

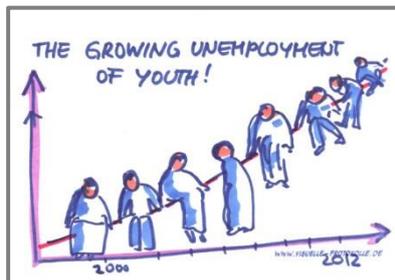


NEP Competition

"Better Business with Job Quality"

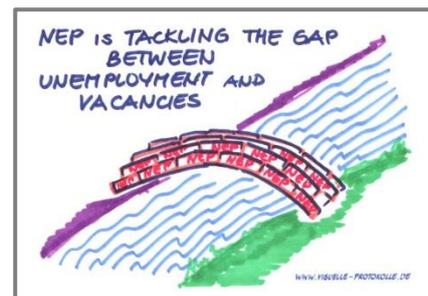
2012-2013

Executive Summary



Youth unemployment and the lack of job prospects is one of the most urgent problems in Egypt. At the same time, private businesses in all sectors have difficulties in recruiting staff and filling their job vacancies. The problem is more important in sectors providing blue collar jobs – where a significant number of jobs are available. The effects of unemployment and the precarious socio-economic situation on the Egyptian society coalesced into what we call the Arab Spring. Decent jobs and career opportunities are the key for a stable socio-political environment, and thus for economic welfare and stability.

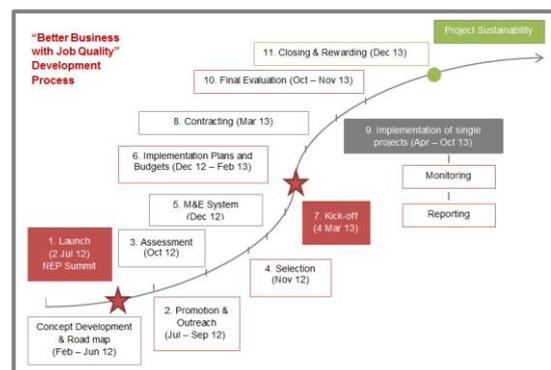
In this context, the National Employment Pact (NEP) was initiated in April 2011. It is an initiative of the Egyptian-German business community in collaboration with the German-Arab Chamber of Industry and Commerce (GACIC). It is supported by the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH on behalf of the German Federal Foreign Office (AA) and the Federal Ministry of International Cooperation and Development (BMZ). Patronage of the initiative is held by the German Embassy in Egypt.



Centered on the promotion of sustainable employment, the NEP is providing employment services, facilitating job matching and enhancing the quality of employment. In doing so, the NEP focuses on blue collar jobs – a job segment which has a high employment potential, but is often associated with inadequate working conditions and a low social prestige. Companies that cooperate with the NEP commit themselves to adhering to the decent work criteria of the International Labor Organization (ILO) in order to ensure fair and decent jobs to Egyptian youth. This includes offering work contracts, minimum wages, social insurance and safe and healthy work environments. Hence, the term “job quality” is a core constituent of the NEP.

The NEP attempts to improve job quality and to change the perception of company owners in this regard. One vehicle is the competition “Better Business with Job Quality”. The competition was launched in July 2012 to small and medium enterprises. It invited companies to develop and submit project ideas that target improvement in working conditions and environment, retention management and/or in the attractiveness of blue-collar jobs. The competition received 130 project proposals, out of which 14 were selected and successfully implemented with the technical and financial support of the NEP during the year 2013.

The NEP competition “Better Business with Job Quality” report is divided into two parts. **Part I** describes the NEP competition development process – from the official launch until its closing. The competition development process involves 11 steps: 1. Launch, 2. Promotion and outreach, 3. Assessment, 4. Selection, 5. Monitoring and evaluation system, 6. Implementation plans and budgets, 7. Kick-off ceremony, 8. Contracting, 9. Implementation of single projects, 10. Final evaluation, and 11. Closing and rewarding. Each step is described in more detail.



The entire process was supported by a motivated, energetic and dynamic team who was highly responsive to changes. Consultant expertise was sought in fields like strategy, stakeholder mapping, negotiation, monitoring, evaluation, conflict resolution, crisis management, and technical expertise in issues such as health and safety and human resources.



Part II depicts the success stories of the 14 participating companies. This entails a description of each project, its aim, activities, difficulties, impact and sustainability. The 14 success stories implicitly answer questions like why is job quality essential, how is it interlinked to companies' interests, what are the common fields of action, what are the easy activities a company can implement to improve job quality, what does it take to undertake it, and what are the best practice examples from Egypt.

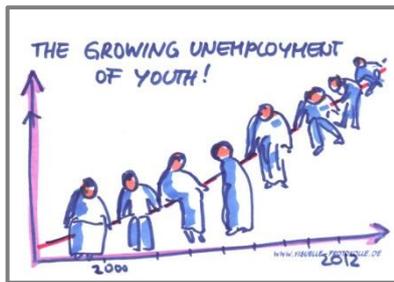
Finally, the report concludes that all 14 companies are winners. The NEP competition "Better Business with Job Quality" proved to be an effective tool to enhance job quality in Egyptian SMEs. The simple and concrete job quality activities, implemented by the 14 companies, had a considerable impact on employees, employers and sometimes the surrounding community. The competition created a "culture of change" in the participating companies and increased the awareness among employers and employees about the importance of quality employment.

Seeing the success and impact realized, it is presumed that participating companies will sustain the projects and extend the scope of better job qualities. As for the NEP, it can continue to address job quality through i) raising the awareness on the importance of job quality among the business community; ii) integrating job quality into the activities of the NEP Employment Centers by providing business development services to NEP member companies with hands-on expertise in topics such as human resources, health and safety and child care services; iii) continuing the cooperation with other private sector companies to implement concrete measures to improve job quality; and iv) building the capacity of other institutions in the market (i.e. relevant stakeholders) in raising the awareness and providing the technical expertise and advisory assessments needed in the field. This would propagate that job quality is a pressing issue in the labor market in Egypt that requires enough attention.

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Introduction



Youth unemployment and the lack of job prospects is one of the most urgent problems in Egypt. At the same time, private businesses in all sectors have difficulties in recruiting staff and filling their job vacancies. The problem is more important in sectors providing blue collar jobs – where a significant number of jobs are available. The effects of unemployment and the precarious socio-economic situation on the Egyptian society coalesced into what we call the Arab Spring. Decent jobs and career opportunities are the key for a stable socio-political environment, and thus for economic welfare and stability.

In this context, the National Employment Pact (NEP) was initiated in April 2011. The NEP is an initiative of the Egyptian-German business community in collaboration with the German-Arab Chamber of Industry and Commerce (GACIC). It is supported by the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH on behalf of the German Federal Foreign Office (AA) and the Federal Ministry of International Cooperation and Development (BMZ). Patronage of the initiative is held by the German Embassy in Egypt.

The NEP is centered on the promotion of sustainable employment by providing employment services, facilitating job matching and enhancing the quality of employment. In doing so, the NEP focuses on blue collar jobs – a job segment which has a high employment potential, but is often associated with inadequate working conditions and a low social prestige. Companies that cooperate with the NEP commit themselves to adhering to the decent work criteria of the International Labor Organization (ILO); in order to ensure fair and decent jobs to Egyptian youth. This includes respectable salaries, work contracts, social security, safe working environment, gender balance, fair treatment and equal access to employment opportunities. Hence, the term “job quality” is a core constituent of the NEP.



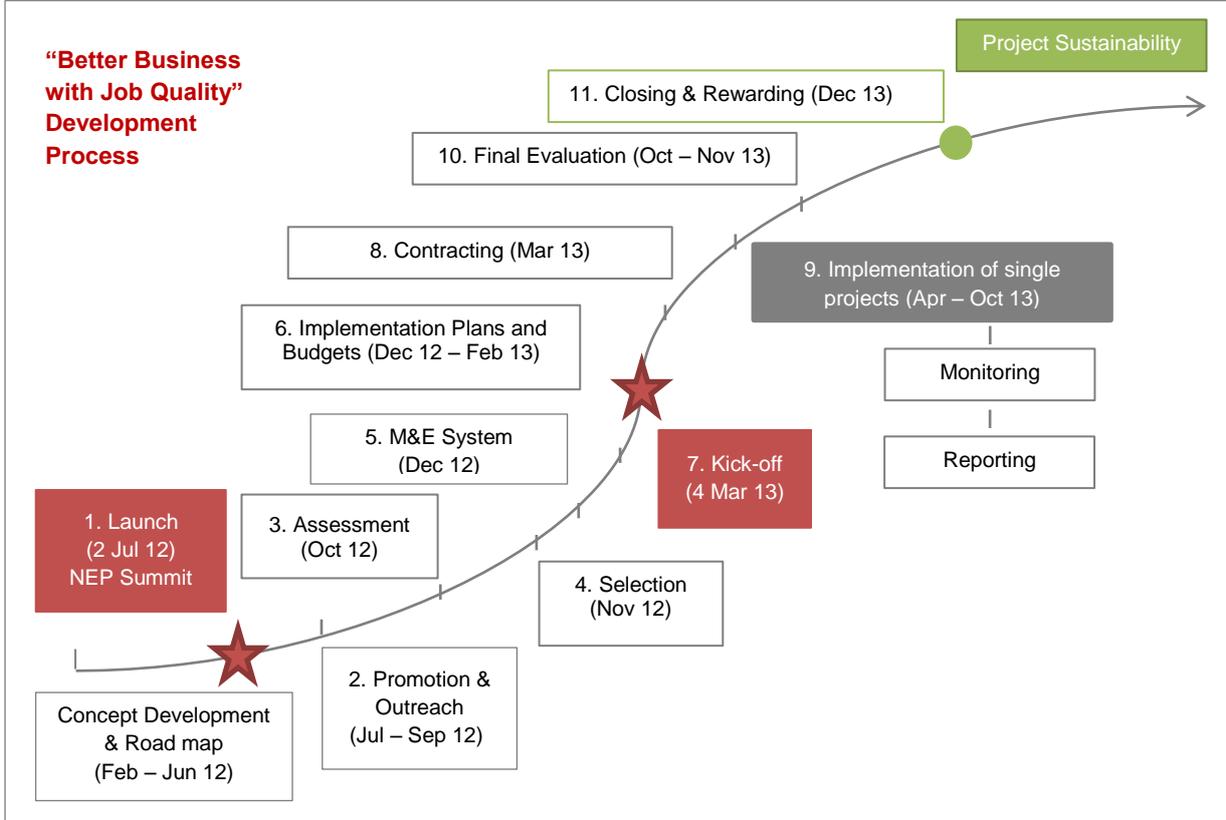
Nevertheless, one of the main reasons for the high staff turnover rate in the private sector is poor job quality. The major hurdles in this regard are the lack of health and safety conditions, lack of training possibilities, lack of career opportunities, lack of incentive schemes and poor working conditions for women. The NEP attempts to improve job quality, especially for blue collar workers, and to change the perception of company owners in this respect. One vehicle is the NEP competition “Better Business with Job Quality”.

The idea of the NEP competition “Better Business with Job Quality” emerged in the NEP Steering Committee to encourage Small and Medium Enterprises (SMEs) – as the backbone of the Egyptian economy – to share the NEP priorities and become the source and owners of ideas to enhance job quality. The rationale is that job quality is in effect a win-win situation for both employers and employees. On one hand, businesses can benefit significantly from the positive effects of enhanced job quality, such as from lower staff turnover, enhanced productivity and competitiveness, improved staff motivation and morale, more reliable business partnerships and better worker-manager communication. On the other hand, job quality has an impact on employee’s job satisfaction, skill development and psychological well-being. The wider impact of these benefits is ultimately the improvement of the employment situation in Egypt.

The NEP competition “Better Business with Job Quality” is an effective tool to address job quality in Small and Medium Enterprises (SMEs). It is characterised by the following positive aspects:

- Originality
- Practicality
- Market-driven
- High outreach to SMEs
- High commitment of participating companies
- Successful model of cooperation between the private sector and non-governmental organizations

The concept of the NEP competition “Better Business with Job Quality” was crystalized through a series of consultations and job quality working group meetings with the founders of the NEP (i.e. Steering Committee members). It was materialized and realized, in a 2-year timeframe, as exhibited in the following “Better Business with Job Quality” development process.





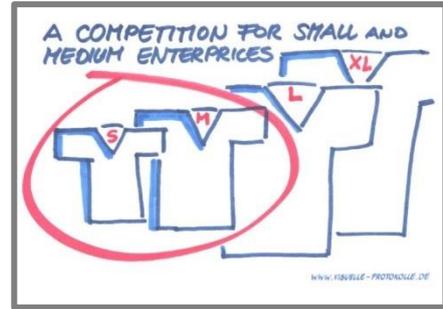
Part I "Better Business with Job Quality" Development Process

1. Launch

In July 2012, the NEP competition “Better Business with Job Quality” was officially launched as part of the NEP Summit to invite Small and Medium-sized Enterprises (SMEs) to submit project proposals that target improvement in working conditions and environment, retention management and/or the attractiveness of blue collar jobs. The NEP competition “Better Business with Job Quality” targeted companies which:

- Employ a considerable number of blue-collar workers. Companies employing a minimum of 20 employees/workers with social insurance were given priority.
- Are willing to carry out the project implementation and provide a considerable contribution to its successful implementation, whether in cash or in-kind.

Selected project proposals are meant to receive financial and technical support from the NEP to implement the project. In addition, selected companies got the opportunity to join the NEP. By doing this, they have a better access to job seekers and information about the labor market. Annex 1-4 presents the call for proposal and the application documents of the competition.



Tip

Because the NEP competition “Better Business with Job Quality” is targeted to Egyptian SMEs, it is good to keep the main communication in the language of the local country (the Arabic language) and have the English as an additional option for companies.

2. Promotion and Outreach

The NEP competition "Better Business with Job Quality" was promoted through one-to-one meetings with Egyptian companies as well as through different communication channels including business associations, chambers of commerce, industrial chambers and large companies in Egypt.

Soft promotion, through word of mouth, took place between February and June 2012 whereas an aggressive promotion took place between July and mid-September 2012 – using the promotional tools highlighted on the following table.

Promotional Tool	Description
1. Info sessions	A two-hour info session with the different communication channels (partner organizations) where the channels invite their members and the NEP conveys the message
2. One-to-one meetings/Company visits	One-to-one meetings with Egyptian companies to inform them about the competition and encourage them to participate
3. E-mail invitations	Bilingual (English and Arabic) emails with an attractive subject and deadline; highlighting the concrete benefit to companies
4. Website posts	Posts on the websites of the NEP and partner organizations

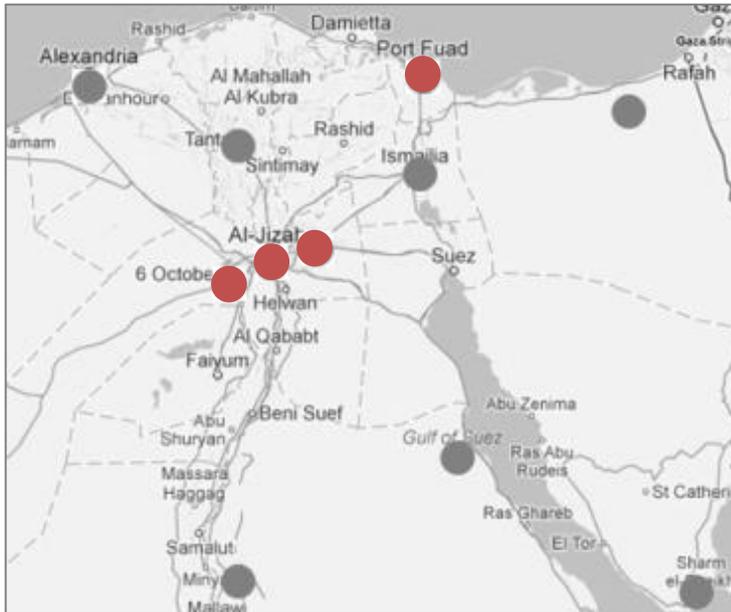
A total of 8 info sessions were conducted in collaboration with the different communication channels reaching out to 564 participants. Furthermore, e-mail invitations were sent via those partner organizations to their member companies. This includes more than 3,000 companies and around 15,000 e-mails sent.

Communication Channels

- NEP Steering Committee
- Companies
- Federation for Economic Development Associations (FEDA)
- International Labor Organization (ILO)
- Egyptian Junior Business Association (EJB)
- Egyptian Business Association (EBA)
- Alexandria Business Association (ABA)
- Chamber of Food Industries, Federation of Egyptian Industries (FEI)
- Chamber of Printing, Federation of Egyptian Industries (FEI)
- Environmental Compliance Office and Sustainable Development (ECO SD), Federation of Egyptian Industries (FEI)
- Egyptian Corporate Responsibility Center (ECRC)
- Arab Federation for Textile Industries
- JOBMASTER
- Mansour Group (supply-chain)

The promotion reached out to 11 governorates in Egypt (Cairo, Giza, 6th of October, Alexandria, Port-Said, Ismailia, Tana, Minya, North Sinai, South Sinai and Red Sea), 4 industrial zones (6th of October, 10th of Ramadan, Borg El Arab and Port Said) and all business sectors. The red circles, in the map below, show the areas where NEP info sessions were conducted; whereas the grey circles show the promotional outreach to companies without conducting NEP info sessions. In other words, this means through e-mails or word of mouth.

Tip
Consulting with an expert in stakeholder mapping and strategy is very useful for an effective promotion.



Geographical Outreach: ● With info sessions
 ● Without info sessions

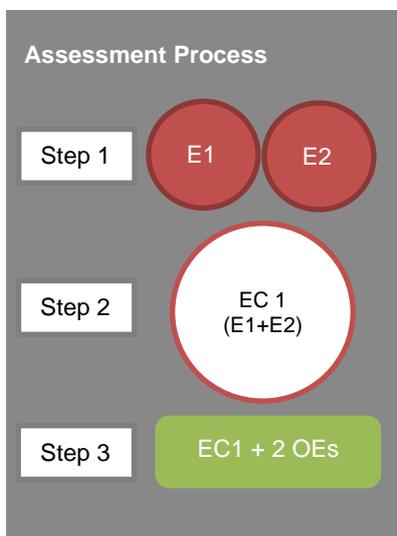


Info sessions



3. Assessment

The NEP competition “Better Business with Job Quality” garnered a great interest and received 130 proposals from Egyptian companies. All submissions were sent through e-mail. Participating companies were given a grace period of one week after the submission to complete any missing documents. The proposals were graded using a pointing system according to certain assessment criteria. These include the quality of the proposal, the project relevance, its impact, applicability and sustainability. The assessment grid is presented in Annex 5.



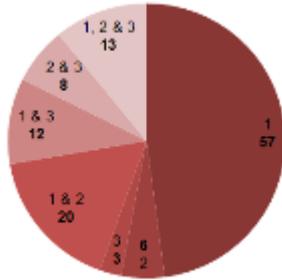
The 130 project proposals were assessed by a team of experts, forming 4 evaluation committees, in duration of two weeks (September 23 – October 7, 2012). In order to ensure the robustness of the process, the assessment process took place in three steps:

- **Step 1:** Each Expert (E) was assigned a certain quota of project proposals. The same project proposal was assessed by two experts individually using the assessment grid.
- **Step 2:** The two experts form an Evaluation committee (EC) and meet together to discuss scores and any discrepancies.
- **Step 3:** The Evaluation Committee (EC) convenes with another two overarching experts (OEs) who read all 130 project proposals. These two OEs met with all 4 Evaluation Committees to discuss and finalize the scores. The final scores are then presented in excel tables.

The project submissions showed a great diversity with regard to the key area addressed, geographical location, industry type and company size. This is exhibited in the following charts.

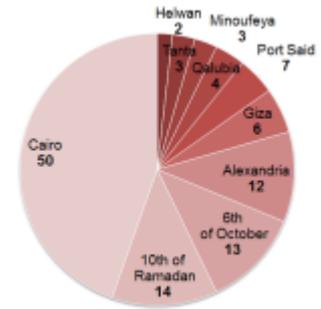
Key areas

1. Working Conditions & Environment
2. Retention Management
3. Attractiveness of blue collar Jobs



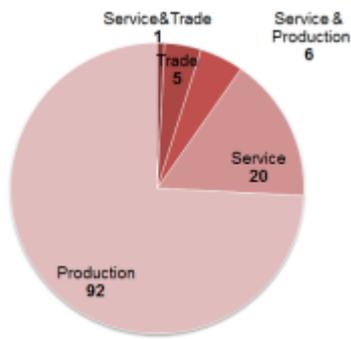
The key area addressed in most proposals is “working conditions & environment”

Geographical Locations



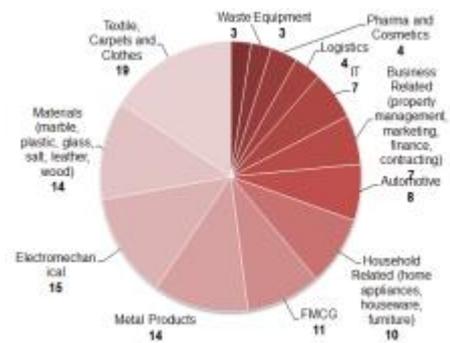
Nearly every area in Egypt was represented in the proposals

Sector



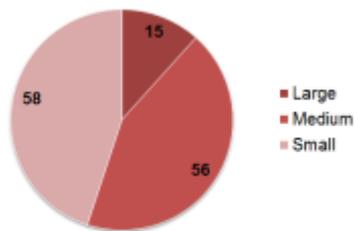
The most strongly represented sector was “production”

Industry Type



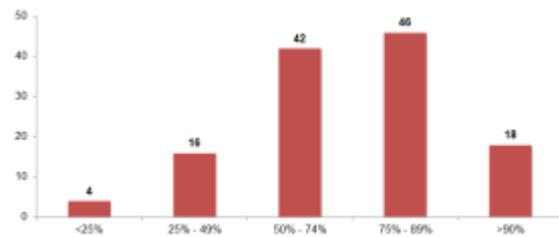
There is a great diversity with regards to industry types

Company Size



SMEs¹ are strongly represented in the proposals

Blue Collar Focus



The percentage of blue collar workers represented in the proposals is high

4. Selection

The Jury Panel convened on November 3, 2012 to select the best proposals to be implemented with the support of the NEP. The Jury Panel received the proposals and assessment scores during a preparatory session 10 days prior to the Jury Day. The Jury Panel consisted of 7 highly qualified members:

¹ SME Development Law No. 141 of 2004 set a definition for SMEs in Egypt: A small company is one that employs 50 employees or less, a medium company is one that employs between 51-99 employees and a large company is one that employs above 100 employees. This definition was adopted to classify the size of the participating companies in the NEP Competition “Better Business with Job Quality”.

- 4 NEP Steering Committee members including 2 HR experts with experience in the blue collar field
- 1 representative from the International Labor Organization (ILO)
- 1 blue collar representative
- 1 union/worker representative



Jury Panel while voting – November 3, 2012

Tip

It is preferable to think of a complaint mechanism or insert a disclaimer in the call for proposals to avoid problems from companies not satisfied with the results.

The Jury was assisted by three members of the technical Evaluation Committee (the “Sounding Board”) to respond to

questions of the Jury, and one moderator who facilitated the process and recorded the number of votes. After a long working day, 14 project proposals were selected. The rules for the Jury are presented in Annex 6.

In November 2012, all 130 participating companies received an e-mail notification stating whether they were selected or not. Non-selected companies also received a justification why their project proposal was not selected.

5. Monitoring and Evaluation (M&E) System

Based on the nature of the single projects, a standardised Monitoring and Evaluation (M&E) system was created. It served as a basis for planning, budgeting, monitoring and reporting. Annex 7 and 8 shows the M&E system which includes templates for the implementation plan and budget. These latter are necessary steps for concluding a contract with each of the 14 companies. Furthermore, it allows selected companies and project managers to:

- Plan the job quality measures (i.e. activities) to be implemented in the framework of the project
- Budget the project and allocate the right financial and human resources for each activity
- Assign responsible persons for each activity
- Allocate a timeframe for each activity
- Monitor the project progress and take action when necessary
- Report on progress and ease the communication with the NEP

Tip

It is advisable to have an M&E expert who supports the development of the system based on the needs of the project. It is important that the system is easy to understand and use by the targeted groups (i.e. selected companies and the NEP competition team)

Moreover, monitoring procedures, intended to the NEP competition team, were developed and adopted during the implementation of the projects. These are presented in Annex 9.

6. Field Visits, Implementation Plans and Budgets

Tip

It is crucial for each company to nominate one of their staff as a project manager to own the project and act as a focal communication point with the NEP.

Fields visits were conducted to each selected company in order to learn more about the nature of the business, to reconfirm the seriousness of the project proposal and company commitment, and to discuss and agree on the project with the respective project managers. With the technical support provided by the NEP, each company prepared a solid implementation plan and a budget for the project to be implemented in a maximum duration of 6 months. As highlighted in the eligibility conditions of the NEP competition “Better Business with Job Quality”, the company contribution constituted an important

consideration in this regard. No company contributed with less than 30% of the total project cost. This guarantees the base for a good partnership.

7. Kick-off Ceremony

To celebrate the contributions of the selected proposals and look forward to the contractual agreements, an official kick-off ceremony took place on March 4, 2013. The German Ambassador, H.E. Michael Bock, opened the ceremony followed by speeches of NEP founders and Steering Committee members. Overall, the ceremony was attended by 82 participants from the selected companies, NEP Steering Committee members and the communication channels that promoted the NEP competition “Better Business with Job

Quality” including business associations and different civil society organizations. A review of the Kick-off ceremony is presented in Annex 10.



Selected company representatives

In an attempt to foster knowledge transfer and exchange, each company presented the project idea during the ceremony. Furthermore, the ceremony presented a good opportunity for companies to network with each other and better understand the long-term vision of the competition and the broader NEP initiative. Printing material about the NEP and the single “Better Business with Job Quality” projects was made available at the ceremony.

Tip

The presence of a good moderator makes the ceremony atmosphere live and pleasant. The presence of the German Ambassador and the NEP key persons was important in giving strong signals of credibility to participants and motivating them in the realisation of the projects.

Following the ceremony, the selected companies attended a financial workshop to understand the financial requirements needed for a successful implementation of the project. This was considered as a capacity building workshop to SMEs on financial related matters. The workshop related to issues such as the disbursement of the NEP financial support, invoicing, contracting suppliers or service providers and competitive bidding. A manual with the financial guidelines was offered to companies.

8. Contracting

Due to its technical expertise and large capacity, the German Development Cooperation (GIZ) proved to be an ideal partner for the NEP. It served as the contractual arm of the NEP, concluding the contracts with the 14 selected companies in the NEP competition “Better Business with Job Quality”. The implementation plan and budget (described under point 5 and 6 above) were annexed to the contract.

The financial support was disbursed to the companies in 3 installments: 30% upon signing the contract, 60% with the completion of the first milestones and the last 10% after the completion of the project and submission of the final summary report.

With the aim of reinforcing the financial capacity of the selected companies, a customized financial package was developed for each project based on its activities and needs. A one-to-one financial meeting took place with each project/financial manager individually upon signing the contract.

Tip

Contracting is a lengthy process. Therefore, it is highly advisable to give it enough attention and preparatory time. The financial procedures vary depending on the contracting institution.

9. Project Implementation (Single Projects)

The implementation of the single projects took place from April – October 2013. During this period, each company implemented independently the activities as per the implementation plan. During this process, the NEP provided technical support to the different projects. This involved hands-on expertise and consultancy related to issues such as HR procedures and health and safety. The NEP connected the companies to the needed specialists, suppliers, service providers and/or consultants in the different fields (e.g. first aid, civil defence, social and medical insurance, designers, Montessori specialists, Train-the-Trainer specialists, etc.). More detailed

information about each project is presented in **Part II “Better Business with Job Quality” Success Stories**. The NEP, through the GIZ, also provided financial support to the companies carrying out the projects.

Tip

If the implementation period of the projects is very short, it is important to make sure that the financial proceedings are smooth. Any delay in this regard would affect the technical implementation.

The financial documents, submitted by the companies, were constantly revised and financial advice was offered on a regular basis. In addition, the NEP competition team was monitoring the implementation of the projects on a regular basis – according to the monitoring procedures (presented under point 5 above) – and was communicating intensively with the companies’ project managers to follow the progress and offer technical advice when needed.

Companies’ project managers were furthermore reporting on progress to the NEP – on a monthly basis using the Monitoring and Evaluation (M&E) sheets – and submitted a final summary report at the end of the project. In the final summary report, the companies’ project managers reported on the project results (i.e. the status of implementation of each activity, the achievements and deviations from the implementation plan), the actual benefits, challenges, opportunities, lessons learned, impact and sustainability.

10. Final Evaluation

Evaluation guidelines were established in order to conduct the final evaluation of the projects. The final evaluation aims to indicate to what extent the projects achieved the desired results and produced an impact. The major source of information for the evaluation was the monitoring reports and the companies’ final summary reports. In addition, survey of opinions of a sample of employees (gender sensitive), and employers were conducted. The evaluation guidelines are presented in Annex 11, the employee survey in Annex 12 and the employer survey in Annex 13. An evaluator – a consultant with experience in project evaluation – analysed the information and delivered the following main results:

a) Number and kind of job quality measures (i.e. activities) implemented (forecasted versus actual)

Job Quality Criteria	Number of Planned Measures ²	Number of Implemented Measures	Percentage Implemented (%)
Sufficient Health and Safety Conditions	59	57.23	97.0
Knowledge and Skills Development	27	25.21	93.4
Positive and Interactive Working Environment	17	12.51	73.6
Appropriate Working Conditions for Women	17	13.30	78.2
Available Staff Benefits	7	6.75	96.4
Accessibility of Workplace	8	6.80	85.0
TOTAL	135	121.80	90.2

b) Number of blue collar workers (gender-sensitive) benefitting from measures (per job quality criteria)

Job Quality Criteria	Planned Blue Collars No. (1)	Actual Blue Collars No. (2)	Variance (+/-) (2)-(1)	% Female Workers
1. Sufficient health and safety conditions including appropriate work spaces, tools and clothes	986	976	- 10	10%
2. Knowledge and skills development of workers takes place (e.g. technical on-the-job-training & learning is provided)	458	476	+ 18	16%
3. Positive and interactive working environment (e. g. recreational/ social areas are provided)	393	424	+ 31	14%
4. Appropriate working conditions for women (e.g. child care unit, separate sanitary rooms)	632	587	- 45	74%

² As per the implementation plans of all 14 projects

5. Appropriate staff benefits (incentives, remuneration)	103	202	+ 99	16%
6. Good accessibility of workplace for workers (transport, housing)	293	366	+ 73	11%
Total	2865	3031	+ 376	747
Percentage			+ 13.1%	25%

c) Results of the opinion surveys with blue collar workers (143 surveyed)

Questions	Response
1. Do you feel an obvious change of what has been implemented through the project? Yes/No. Which are these?	Yes = 95%
2. Are you satisfied about what has been implemented? Do you have comments? Yes / No	Yes = 93%
3. Are you satisfied about the training you have received? Is it conducive to work progress? Yes / No/ Not applicable	Yes = 39%
4. The company is concerned about the interests of the workers in the long-term? Yes / No	Yes = 77%
5. I feel stable in my work at the company. Yes / No	Yes = 92%
6. The company provides similar benefits compared with the other companies in the field. Yes / No/ I don't know	Yes = 71%
7. Do the achievements of the project reflect some or part of your needs? Yes / No	Yes = 83%
8. How did you know about the changes that occurred? <input type="checkbox"/> Management bulletin, <input type="checkbox"/> through colleagues, <input type="checkbox"/> I witnessed the changes through and after implementation	Mgmt = 36 Colleagues= 11 Saw = 50
9. How important it is to you to work at the company? (1 = important, 2 = neither important nor not important, 3= not important, 4= I don't know)	Important = 81%
10. How would you compare your company's work place with other companies? (1=excellent, 2=good, 3= average, 4=poor, 5= I don't know)	Excellent= 38% Good= 32% Average= 18% Poor= 4%
11. How do you evaluate possibilities for training and learning in your company, compared to other companies? (1=excellent, 2=good, 3= average, 4=poor, 5= I don't know)	Excellent= 34% Good= 24% Average= 15% Poor= 10%
12. How do you assess your career progress in the company compared to similar companies in the market? (1=excellent, 2=good, 3= average, 4=poor, 5= I don't know)	Excellent= 26% Good= 21% Average= 20% Poor= 11%
13. How would you rate the level of maintenance of Industrial Safety and Health in the company compared to the market? (1=excellent, 2=good, 3= average, 4=poor, 5= I don't know)	Excellent= 32% Good= 36% Average= 15% Poor= 2%
14. Are you satisfied with your position in the company? Yes / No and why?	Yes = 90%
15. Do you think the project should have covered other areas to improve working conditions at the company? Yes / No – If yes, please explain:	Yes = 66%

d) Results of the opinion survey with owners/management and white collar workers (43 surveyed)

Questions	Response
1. Are you satisfied about what has been implemented? Do you have comments? Do you have any comments? Yes / No	Yes = 97%
2. Are you satisfied about the training the company is providing? Is it conducive to work progress? Do you have comments? Yes / No	Yes = 44%
3. The company is concerned about the interests of the workers in the long-term? Yes / No	Yes = 84%
4. The company provides similar benefits compared with the other companies in the field. Yes / No/ I don't know	Yes = 72%
5. How would you compare your company's work place with other companies? (1=excellent, 2=good, 3= average, 4=poor, 5= I don't know)	Excellent= 23% Good= 37%

	Average= 35% Poor = 2%
6. How do you evaluate training and development plans for the company's employees compared to other companies? (1=excellent, 2=good, 3= average, 4=poor, 5= I don't know)	Excellent= 28% Good= 37% Average= 30% Poor = 2%
8. How do you assess career progress in the company compared to similar companies in the market? (1=excellent, 2=good, 3= average, 4=poor, 5= I don't know)	Excellent= 23% Good= 37% Average= 35% Poor = 2%
9. How would you rate the level of maintenance of Industrial Safety and Health in the company compared to the market? (1=excellent, 2=good, 3= average, 4=poor, 5= I don't know)	Excellent= 37% Good= 37% Average= 21% Poor = 5%
10. How do you evaluate the level of the workplace at the company? (1=excellent, 2=good, 3= average, 4=poor, 5= I don't know)	Excellent= 21% Good= 30% Average= 23% Poor= 0%
11. Do you think the project should have covered other areas to improve working conditions at the company? Yes / No – If yes, please explain:	Yes = 79%
12. Have you benefited from exchange of information and knowing other companies that participated in the competition? If yes, what and how?	No = 71%
13. How do you evaluate the activities the company provides for working women to assist them?	Good = 33%
14. Did you get any feedback on the measures from the participants/beneficiaries? What was positive feedback? What was negative feedback?	Positive = 42% Negative = 7%

The evaluator concluded the main findings and lessons learned illustrated in the evaluation as the following:

Main Findings

- It is noted that the majority of the blue collars (52%) are in the age bracket group "21 – 35" while the majority of the management/white collars (37%) are in the age category "above 55" years. Furthermore, it is noted that 35% of the blue collars work in the technical field, yet 32% are in the administration.
- The implemented measures, achieved by the 14 companies, reached 90.2% of the planned job quality measures. Out of 135 planned measures, 121.8 were achieved. This is considered a solid rate of achievement for the NEP competition "Better Business with Job quality" considering the bumps that faced it throughout implementation represented in the short implementation period and the political unrest that presented complications in implementation.
- The highest number of measures focused on improving the work environment and health and safety conditions (44%) followed by the knowledge and skills development (20%). This reflects the situation and position of the SMEs in Egypt considering their low capacities and capabilities for lack of resources to target such criteria.
- High rates of achievements were reached by the companies with 6 companies reaching 100% and the lowest one above 80%.
- For the six job quality criteria (mentioned in the tables under point (b) above), a total number of 3,031 blue collars benefited from the competition and an average of 505 blue collars from each of the six job quality criteria. 25% of the total number is the female component. It is important to mention here that the actual beneficiaries of the job Quality criteria were higher by 13.1% than the planned number.
- 95% of the surveyed blue collars are satisfied with the results of the implemented projects, while 97% of the management/white collars are equally satisfied.



- The competition was seen as a good opportunity for knowledge exchange and for creating an interactive network among the participating companies. Nevertheless, according to the companies this was not sufficiently addressed.
- After finalizing the projects, some companies showed high commitment to sustaining the projects and continuing the positive trend for better job quality.



- The competition is of high relevance and catered to a sector of the economy (SMEs) that was in real need of raising awareness and changing attitudes towards blue collars job quality.
- The cooperation of the NEP competition team was perceived as the main success factor. They were described as extremely helpful and supportive.

Lessons Learned

- Activities to be implemented have to be commensurate with both the allowed budget and the time frame.
- It is desirable to consider the cost effectiveness of the projects (i.e. the cost per blue collar benefiting from job quality measures) in order to achieve better impact levels.
- It is desirable to include activities for knowledge transfer and networking among beneficiaries in order to ensure such dynamics actually take place.

11. Closing Event and Rewarding

A closing event was organized on December 1, 2013 to present the results of the NEP competition “Better Business with Job Quality” and the achievements of each project. A short movie was displayed to showcase the projects. Printing material, in the form of postcards, were produced, to provide information about the single projects and deliver main “job quality” messages. The post cards are exhibited in Annex 14.



Handing certificates at the closing event

Moreover, as a reward, a closing training workshop was organized on December 22-23, 2013 in Ain El Sokhna –

Tip

The training workshop created a great spirit and sense of collaboration between participants. One could think of a kick-off training workshop if collaboration and knowledge exchange would be desirable in similar contexts.

in appreciation of the companies' efforts and successful completion of the projects. Topics covered in the training included retention management, corporate social responsibility, emotional intelligence, leadership, and project sustainability. The participants were highly engaged and expressed their appreciation towards the trainers and



Participants at the closing training workshop

the NEP competition team. The participants are currently exploring ways to continue the exchange between them after the projects have ended. They elected a "Job Quality Committee" of 5 members to be responsible for coordinating exchanges and future cooperation among the participating companies.

“Better Business with Job Quality” Team

A motivated, energetic and dynamic team supported the conceptualisation and implementation of the competition “Better Business with Job Quality”. The team was greatly devoted to the cause and the projects. It was characterised by its high flexibility and responsiveness to changes.

The team structure changed several times due to changes in the strategy adopted, budget limitations and varying expertise needed at different steps of the competition development process.

The NEP competition “Better Business with Job Quality” turned to several consultants to support its work. The expertise needed was mainly in fields like strategy, stakeholder mapping, negotiation, monitoring, evaluation, conflict resolution and crisis management, and technical expertise in issues such as health and safety and human resources.



NEP competition team

Conclusion

The NEP competition “Better Business with Job Quality” proved very successful in providing better job qualities in Egyptian Small and Medium Enterprises (SMEs). The simple and concrete job quality measures, implemented by the 14 companies, had a considerable impact on

Tip

In case of replication, a tripartite approach to the competition could be considered, one which includes the NEP, employers and the employees – in order to maximise the impact of job quality improvement. Involving employees in developing the project idea will allow them to shape the quality of their work and increase the sense of ownership.

employees, employers and sometimes the surrounding community. The competition created a “culture of change” in the participating companies and increased the awareness among employers and employees about the importance of quality employment. **Each “Better Business with Job Quality” company created its own success story. All 14 companies are winners!** They are encouraged to stay winners, sustain the job quality activities they are already started and extend the scope of better job qualities.



The competition development process and model of cooperation with the private sector was very effective and created positive results. The experiences and expertise acquired is something to build on, scale up or replicate so that

more awareness can be raised and sustained. In conclusion, in order to propagate that job quality is a pressing issue in the labor market in Egypt that requires enough attention, the NEP, in the future, can continue to address job quality through:

- Raising the awareness on the importance of job quality among the business community
- Integrating job quality into the activities of the NEP Employment Centers by providing business development services to NEP member companies with hands-on expertise in topics such as human resources, health and safety and child care services.
- Continuing the cooperation with other private sector companies to implement concrete measures to improve job quality.
- Building the capacity of other institutions in the market (i.e. relevant stakeholders) to raise the awareness and provide technical expertise and advisory assessments needed in the field.



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Part II "Better Business with Job Quality" Success Stories

Benchmark Apprenticeship Program

“fostering a culture of learning and developing career progression plans”



Benchmark

Company Name	Benchmark Facilities Management
Sector	Property management
Location	6 th of October
Sales Turnover	3,000,000 EGP
Size	150 employees (90% blue collar workers, 25% women and 5% disabled)
Market Access	Local market
Project Duration	01.04.2013 – 15.10.2013
Contact Details	Hossam Allam hossam.allam@allamsons.com

Description

Benchmark FM decided to tackle its high turnover rate and difficulty of recruiting qualified staff by creating an “apprenticeship program” that provides career clarity and guidance to employees. The program promotes a learning environment and creates a mentorship community within the company with the aim of increasing the motivation of blue collar workers. The additional aim is to encourage their continued presence by giving them concrete chances of upward mobility through the improvement of skills.

Aim

- Attract untrained staff
- Reduce costs by hiring the right level of experience
- Increase retention as workers buy into the career progression plan
- Foster a learning culture without the need for a large training organization
- Give recognition and satisfaction to senior staff for their mentoring role

Activities

- Development of a housekeeping curriculum and a corresponding training video for the housekeeping staff
- Development of a maintenance curriculum and a skills passport in addition to incentive pins for the maintenance staff
- Delivery of a train-the-trainer and mentoring program to senior staff

Difficulties

- Scarce housekeeping consultancy skills in Egypt
- High amount of work especially for developing the housekeeping curriculum
- Short implementation period

Impact

- Improvement and formalisation of the housekeeping training
- Clarity about development and promotion track in the maintenance field
- Fear of the staff from the emphasis on performance and accountability
- Increased sense of ownership of the staff
- Emergence of role models in the company
- Availability of tools to the staff for high-quality performance
- Increased attention of the management to the role of mentoring and coaching

Sustainability

- Develop staff assessment metrics aligned with the training material
- Perform the assessment of new hires by mentors and managers
- Tie the skills passport to job and salary progression
- Continue to nurture the sense of ownership and involvement; and create role models



High elevation window cleaners “Spiders”



Skills passport

“We want our staff to be proud. If they are proud, they will stay in the company. If they stay in the company, the quality of our work will rise and we will be more competitive” **Hossam Allam, Managing Director, Benchmark FM**

Randa Fahmy Holistic Approach to Employee Welfare

“creating a decent work environment”



Company Name	Randa Fahmy for Metallurgical Works
Sector	Metal crafts
Location	6 th of October
Sales Turnover	1,000,000 EGP
Size	54 employees (70% blue collar workers)
Market Access	Local and international markets
Project Duration	01.04.2013 – 15.10.2013
Contact Details	Randa Fahmy randa@randafahmy.com

Description

Randa Fahmy takes a holistic approach to positive changes in its company. The intention is to promote activities to build a stronger team spirit, create a renovated and improved working area with recreational, resting and first aid rooms for employees. Training, incentive schemes and safer working conditions are additionally meant to improve the abilities and welfare of the employees.

Aim

- Improve the safety environment and health conditions
- Increase the capacity development of workers
- Increase the satisfaction of workers

Activities

- Installation of civil defence requirements, emergency plan, H&S posters, signage, first aid box and establishment of a medical clinic
- H&S training and provision of high quality uniforms, personal protective equipment and medical insurance coverage
- Upgrading of the working area with compartments. Establishment of canteen, prayer, video and art rooms in addition to lockers, ventilation, water heater, lighting and landscaping
- Development of a payroll and hiring system; and delivery of specialized courses

Difficulties

- Political situation and turbulences in the country
- Delays from contractors
- Short implementation period

Impact

- Sense of security and satisfaction of workers
- Retention of employees
- New business opportunities – to make use of the factory space and establish a center for the design and marketing of handicrafts in order to accelerate prototyping

Sustainability

- Keep each activity running and extend the scope to enrol the employees' families in the medical insurance program, establish a sports area and improve the electrical works at the factory



Workers wearing the new uniforms



Emergency Plan

“We can't ask the workers to produce good products if the work environment is not decent” **Randa Fahmy, Owner, Randa Fahmy for Metallurgical Works**

EVA Montessori Kindergarten

“empowering working mothers”



Company Name	EVA Cosmetics
Sector	Pharm and cosmetics
Location	6 th of October
Sales Turnover	180,000,000 EGP
Size	780 employees (70% blue collar workers and 54% women)
Market Access	Local and international markets
Project Duration	01.04.2013 – 15.10.2013
Contact Details	Mona Rabbat mona.rabbat@eva-cosmetics.com

Description

Eva Cosmetics intends to ameliorate lives and provide better chances for the future of its workers. It seeks to provide better work opportunities for women by establishing an in-house Montessori kindergarten that educates the children through learning programs and caters to their health through the provision of healthy meals and medical services.

Aim

- Empower women and retain them in the company
- Invest in the future of the nation (the children)
- Create better business relationships with neighbouring companies

Activities

- Cooperation with One World for Training and Consultancy (1 year contract)
- Establishment of the Montessori kindergarten (premises, classroom furniture, Montessori activity tools, playground and planting)
- Capacity building for 2 Montessori teachers (staff orientation, on the job training and MEPI diploma) in addition to awareness sessions for the parents

Difficulties

- Different stakeholders and the need to align the interests of each party

Impact

- Reduction in the number of leave days of employees to stay with their children
- Improved psychological status of employees, especially of working women
- New work opportunities for other parents and mothers
- Higher productivity levels
- Stronger responsible business conduct towards employees and the community
- Change in the mind-set of the management and the parents
- Satisfaction of workers about the kindergarten
- Sense of development by the parents of their children and outstanding relationship with the company and the kindergarten

Sustainability

- Continue in running the kindergarten as it presents a priority of the top management
- Meet the financial and human requirements of the kindergarten
- Encourage and support teachers to obtain the MEPI diploma



Kid in the Montessori classroom



Working woman

“I hope we all become role models for the community. Together we can reach so much” **Mona Rabbat, Vice President, EVA Cosmetics**

Express Transportation and Safety System

“getting to work easily”



Company Name	Express Factories Group
Sector	Home Appliances
Location	Alexandria
Sales Turnover	14,500,000 EGP
Size	300 employees (90% blue collars workers)
Market Access	Local and international markets
Project Duration	01.04.2013 – 30.09.2013
Contact Details	Samy el Sayed express_co_@hotmail.com

Description

Express Factories Group decided to provide safer transportation and upgrade the health and safety measures and equipment for their workers.

Aim	<ul style="list-style-type: none"> Improve transportation to- and from-work Improve health and safety at the workplace
Activities	<ul style="list-style-type: none"> Provision of bus transport to- and from- work Extension of the firefighting system and first aid measures in the factory. Installation of a new ventilation system Provision of safety clothing
Difficulties	<ul style="list-style-type: none"> Need for an accurate implementation of the plan
Impact	<ul style="list-style-type: none"> Satisfaction of employees as well as the management Increased safety at the workplace
Sustainability	<ul style="list-style-type: none"> Maintain the different activities and extend them to include social activities like entertainment and sports



Workers in the factory



New bus to transport employees

“We always aim that the relations between the small group, which is the small workforce and the management are humane. These relations must be humane as currently we’re facing fast labour turnover” **Samy El Sayed, Advisor, Express Factories Group**

Khan El Holey Technical Training

“developing the skills of employees”



Company Name	Khan El Holey
Sector	Metal crafts
Location	Cairo
Sales Turnover	500,000 EGP
Size	16 employees (100% blue collar workers)
Market Access	Local and international markets
Project Duration	01.04.2013 – 15.10.2013
Contact Details	Sayed Samir m_samir2012@yahoo.com

Description

Khan El Holey strives to increase the skill of their workers through training, but also to foster their creativity in design and production of metal handicrafts. Additionally, the company aims at improving their working conditions and increasing their salaries. Thoughtful of the safety of the workers, the company aims at providing a safer environment by upgrading machinery and safety measures.

Aim	<ul style="list-style-type: none"> Preserve and develop the industry Attract and retain a new generation of young people to/in the industry Improve the skills of workers Improve safety measures in the company
Activities	<ul style="list-style-type: none"> Delivery of a training program on silver and metal handicrafts (40 sessions during 3 months) Development of a training structure and incentives, purchase of training equipment, raw material, appointment of 2 trainers and 11 trainees from the new generation Provision of protective goggles, masques and uniforms to trainees and workers
Difficulties	<ul style="list-style-type: none"> Inflation rate and increase in the prices of raw material Short implementation period
Impact	<ul style="list-style-type: none"> Increase in the number of people who work in silver and metal handicrafts Rise in the technical skills of trainees and workers Appointment of trainees as new workers and generating income to them Financial and psychological stability of trainees and workers Application of 50 youngsters to the next rounds of training Higher production volume and quality; and emergence of new business opportunities – the idea of establishing a factory for operating metals
Sustainability	<ul style="list-style-type: none"> Establish a training center to deliver the training on a bigger scale Provide social insurance to permanent workers



“We need to maintain the heritage of the older generation. We have a high rate of unemployment. These young people now have a job. They should know that they can work and be creative and that what they do is a treasure” **Sayed Samir, Owner, Khan El Holey**

El Deeb Workers' Empowerment

"participating in the decision making leads to better work and working conditions"



Company Name	El Deeb for Towing and Maintenance
Sector	Automotive
Location	Cairo
Sales Turnover	1,500,000 EGP
Size	41 employees (83% blue collar workers)
Market Access	Local market
Project Duration	01.04.2013 – 15.10.2013
Contact Details	Aly El Deeb Alieldeeb@eldeeb-eg.com

Description

El Deeb is concerned about the satisfaction and well-being of their blue collar workers. Morale issues have led them to address the establishment of an in-house kitchen and the provision of daily meals to their employees. In addition, they seek to provide safer working conditions as well as training and incentive schemes.

Aim	<ul style="list-style-type: none"> ▪ Increase the satisfaction of workers and their retention ▪ Enhance the skills and knowledge of workers ▪ Improve the working conditions in the company
Activities	<ul style="list-style-type: none"> ▪ Training delivery on Supply Chain Management ▪ Provision of high quality personal protective equipment and lockers ▪ Kitchen upgrading providing free and healthy daily meals ▪ Creation of incentive schemes – “Employee of the Month” who gets to spend a recreational week-end with the family at the Red Sea ▪ Establishment of new bathrooms
Difficulties	<ul style="list-style-type: none"> ▪ Time management, budgeting and coordination ▪ Great efforts to realise the project in the planned timeframe
Impact	<ul style="list-style-type: none"> ▪ Great satisfaction and improved morale of workers ▪ Emergence of innovative ideas from the employees and the management ▪ Stronger team spirit ▪ Creation of a new job quality vision for the company
Sustainability	<ul style="list-style-type: none"> ▪ Reserve a budget to fund future training and develop a new training scheme ▪ Maintain the other activities as they present a priority for the top management



Tools are better organized after the supply chain management course



The workshop

"The competition gave us the unique opportunity to focus on retention and improve our quality. The project resulted in the emergence of innovative ideas from the workers and the management" Ali El Deeb, Owner, El Deeb for Towing and Maintenance

Lokman Safe and Healthy Workplace

“providing safe and healthy working conditions”



Company Name	Lokman Sons Bakery
Sector	FMCG
Location	Helwan
Sales Turnover	800,000 EGP
Size	15 employees (67% blue collar workers)
Market Access	Local market
Project Duration	01.04.2013 – 30.09.2013
Contact Details	Sayed Lokman koka_220@hotmail.com

Description

Lokman Sons Bakery aims to offer its current and potential employees a cleaner and safer work environment. This includes improving the firefighting system to safeguard them in addition to installing a better ventilation system, healthcare services and unobstructed mobility in the bakery. The bakery is meant to become a source of attraction for workers that provides them with a fair income and decent environment.

Aim	<ul style="list-style-type: none"> Improve the working and safety conditions Maintain the workers' physical, psychological and mental well-being Increase loyalty of current workers and attract new workers Serve as a best practice example for other bakeries
Activities	<ul style="list-style-type: none"> Renovations of bathrooms (male/female) Installation of a new ventilation system, transportation tool, boiler, freezing room for dough and oven tables with safer stainless steel covers Establishment of a first aid unit and training by the Egyptian Red Crescent Team Training on occupational health and safety procedures for 5 workers
Difficulties	<ul style="list-style-type: none"> Compliance to international financial standards Resistance of employees at the beginning for change
Impact	<ul style="list-style-type: none"> Satisfaction and safety of workers and their willingness to work Increased affiliation of workers to the workplace Increased productivity
Sustainability	<ul style="list-style-type: none"> Replace any item that depreciate over time Upgrade the ovens and refrigerators Train new workers on the job



New clinic at the bakery



Lokman bakery products

“Good working conditions are the precondition of good work”
Sayed Lokman, Owner,
Lokman Sons Bakery

El Tamimi HR Development Program

“creating an HR system”



Company Name	El Tamimi Supermarket
Sector	FMCG
Location	Cairo
Sales Turnover	12,000,000
Size	85 employees (75% blue-collar workers)
Market Access	Local market
Project Duration	01.04.2013 – 15.10.2013
Contact Details	Hazem El Tamimi alsaleh-co@hotmail.com

Description

The supermarket El Tamimi intends to address the precarious situation of workers in Egypt by improving the quality of their working environment and the qualifications of the workers. The provision of social insurance and training affords them a more stable future. Additionally, the working environment is targeted through the provision of greater security in the store and safety equipment for the delivery drivers.

Aim

- Retain workers especially the delivery drivers
- Establish a training facility and build the capacity of employees
- Provide stability to permanent workers
- Increase the sense of responsibility of workers towards the job

Activities

- Staff assessment and delivery of off-job training on personal hygiene, telephone manners and handling complaints; and on-job on clean shelves, product awareness, follow-up product expiry date
- Provision of social insurance is provided to 16 employees
- Provision of uniforms and personal protective equipment for the delivery drivers

Difficulties

- Time management
- Refusal of employees to comply with the attendance and monthly payment systems

Impact

- Creation of new jobs
- Increased productivity
- Moderate satisfaction by workers

Sustainability

- Continue investing in training and capacity building
- Provide social insurance to remaining employees
- Provide accident insurance to delivery drivers



On-job training at the supermarket



Workers and a delivery driver in front of the supermarket

“My vision is to modernize myself and my business in order to deal with my workers decently and with dignity”
Hazem El Tamimi, Owner, El Tamimi Supermarket

Delta Glass E-market Place

“promoting workers’ crafts and protecting them from hazardous work”



Company Name	Delta Glass
Sector	Glass crafts
Location	Cairo
Sales Turnover	920,000
Size	16 employees (90% blue collar workers)
Market Access	Local and international markets
Project Duration	01.04.2013 – 15.10.2013
Contact Details	Yasser Rahal yrah@deltanileglass.com

Description

Delta Glass intends to carve out an e-market niche to improve the income of its staff. Additionally to providing them with safer working conditions, the project also works on capacity building to increase the personnel’s technical, creative and marketing skills and thus increasing the marketability of the employees themselves.

Aim	<ul style="list-style-type: none"> ▪ Increase workers’ income and attract others to the industry through better promotion of glass crafts ▪ Increase health and safety at the workplace ▪ Build the capacity of workers in different fields including e-commerce
Activities	<ul style="list-style-type: none"> ▪ Creation of an e-marketplace for marketing blue collar’s work (computers, camera and studio involved) ▪ Trainings on packaging and latest technology ▪ Provision of safer tools and special protective glasses ▪ Renovations of the workshops
Difficulties	<ul style="list-style-type: none"> ▪ Resistance of employees to improve the work environment ▪ Numerous demonstrations and sit-ins affecting the implementation ▪ High pressure to realise the project in the planned timeframe
Impact	<ul style="list-style-type: none"> ▪ Appreciation of workers after feeling the improvement in the work environment ▪ Improved health and morale of workers
Sustainability	<ul style="list-style-type: none"> ▪ Make a good use of the e-market place to open new markets abroad



Fire extinguishers



Workers in action

*“In our business there is no difference between the employer and the employee”
Yasser Rahal, Owner, Delta Glass*

KASCO In-house Training Center

“fostering a learning environment”



Company Name	Kuwait and Arab State Countries (KASCO)
Sector	Automotive
Location	Giza
Sales Turnover	25,000,000 EGP
Size	246 employees (73% blue collar workers)
Market Access	Local and international markets
Project Duration	01.04.2013 – 15.10.2013
Contact Details	Hesham Zahran g.m@kascoegypt.com

Description

Kuwait and Arab State Countries (KASCO) aims to significantly improve safety conditions for its workers and provide appropriate wages. By meticulously assessing and improving their safety measures, upgrading equipment and providing more skilled training, the company intends to improve the working conditions of the workers and their futures.

Aim	<ul style="list-style-type: none"> ▪ Increase the level of technical skills ▪ Increase productivity of workers ▪ Increase safety at the workplace
Activities	<ul style="list-style-type: none"> ▪ Establishment of an in-house training center (training room, training equipment, training calendar, technical library and worker database) ▪ Provision of safety clothing, shoes, gloves and glasses ▪ Installation of fire extinguishers and sand buckets ▪ Availability of first aid boxes and signboards in the workshop
Difficulties	<ul style="list-style-type: none"> ▪ Non-compliance of workers to use the safety tools and uniforms ▪ Illiteracy of some workers who have difficulties to read the technical manuals
Impact	<ul style="list-style-type: none"> ▪ Good appearance and image of the workers ▪ Interest of workers in more training courses ▪ Increased loyalty and satisfaction of workers
Sustainability	<ul style="list-style-type: none"> ▪ Develop a yearly plan for the training and allocate a budget for it ▪ Continually improving the training center



“We aim to train blue collar workers and increase their skills for better performance” **Aly Lotfy, Engineer, KASCO**

Shayeb Hegaza Excellence in Employee Development

“improving competences and productivity”



Company Name	Shayeb Hegaza for Wooden Handicrafts
Sector	Wood crafts
Location	Quena
Sales Turnover	950,000 EGP
Size	17 employees (94% blue collar workers)
Market Access	Local and international markets
Project Duration	01.04.2013 – 15.10.2013
Contact Details	Shayeb Boutros shaybhagaza@gmail.com

Description

Shayeb Hegaza intends to invest in both the future and ability of their workers by conducting trainings to further their skills. Also, it aims to provide healthcare services and bathroom facilities and upgrade equipment for better and safer usage.

Aim	<ul style="list-style-type: none"> ▪ Increase the attractiveness of the sector ▪ Train young people on wooden handicrafts ▪ Improve health and safety of workers
Activities	<ul style="list-style-type: none"> ▪ Technical training on carpentry for 5 new workers; and on sanding for 10 women ▪ Purchase of rabo thickness carpentry tool and an electricity generator ▪ Extension of bathrooms ▪ Medical check-ups , health awareness session and first aid training; and provision of safety glasses, masks and uniforms
Difficulties	<ul style="list-style-type: none"> ▪ Distant geographical location from NEP headquarters incurring travel time and costs ▪ Resistance of some workers to use the personal protective tools ▪ Absence of an accounting and finance system in the company
Impact	<ul style="list-style-type: none"> ▪ Improvement in the mental and psychological state of workers ▪ Improvement in the H&S of workers ▪ Increased awareness of workers of their H&S and some act as role models to others ▪ Sense of value and respect of workers and existence of a stronger team spirit ▪ Creation of new jobs – hiring 3 trainees ▪ Increased productivity and income to the company ▪ Contribution to the role of women in the society and creation of income to them
Sustainability	<ul style="list-style-type: none"> ▪ Keep the activities running in the long-term (owner's priority) ▪ Extend the activities to provide social and medical insurance



“Our workers benefited from the concrete measures in place. The benefit went beyond the small group of workers to reach the broader community in Hegaza. The productivity of workers improved and consequently my income increased”
Shayeb Boutros, Owner, Shayeb Hegaza

Mediterranean Garden Communication and Development Area

“making the workplace enjoyable”



Company Name	Mediterranean Garden for Agribusiness
Sector	FMCG
Location	10 th of Ramadan
Sales Turnover	2,500,000 EGP
Size	35 employees (77% blue collar workers and 50% women)
Market Access	Local and international markets
Project Duration	01.04.2013 – 15.10.2013
Contact Details	Mostafa Hashem mostafa@mga-eg.com

Description

Mediterranean Gardens for Agribusiness aims at creating a professional HR system, improving working conditions and creating social, communication and development areas that include cafeteria, nursery and training rooms among others. In addition they are focused on creating a working environment that encourages the application and retention of female blue collar workers.

Aim

- Attract new blue collar worker especially female workers
- Increase retention of workers
- Provide better working conditions

Activities

- HR system (employee handbook, work contracts, job descriptions, HR application forms, performance appraisals, org. chart and technical training)
- Creation of a “Communication and Development Area” including a kitchen, dining, training, nursery, sports and prayer room, and separated toilets in addition to ventilation, heaters, water coolers and lockers
- Provision of free and healthy daily lunch
- Transportation to- and from- work

Difficulties

- Political and security situation
- Inflation rate
- Implementation beside the normal business operations

Impact

- Higher employee morale and higher sense of belongingness
- Smooth accessibility of employees to the workplace
- Professionalization and improvement in HR procedures
- Gap bridging between management and employees
- Increase in the number of employees and reduction in the turnover rate
- Higher productivity

Sustainability

- Deliver the sports and nursery services to neighbouring companies
- Give more financial benefits to employees as a result of the productivity gains
- Extend the activities to also implement a medical insurance program



MGA workers with the new uniforms performing their jobs



MGA products

“Our future is in our workers. Our future is in our work. Through the experiences that we took from the initiative, we were able to know what job quality means and we managed to get hold of the key to success” **Mostafa Hashem, CEO, MGA**

El Horreya Safety System

“creating a safe work environment”



Company Name	El Horreya for Food Industries
Sector	FMCG
Location	10 th of Ramadan
Sales Turnover	29,000,000 EGP
Size	338 employees (70% blue collar workers)
Market Access	Local and international markets
Project Duration	01.06.2013 – 30.09.2013
Contact Details	Sabry El Maleh info@horreia.com

Description

El Horreya centers its attentions on providing an environment with high health and safety standards for its employees. This comprises investing in rigorous safety training for employees as well as the provision of safety equipment for their continued health.

Aim	<ul style="list-style-type: none"> ▪ Increase the safety at the workplace and protect worker from hazards ▪ Improve the overall working conditions
Activities	<ul style="list-style-type: none"> ▪ Extension of automatic fire fighting system and emergency ladder; and training on its maintenance, on civil defence and on occupational health and safety ▪ Provision of protective uniforms (furnace and firefighting) and new closets ▪ Renovation of bathrooms ▪ Creation of a recreational area including a praying room
Difficulties	<ul style="list-style-type: none"> ▪ Short implementation period ▪ Inflation rate causing increase in procured materials ▪ Convince the management to increase its contribution in light of the difficult economic situation
Impact	<ul style="list-style-type: none"> ▪ Feeling of safety and stability of the workers ▪ Satisfaction of workers by the respect considered by the management ▪ Increased awareness of the workers' health and safety conditions ▪ Improvement in the facilities as a result of the creation of areas to rest and pray ▪ Improvement in the retention rate at the company ▪ Improvement in the production area and flow of material as a result of the project
Sustainability	<ul style="list-style-type: none"> ▪ Extend the automatic firefighting to all other halls in the factory ▪ Extend the training to other employees ▪ Incentivise employees with the “Best Employee” competition



Worker at factory



Extension of the firefighting system

“The Better Business with Job Quality Competition is one of the few projects in Egypt, which offers a real support the people” **Hassan El Fendi, Chairman, El Horreya for Food Industries**

Egypt Salt Workers' Attractiveness Program

"sustaining the employees' psychological well-being"



Company Name	Egypt Salt Co.
Sector	Salt refining
Location	North Sinai
Sales Turnover	36,000,000 EGP
Size	105 employees (85% blue collar workers)
Market Access	Local and international markets
Project Duration	01.04.2013 – 15.10.2013
Contact Details	Fouad Thabet fthabet@fedamisr.net

Description

Dedicated to improving the living and working conditions of their employees, Egypt Salt Co. intends to do this through better access to clean water, sanitation, transportation, recreational facilities and health care. The project is meant to serve as a role model to set a standard in Beir El Abd and the surrounding area, ultimately making North Sinai a more attractive destination for workers and consequently reducing unemployment and poverty levels.

Aim

- Attract workers to North Sinai
- Reduce unemployment and poverty levels
- Providing good living and working conditions

Activities

- Renovations and furnishing of work, social and living facilities (kitchen, dining hall, hostels, bathrooms and clinic)
- Installation of mobile and fixed water tanks
- Provision of personal protective equipment and training on occupational health and safety; and on industrial safety

Difficulties

- Political situation and security situation in Sinai
- Increase in labor and transportation costs due to the security situation

Impact

- Satisfaction of workers as a result of the decent working conditions
- Higher morale and closer link to the company
- Higher productivity and less absenteeism
- Higher retention rate in spite of the difficult security situation
- Increase in the company's revenues by 12%
- Praise and recognition by the North Sinai governor for the accomplishments
- Benefit of the community from the medical services

Sustainability

- Allocate a certain percentage of the company's profits for responsible business practices including the investment in job quality
- Extend the current activities to also provide transportation to workers and procure a water vehicle



Workers filling salt bags



Water tanks

"This project is a light among the darkness in which we are living in"
Hamdy Sabry, Chairman, Egypt Salt Co.

Annexes

Prepared by
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Job Quality Advisor

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