian Industries (FEI) represented by the Chambers of Engineering and Chemical Industries.

### The SCORE programme targets companies where:

- The number of employees is not less than 30 and not more than 300
- Engineering and chemical industries
- Governorates of Qalioubia and Menoufia



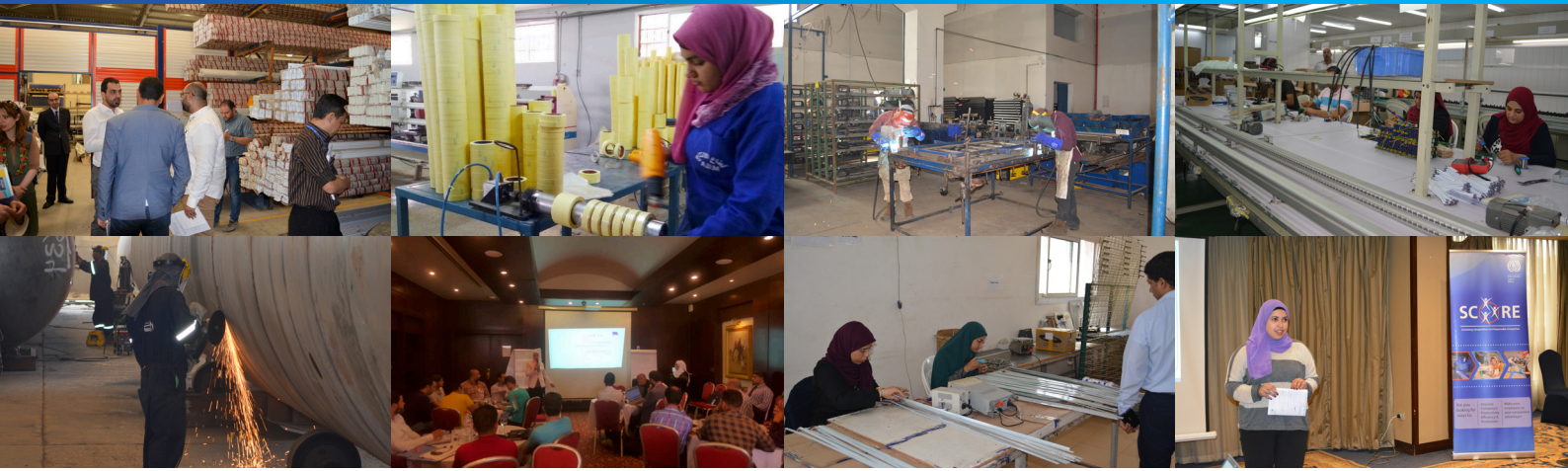


## THE SCORE TRAINING PROCESS

- Training for each Module begins with a two-day workshop facilitated by an expert. Four to five enterprises are trained together and each enterprise is represented by four participants: two managers and two workers. After the workshop, experts visit the enterprises to offer advice and support as the training is put into practice.







## THE SCORE TRAINING MODULES

All enterprises start the SCORE Training with Module 1: Workplace Cooperation – A Foundation for Business Success. Further modules are then selected based upon priorities decided upon during the baseline assessment.

### SCORE Training

Sustaining Competitive and Responsible Enterprises

#### Module 1: Workplace Cooperation – A foundation for business success

The starting point for all training

- Unite employees around shared targets
- Involve the entire workforce in continuous improvement

#### Module 2: Quality - Managing Continuous Improvement

- Identify customer needs
- Develop quality assurance culture
- Reduce defects systematically

#### Module 3: Productivity Through Cleaner Production

- Save costs and increase efficiency
- Systematically reduce waste & energy usage

#### Module 4: Workforce Management for Cooperation and Business Success

- Develop Human Resource strategies for better recruitment & retention
- Motivate & develop the right people to make staff a competitive advantage

#### Module 5: Safety & Health at Work: A Platform for Productivity

- Eliminate or minimise workplace health & safety risks that lead to injuries, expenses & lower productivity

## KEY SCORE TRAINING IMPACTS AT THE ENTERPRISE LEVEL

The SCORE programme has developed a Monitoring and Evaluation database, which makes it possible to track the impacts of the training on a range of performance indicators. The graphs presented here are extracted from SCORE's database (October 2017).

### % OF SMES THAT REPORT IMPROVEMENTS AFTER SCORE TRAINING (2010-2017)



#### ✓ Before



A disorganized and unsafe work area  
ADM for Chemical Industries  
- Egypt

#### ✓ After



An organized work area that improves efficiency and safety levels.  
ADM for Chemical Industries  
- Egypt



Difficulty in finding maintenance tools in timely manner  
Cetara Co. for Aluminum Products  
- Egypt



Finding maintenance tools in 5 seconds using 5s  
Cetara Co. for Aluminum Products  
- Egypt

## THE SCORE “WIN-WIN”

### FOR SME OWNERS AND ENTERPRISE CLUSTERS

- Increased access to national and global markets as more are able to meet buyer and labour law requirements
- Healthier, more motivated employees and improved workplace relations
- Lower waste and defects
- Opportunity to network and share new practices

### SME WORKERS

- The chance to improve safety and solve problems, creating a healthier and better place to work
- A voice in the enterprise, and a chance to contribute to and benefit from growth

### NATIONAL AND INTERNATIONAL BUYERS

- More competitive suppliers with better compliance
- Lower reputation risk supplier practices

## COMMUNITY BENEFITS THROUGH SUSTAINABLE GROWTH

In SCORE Training, SMEs are supported to enhance worker-manager cooperation and create safer, more efficient and more productive workplaces. This in turn, raises competitiveness and increases the potential for the businesses to grow and bring more and better jobs to local communities.

The promotion of environmentally-friendly practices is integral to the training, as an important factor for sustainability, worker health and frequently, a source of cost savings. For example, participating firms are supported in efforts to reduce waste, recycle, safely handle pollutants and on many other steps towards a “greener” enterprise. Such improvements help ensure a healthier community, improve business access to export markets (through improved compliance), and help to make the final product more attractive to increasingly environmentally conscious consumers.



Vietnam: Scrapwood from flooring & furniture manufacturing is used to create new products such as cutting boards



## INNOVATIVE PARTNERSHIPS TO SUPPORT DECENT WORK IN GLOBAL SUPPLY CHAINS

Increasingly, there is a demand for better transparency in global supply chains. Looking to ensure that products and services arrive as a consequence of ethical and sustainable practice, the onus is now firmly at the top of the chain, with multinationals, lead buyers and brand consortiums compelled to react.

SCORE Training strengthens the capacity of SMEs, many of which are suppliers for both national and international buyers, to increase productivity through improved workplace cooperation, cleaner production, human resource management and health and safety. Through increased productivity, the ability to engage in a global market with growing price competition, can be realized.

With successful results in over 1,400 enterprises so far, SCORE Training is now being promoted by lead buyers and trade associations to their members and suppliers, often also subsidizing fees for participation.

Engagement efforts were bolstered following the 2016 ILC (International Labour Conference) Committee on Decent Work in Global Supply Chains, in which a recommendation was made calling for the ILO to “scale up development cooperation programmes [such as SCORE] to address decent work challenges in global supply chains”.

Collaborations expanded to include pilot programs with multinational companies such as Inditex, as well as with international brand alliances including the Ethical Trading Initiative (ETI) in the UK, and will continue to be a focus throughout the remaining Phase of the ILO SCORE Programme.



Not only does this engagement boost the validity of ILO standards and compliance as a selling tool for SME participation, but it encourages the creation of better and more jobs in SMEs through improved working conditions. What's more, by the prospect of more efficient and quality suppliers, lead buyers and multinationals are incentivized to finance, promote and otherwise embed SCORE Training in their supplier development strategies.

To ensure long-term sustainability, the aim is to successfully embed SCORE Training into national training programmes and budgets, build capacity for independent implementation and to collaborate with national and global lead buyers to promote it along the supply chain.

## A SCORE CASE STUDY FROM EGYPT

Thanks to SCORE Training, ADM for Chemical Industries in Qalioubia has a new vision. Employees now enjoy a cleaner working environment, higher moral and a more harmonious working relationship between management and workers.

Workers at ADM factory meet twice a month to discuss ideas and suggestions that can introduce further improvements



A bright and well-organized work space at the Adam factory thanks to the application of the 5s system



The team reorganizes the equipment and spare parts warehouse

It was a wonderful day at the ADM Chemical Industries Co., a subsidiary of Shabana Group in Egypt, where the Improvement Team completed the reorganization of the equipment and spare parts warehouse in less than 15 days. The team was able to complete the exhausting task in record time after applying the 5s methodology. They were also supported by the Assistant Deputy Director and Production Manager, which gave a strong moral boost to the workers. Mr. Mohamed Abdel Hamid, Production Manager of the factory, posted on his LinkedIn page about his experience in collaborating with the ILO saying:



- “A lot of people criticized me, they did not understand my point of view in implementing the 5s project with the ILO in an equipment and spare parts warehouse despite the fact that I am the Production Manager and there are other areas that are in need of such training, especially that it is fully funded.”

- He went on to explain the benefits that have accrued in the factory through the implementation of SCORE Training, including reducing the time for getting spare parts from half an hour to one minute, which saves the plant hundreds of hours of work annually. Mr. Abdel Hamid pointed out that the 5s methodology is not only used to clean the workplace and the warehouses making them look better, but it is one of the elements of the SCORE Training methodology that increase the efficiency of work in a clear and tangible manner.

He added that the establishment of the Enterprise Improvement Team has had a huge impact on improving various work aspects at the factory, raising the morale of all its employees, as well as spreading a positive spirit in the workplace.

SCORE Training was first explained to the management of ADM Co. through introduction seminar organized by the FEI in cooperation with the ILO in Egypt. The Company expressed its interest to join and after the training had this to say: “It is a training with inputs and outputs and it has practical application. It has benefited us all as workers and management, and broadened our understanding.”

We quickly realized the benefits of SCORE Training, and the effect immediately became apparent. We were able to save EGP 45,000 worth of spare parts that were available in the company, but which we used to order from the market. This came as a result of applying the principles of cooperation in the workplace covered by the first module. Managers and workers have succeeded in communicating better, increasing levels of productivity and contributing to improved competitiveness. In addition, there is a noticeable reduction in the proportion of defective products, and staff are motivated to participate in the improvement system.

The training also reduced the time needed to prepare raw materials and increased the welfare facilities for workers, such as building a prayer room, adding filters to drinking water sources, installing fans in the cafeteria, and installing emergency lights for the workers. A committee was also formed to deal with workers’ complaints and suggestions, as well as meet with workers’ representatives on a weekly basis for further communication between workers and management.



**Before I attended SCORE Training, I thought it will be just theoretical and that we would listen to a couple of words and that’s it. I didn’t realize however, that there would be actual application and results on the ground.”**

**Mr. Sayed Shabana, Deputy General Manager of the factory, ADM Chemical Industries Co. - Egypt.**



**The training that I received really impacted me. I have changed, my work is more visible now and I am on the verge of being promoted from technician to supervisor.”**

**Mr. Bilal Al-Saeed, Technical Worker, Adam Chemical Industries Co. - Egypt**



## TOOLS FOR SUCCESS: HOW SCORE PROMOTES CONTINUOUS IMPROVEMENT

### The Enterprise Improvement Team

The first action that participating enterprises usually take following the two-day SCORE Training is to form an Enterprise Improvement Team (EIT). The EIT brings together workers and managers to identify issues to be addressed and create an Enterprise Improvement Plan. For some enterprises, the idea of workers and managers discussing issues together is innovative in itself. Even in firms where meetings take place, communication is often top-down, providing little or no opportunity for workers to share their concerns or their ideas for improvements.

The formation of the EIT may seem like a small step, but it is the key driver of a culture change, which promotes workplace cooperation, continuous improvement and innovation.



Meeting of the EIT to discuss the level of progress being made in the workplace  
ADM Co. - Egypt



My colleague and I became closer, and we even talk to each other about our personal problems. At first, everyone kept to themselves and had little connection with their colleagues. Now, if I have a problem with a machine, a colleague comes on their own initiative to ask how they can help."

Mr. Taha Abdel Aziz -  
Production Worker, ADM  
Co., Egypt

A worker makes a contribution to the employee suggestion box  
ADM Co.- Egypt



### Sharing ideas: employee suggestion schemes

An employee suggestion scheme is a systematic way for workers to share their ideas for improving the work- place and business operations. As the people who carry out the processes all year around, machine operators, assembly workers, maintenance people and other shop floor workers know better than most where time is wasted or problems arise. They often have excellent ideas on how to avoid these, but feel unable to speak up. A suggestion scheme is one answer to this and can lead to new ideas being shared that improve efficiency and quality as well as giving workers an increased sense of engagement in the enterprise.

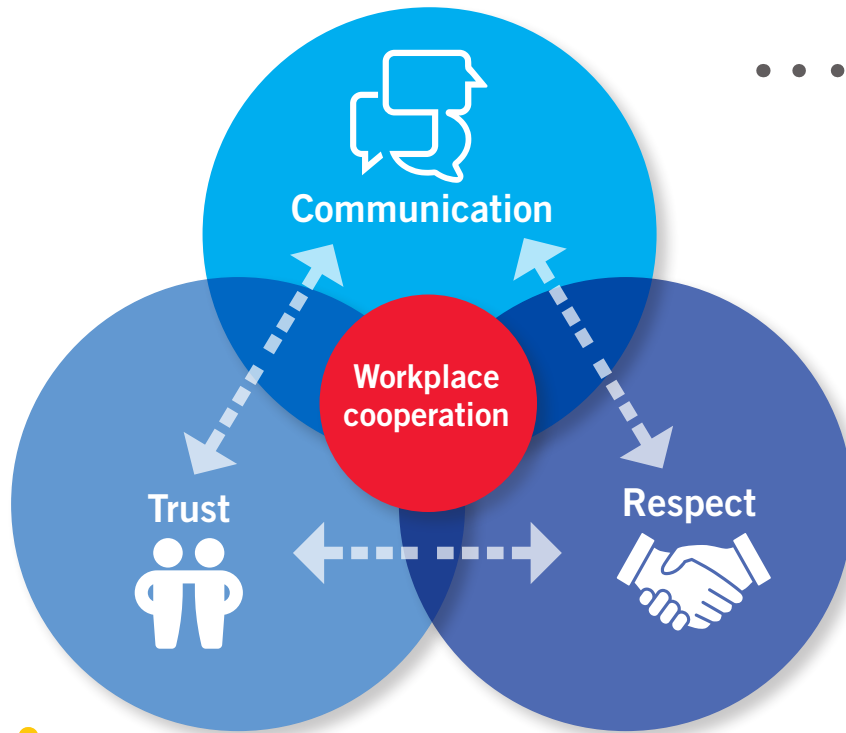


After installing the employee suggesstion box, one of the female workers approached me and enthusiastically asked about what it takes to become employee of the month. It allowed workers to be more productive and wanting to do more."

Ms. Basma Atef – Assistant Manager, Yathreb  
Co., Egypt

## ESSENTIALS OF WORKPLACE COOPERATION

Workplace cooperation is based on trust, mutual respect and confidence built on good communication and information sharing. SCORE Training introduces various tools to managers and employees that improve workplace cooperation and help SMEs move to higher levels of quality and productivity. These tools are taken from worldwide best practices used by leading companies to achieve outstanding results.



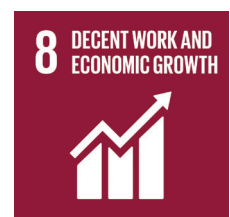
## WORKING TOWARD GENDER EQUALITY IN THE WORKPLACE

Women face strong barriers to access the labour market and combat disparities once inside it. With SMEs playing a predominant role in employment and job creation, and with almost a third of formal SMEs owned by women, gender equality has always been seen as a key component of the SCORE Programme.

SCORE Training is promoted and delivered in a mix of male and female-dominated sectors and to women-owned or managed SMEs. SCORE Training was developed with a fully embedded gender strategy and mainstreamed gender practices, also ensuring outcomes are measurable by gathering sex-disaggregated data to incentivize balanced participation.

Gender-related initiatives implemented within participating SMEs, are already prevalent, including: upgrading privacy in changing areas, creating family-friendly policies, communicating a clear stand on zero tolerance for harassment and setting up sensitive complaint systems.

These efforts are directly aligned with Sustainable Development Goal 5: Achieving gender equality and empowering women and girls and SDG 8: Promoting productive employment and decent work for both men and women.



## MORE SCORE TOOLS

### Measuring improvements

SCORE Training incorporates two types of measurement of change. The first is the gathering of pre- and post- implementation data. Yes-No indicators are used to record whether the company has important policies or practices in place e.g. a health and safety policy or regular workplace meetings. Other indicators track changes relating to productivity, physical conditions and matters relating to employees, performance and well-being, e.g. defect rates, accident rates and employee turnover.

The second form of measurement promoted in SCORE Training – Visual Measurement – is inspired by the 5s approach to continuous improvement. Before and after photos are taken and displayed, so everyone can see the difference that can be made by simple, low-cost actions. Both this visual evidence and the more classical data, show both managers and workers the benefits of their joint efforts, fuelling a continuous program of change.



1. Total Produksi	—	17.978
2. Total Reject	—	IND = 2 / MED
3. Complete Delivery	> 80%	
4. On Target Delivery	> 50%	
5. Late Delivery	< 30%	
6. Sumber Daya Manusia	TOTAL	staff
7. Total Jam Kerja	248.740	YTD: 25.85
8. Kasus First Aid (KFA)	1	YTD: 2
9. Lost Time Injury (LTI)	1	YTD: 1
10. Fatality (FTA)	-0-	YTD: -0-

Tracking data



Recognising staff achievements

### The application of 5s

5s is an excellent way to build workplace cooperation because it relies on teamwork and joint problem solving. The name “5s” comes from the Japanese words used for five “housekeeping rules”, which all begin with the letter “se” (or “shi”).

In many enterprises, basic work organisation and untidiness create an important drag on productivity, increasing retrieval times and creating delivery delays, problems with raw material expiration, increased accidents and losses through breakage. 5s provides a simple system that enterprises can easily implement to avoid these types of issues.

#### THE KAIZEN 5S IMPROVEMENT CIRCLE

Do things spontaneously without being told or ordered

SELF DISCIPLINE

Make cleaning and maintaining order part of the daily routine

STANDARDIZE

SORT

Distinguish the necessary items from the unnecessary.  
Eliminate unnecessary items that have accumulated

SET IN ORDER

Arrange necessary items in good order

SWEEP

Thoroughly clean your work areas and equipment



## WHAT PARTICIPANTS SAY ABOUT SCORE TRAINING



“The training helped me organize my tools, and thus saving my search time. It also improved the relationship between myself and my colleagues.”

Mr. Amr Mahmoud -  
Injection Technician, Roca  
Plast Co., Egypt

“When we applied the 5S system in the production line, the search speed decreased from 10 minutes to 10 seconds, and we also brought the tools nearer to the production line. This saved a lot of time for the workers.”

Mr. Mohannad Asharq Laban - Production and  
Warehouses Supervisor, Cetara Co. for Aluminum  
Products, Egypt

“The training changed my mindset and taught me how to overcome obstacles, which is something I could never do before on my own, nor could the workers. The program unified us and our routines.

Ms. Basma Atef - Assistant Manager,  
Yathreb Co., Egypt

“The biggest difference was polishing the machine. When it was cleaned and polished properly, I was able to see the small nails and details. This contributed to speeding up the maintenance process of the machine.”

Mr. Bilal Al-Saeed -  
Technician - ADM Chemical  
Industries Co., Egypt

## 88% Global average rate of satisfaction with SCORE Training



“The training affected me personally by helping me organize my thoughts. Organizing, prioritizing and the 5S System helped me accomplish the largest number of tasks with less effort and in less time.”

Mr. Galal Kamar, Factory Manager, Roca Plast Co., Egypt.

“The training allowed communication between management and workers to become clearer. For example, now there is greater attention given to the bulletin board, and things are written in a clear language for the workers, which created greater communication between management and workers”.

Ms. Menna El Mahdi, Chairman Office Manager, Cetara Aluminum Products Co., Egypt.

“SCORE changed our mindset, and it will keep on helping us and ensuring our continuous development.”

Ms. Doaa Mohamed Kamel - Operation Manager, Plastic Industries Co., Egypt.

“After the training, my relationship with my brother got better; I accepted his advice and guidance to the extent that we became not only brothers, but friends too. The training helped improve my relationship with others as well, not only at work but also at home.”

Mr. Taha Abdel Aziz - Production Worker, ADM Chemical Industries Co., Egypt



## The programme

Sustaining Competitive and Responsible Enterprises (SCORE) is a practical training and in-factory counselling programme that improves productivity and working conditions in small and medium enterprises (SMEs). SCORE Training demonstrates best international practice in the manufacturing and service sectors and helps SMEs to participate in global supply chains.

The SCORE programme is implemented in Egypt by the ILO under the Egypt Youth Employment Project funded by the Norwegian Ministry of Foreign Affairs in cooperation with the Federation of Egyptian Industries and the Chambers of Chemical and Engineering Industries.



### SCORE Global Programme

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