

# Khatwa Competition for Improving Job Quality

Winning Projects 2018 - 2019





## Improving Job Quality in Small and Medium Enterprises (SMEs)

Employee retention and productivity are largely influenced by employee's well-being and satisfaction in a given job. While companies have difficulties in filling job vacancies and reaching their full economic potential, there is a prevailing concern over the quality of jobs provided in the labour market, especially among Small and Medium Enterprises (SMEs). Focusing on SMEs as the engines of growth, Khatwa is working hand-in-hand with companies to improve the qualitative aspects of employment to render the jobs in the industrialized sector more appealing to youth.

### Khatwa Competition for Improving Job Quality 2018-2019

Khatwa provided technical and financial support to individual and clusters of companies with the best submitted proposals in Khatwa competition 2018-2019. Winning companies realized their own projects to improve labour conditions and work quality; aiming in turns at contributing to increased employee loyalty, retention and productivity as well as contributing to company's financial growth. On the macro level, this partly contributes to providing better job opportunities for workers within the technical and vocational field. The key areas of the competition are as follows:

#### HR Management and Development

Examples include but are not limited to developing: Job descriptions, incentive schemes, performance management systems, motivational systems, retention programs, communication and grievance mechanisms, knowledge and skills, and progression plans.



#### Workplace Conditions and Work Environment

Examples include but are not limited to establishing / providing / improving: Organization of the workplace, ventilation, a communicative organizational culture, break areas, interactive work space, etc.



#### Health and Safety

Examples include but are not limited to providing: Medical units, safety measures, safety equipment, risk analysis, emergency plan, marked escape routes, regular escape training, health and safety trainings, etc.



#### Gender-sensitive Workplaces

Examples include but are not limited to: Child care facilities, flexible working hours, prayer facilities for women, etc.



# Khatwa Competition Winners 2018-2019



Marib International Garments Company  
Oboor City, Qalyubia



Al Delta Plastic  
Badr City, Cairo



Como for Plastic  
Badri City, Cairo



European Agencies and Maritime Works  
Alexandria



Alexandria Engineering Car Company  
Alexandria



Horreia Food Industries  
10th of Ramadan City, Sharqia



10th of Ramadan Cluster  
Kandil Glass | Japanese for Molds  
and Tools Manufacturing Company |  
Afro Egypt for Engineering Industries



Port-Said Cluster  
Majestic Garments Co. | M.A Garments Co. | Edge  
Garments Co. 1 and 2 | Blue Marine Garments Co. |  
Forever Garments Co. | Port-Said International  
Garments Co. | Egyptian International Co. | El Baraka  
Co. | Gold Pack Co. | Anchor Garments Co. | Free Bird  
Co. | Fox Denim Garments Co.

## Khatwa Competition 2018 - 2019 in Figures

With the willingness and commitment of the companies, partners and expert team involved, Khatwa competition has supported:



8 Job Quality Improvement Projects



2 Cluster Projects; 6 Individual Projects



22 Companies



5 Locations



10 Industries



Employees

**3,266**

Male  
**78%**

Female  
**22%**

Youth  
**84%**



Blue-Collars

**2,124**

Male  
**70%**

Female  
**30%**

## Marib International Garments Company

Established in 2004, Marib International Garments Co. is an exporting ready-made garments company located in Oboor city in the governorate of Qalyubia, and employs more than a thousand employees half of which are females.

In an attempt to reduce staff turnover and absenteeism rates as well as increasing productivity and quality levels, the company wants to engage in a continuous effort to improve job quality on different fronts including employee skills development, improvement of workplace facilities, health and safety measures and women's empowerment.

With its participation in Khatwa competition, Marib established a training room to implement in-house trainings on a regular basis. The company delivered a series of soft skills trainings such as on communication, team building, time management, family guidance and health and safety at the workplace. It also provided a special training on gender diversity and the significance of women's participation in the professional and economic life. Marib further created an activity room to motivate employees and help them maintain their physical, mental and psychological well-being.

Workers say: "We learned about women's right to work and their rights at work"



Employees

1,016



Male

688



female

328



Youth

564



## Al Delta Plastic

Al Delta Plastic started as a plastic supply company and has later specialized in the production of plastic containers. It is located in Badr City, Cairo, and employs 195 employees.

To reduce turnover rates and drive employee performance, the company is keen on improving the work environment and on providing a good resting space for workers.

To this end, it has established and equipped a dining area for employees where they can spend their lunch break and eat a healthy meal provided by the company. Nicely, this has positively affected employee's ownership and company loyalty by sharing their ideas about meal options and their willingness to provide own contribution for special meals. With Khatwa's engagement, the company recognized the importance of listening to workers in order to achieve a better performance.

Workers say: "It is one of the best ideas that our company has undertaken"



Employees

195



Male

160



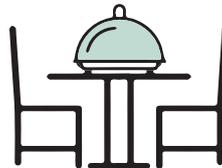
female

35



Youth

173



## Como for Plastic

Como for Plastic was established in 2016 in Badr City, Cairo and produces plastic containers. It employs 55 employees.

The company is located in an isolated industrial area which makes food accessibility by workers more difficult. The company used to have an in-house kitchen in the past as key to employee's performance and retention. However, the kitchen became obsolete and with the difficult economic conditions the company had to go through in the past years, it was challenging for the company to re-establish it on its own.

As Como aims at enhancing workplace conditions and boosting employee morale, it has established and equipped a new kitchen, with Khatwa's support, to offer clean meals to workers. It further arranged a seating area with a pergola at the company's yard. Seeing the benefits, Como for Plastic would like to continue this advancement path and further support the company employees.

Workers say: "Long live Como and long live food cleanliness"



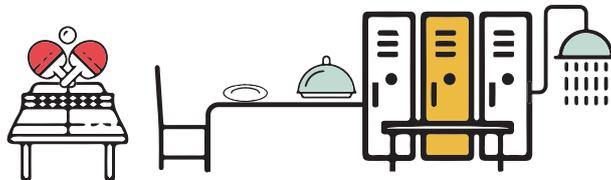
## European Agencies and Maritime Works

Established in 1975, European Agencies and Maritime Works operates in the maritime logistic service sector. It specializes in repairing ships and supplying safety equipment for maritime ships. It employs 70 employees.

To create a culture of loyalty, a sense of commitment and love for work, to equally raise employee morale and affect productivity, the company targets the provision of healthy, social and entertainment services at the workplace.

It established a cafeteria to serve food and beverages annexed with new bathrooms, showers and changing rooms with lockers. In addition, it equipped an entertainment area with tennis tables and a terrace for resting times.

Workers say: “Where has all this been hiding?”



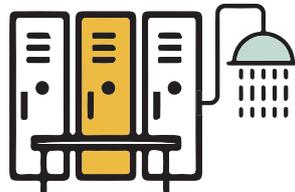
## Alexandria Engineering Car Company

Alexandria Engineering Car Company was established in 1991 and works in the car repair and spare parts.

The company wishes to increase employee loyalty and to bridge the gap between workers, supervisors and the management. It aims at creating a positive working environment focused with attention on worker's health, good morale and participation.

It enhanced the ventilation at the workshop by providing sufficient openings and ventilators. It also created a new floor for employees that includes professional and nice changing rooms with lockers, new bathrooms and showers and separate praying areas for males and females. Apart, it also re-arranged the cafeteria and added an entertainment / resting place.

Management says "It is important to consider the employees as the company's key success factor"



## Horreia Food Industries

Horreia Food Industries was established in 1966. It is located in 10th of Ramadan, Sharqia and produces chocolates, biscuits and dry sweets. The company employs 750 employees.

As part of the company's willingness to retain employees and attract news ones, Horreia intends to improve the services offered to its employees at the company premises.

It has established two cafeterias on the roof top of each of its factories facing each other in order to provide a decent place for employees to have lunch, enjoy their breaks and interact with colleagues. The company contracted a catering company to provide hot and healthy meals for employees on a daily basis as part of their employment package at no additional cost.

Workers say: "Finally, we will eat in a decent place"



Employees

750



Male

650



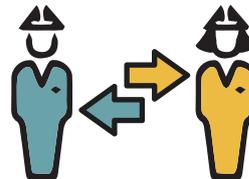
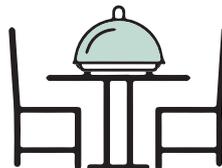
female

100



Youth

495



## 10th of Ramadan Cluster, Kandil Glass | Japanese for Molds and Tools Manufacturing Company | Afro Egypt for Engineering Industries

Distinct by sector and size, the 10th of Ramadan cluster of three companies, unites on the importance of having a fair and transparent employee performance management system to reaching sustainable and viable results. The objectives are multifold: build a trustful relationship between employees and the company; share the company's strategy and objectives, measure employee performance objectively and identify needs for training or development.

Kandil Glass has been established in 2006 and produces glass products for food and beverages. It employs 680 employees. Japanese for Molds Company produces Molds and Tools and employs 31 employees. Afro Egypt produces furniture and employs 16 employees.

The cluster, with the support of Khatwa's expert team, quickly realized that some HR functions need to be revisited or newly created as overlapping with the desired performance system to be put in place. The companies revamped their HR practices by developing the following: companies' HR strategy, competency framework, job analysis / job descriptions, TNA, salary structure and benefits, KPIs, the performance management system and finally received a gamified orientation to introduce the companies' management to the new system.

Management says:

"Performance Management System ensures having a fair work environment and encourages continuous development"



\* all 3 companies together



Port-Said Cluster, Majestic Garments Co. | M.A Garments Co. | Edge Garments Co. 1 and 2 | Blue Marine Garments Co. | Forever Garments Co. | Port-Said International Garments Co. | Egyptian International Co. | El Baraka Co. | Gold Pack Co. | Anchor Garments Co. | Free Bird Co. | Fox Denim Garments Co.

The Port-Said cluster of 13 companies are emerging entrepreneurs who acquired experience while working at the Port-Said Investment Zone. Their factories are now all situated in the complex of 58 factories that was newly developed in 2017 in south Port-Said. The majority works in the ready-made garment industry and a few others in leather products and paper / carton products.

The factory buildings are poorly insulated which in some incidences caused workers to faint when exposed to high temperatures in the summer. The complex is also far from any medical services to support rescuing workers in case of work injuries.

Believing in the necessity to take a first step towards improving workplace conditions, the factory owners came together, agreed and managed to improve the thermal insulation of the roof as well as the ventilation inside the production facilities. They also established a firefighting system and made available first aid kits inside the factories. They further established a joint training room to conduct the clusters’ HR development trainings, and held health and safety trainings for their employees.

Workers say: “The temperature inside the factory is really good now which allows us to work comfortably”



\* all 13 companies together







[For more information](#)

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