

Success Stories from Enterprises in Ghana



Case studies from the
ILO Sustaining Competitive
and Responsible Enterprises
(SCORE) programme

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

Between 2010-2019, over 200 enterprises in Ghana have completed SCORE Training, and reported improvements across a range of parameters, including communication and worker-manager relations, job satisfaction, service quality, resource usage and waste, complaints and cost savings. This collection of success stories sets out the improvements experienced in just seven of these enterprises.

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- **Buck Press Cuts Waste with “Muri-Muda” Mantra**
- Participating in ILO SCORE Training enabled Buck Press to improve staff efficiency by ensuring workspaces are clean, labelled, and well-organized.

City	Achimota
Region	Greater Accra Region
Country	Ghana
# of Employees	142
Year Founded	1987
Service	Printing and Publishing
Markets	Ghana, Liberia, Sierra Leone
SCORE Training Modules Completed	• Workplace Cooperation • Quality Management



Buck Press Limited’s participation in the Sustaining Competitive and Responsible Enterprises (SCORE) Training has resulted in a marked reduction in material waste and energy consumption, along with improvements in worker safety, production efficiency, and customer satisfaction.

Buck Press was established in 1987 in Achimota, Ghana and specialises in printing and publishing services for national market, Liberia, and Sierra Leone. Buck Press participated in SCORE Training to identify opportunities to reduce waste, increase efficiency, and help meet its vision of being a first-class printing and publishing organization in the West Africa sub-region.

The muri-muda mantra

For a long time, many people thought that increasing productivity meant getting the workforce to work faster or harder. However, after participating in SCORE Training, Buck Press staff and management learned that improving material and resource productivity - through the use of better machines, processes, technologies, product designs, and work practices – can also create huge efficiencies and savings that impact productivity. Inspired by the SCORE Training principles, Senior Market Officer Ebenezer Kwasi Asiedu, developed a new saying to remind all staff to incorporate the SCORE Training lessons in their daily work: *muri-muda*.

The words *muri-muda* originate from the Toyota Production System, which focuses on reducing waste in three ways: muri (overburden), muda (waste), mura (unevenness). *Muri-muda* has become a regular reminder to cut down waste for staff as shown through several initiatives...

Customer satisfaction improvements

Some printing waste in a printing press operation is inevitable, but too much waste can reduce productivity and increase costs. After participating in SCORE Training, Buck Press staff realized that at times they were only going through the motions of completing job requests without carefully checking the Job Docket (a checklist of specific requirements for each job). As a result, they found they were frequently reprinting jobs, which created excess staff burden and waste. Now, staff are sure to double-check the job dockets. Customer satisfaction has increased, moving from 80% before SCORE Training up to 88% afterwards.

“We could get as much as three job rejects in every quarter. This is because workers paid less attention to Job Dockets. After SCORE Training, Job Dockets are strictly adhered to at each stage of the printing job.”

Aaron Brown, Press Supervisor

Streamlining storage systems to increase efficiency

Before SCORE Training, finding the right type of material in a massive warehouse with improperly labelled and haphazardly stored reams of paper was an ongoing challenge for staff. After the 5S training through SCORE, however, staff were provided with new perspectives on inventory organization, and began to see the benefit of spending time upfront to clean the warehouse in order to save time later. Ebenezer Kwasi Asiedu explains: “It took us two weeks to get the sorting and labelling done for easy identification. Now we take a just a few minutes to get the right paper for a job. Our nightmares are over.”



Paper storage is now properly labelled and easy to find

This new focus on labelling and organization spread to staff workspaces too. Matilda Caesar, Assistant Supervisor at the Bindery Department, describes how her workspace looked before SCORE Training: “It was an eyesore; cardboard here, paper there, and little free space for movement.” After SCORE however, everything is in its right place, including waste. Matilda explains, “We no longer dump paper and organic waste into one bin.”



Employee working in a clean and organized workspace



Weekly machine maintenance keeps things running as scheduled

Reducing machine downtime

Employees also learned that machinery downtime is also a form of waste: time waste due to the delay caused in finishing print jobs. Here too, the muri-muda mantra that employees created helped remind mechanics to schedule regular maintenance and as a result, reduce machine downtime.

Daily quality talks and regular EIT meetings help staff discuss opportunities to further improve production. All these small changes add up to major improvements for Buck Press including a reduced product defect rate, reduced customer returns of product, and reduced paper waste during production.

General Manager Francis Nyanin has been so happy with SCORE Training that they hope to share their learnings with others, noting:

“SCORE has really equipped us with identifiable skills to help improve our productivity. We will keep it up but one thing we will do in addition is to help teach other businesses like ours about the benefits of SCORE Training.”

Francis Nyanin, General Manager

- **SCORE Training principles in practice:**
- **the art of listening at Ernest Chemists Limited.**
- Staff feedback identifies opportunities for Ernest Chemists Limited to improve product quality and customer satisfaction.
- After participating in SCORE Training Ernest Chemists identified opportunities to improve the quality of their products, increasing productivity and enabling the company to hire more staff and expand to new markets.

City	Tema
Region	Greater Accra Region
Country	Ghana
# of Employees	316
Year Founded	2002
Product	Pharmaceutical Products
Markets	Ghana, Burkino Faso, Gambia, Nigeria
SCORE Training Modules Completed	• Workplace Cooperation • Quality Management • Cleaner Production • Human Resource Management



Front entrance to Ernest Chemists Ltd.

Customer trust is integral to a company's success in the pharmaceutical industry. If a customer doesn't respond well to a drug or product, they tend to not to trust (or buy) anything else from the same company.

However, despite knowing the importance of customer satisfaction and wanting honest feedback, Ernest Chemists Ltd. was at a loss. How could the company go about getting honest, useful feedback on its products?

Founded in 2002, Ernest Chemists Ltd. specialises in the production of over 150 different types of pharmaceutical products for the Ghanaian and West African markets.

The company has participated in four SCORE Training modules, with tangible results from all four. This case study focuses on interesting results achieved through learnings in two Modules *Workplace Cooperation* and *Quality Management*.

Workplace cooperation garners staff feedback

SCORE Training module *Workplace Cooperation* focuses on teaching enterprises how to improve communication in the workplace. After completing module 1, Ernest Chemists Ltd. was encouraged to schedule regular staff meetings, install notice boards, and implement an Enterprise Improvement Team (EIT) made up of staff from across the company.

Through these new and improved communication channels, management learned that staff and their families were regularly using Ernest Chemist's products and had plenty of helpful feedback to offer on product quality and efficacy. Before this, management hadn't realised that staff could also an excellent source of product feedback as customers.

A new formalized method of obtaining staff feedback was created to identify opportunities to enhance product quality. Staff are now involved in regular production meetings and invited to provide input on key decisions for the company, which also helps increase employee engagement. In fact, staff absenteeism reduced from 5.3% before SCORE Training to 4.2% after training.



Regular staff meetings provide valuable feedback for management team

Quality improvements lead to increased production

While staff feedback helped Ernest Chemists Ltd. identify opportunities to improve the quality of their products, the EIT also introduced new quality control systems. In the *Quality Management* module staff learned that by improving quality control systems, the company could significantly increase productivity with no additional costs, equipment, or technology. Albert Annor, Validation Officer and Secretary to the EIT notes that now "... workers better understand why quality matters, why certain standards must be met, and why by reducing wastage, we can shoot up productivity."

The focus on quality has paid off; since SCORE Training defect rates have reduced from 17% to 6%, while efficiency increased by 20%.

Staff safety in the workplace is another focus of the EIT. Staff are encouraged to regularly wear personal protective equipment. As a result, workplace injuries have reduced from 60 in 2016, to 45 in 2018, to just 3 so far in 2019. Lydia Attuah, from the Safety Department explains it well: “We want our staff to go out the same way they came in at the end of the day without injuries.”



Employees working in full PPE

New Human Resources Department facilities accommodates a growing workforce

An improved ability to meet quality standards and increase efficiency has enabled Ernest Chemists Ltd. to expand further. Over the past 3 years, the company has registered at least 20 new products on the market and increased staff from 254 in 2016 to 316 in 2019. The Human Resource Management focused on the importance of having a clear strategy for staffing and managing employees. With increasing staff size, Ernest Chemists recognized it would be important to have a dedicated Human Resources Department.



Ernest Chemists produces over 150 pharmaceutical products

Mark Owiredun, the General Manager explains why he thinks SCORE Training has been such a good investment for Ernest Chemists Ltd. “Continual improvement is what we are seeking and SCORE has given us the opportunity to integrate everyone. It has been a good collaboration.”

- **Gilsan Manufacturing improves employee safety and health with SCORE Training.**
- As a growing company, it is important to consider all factors that could support business growth, including employee safety and health.

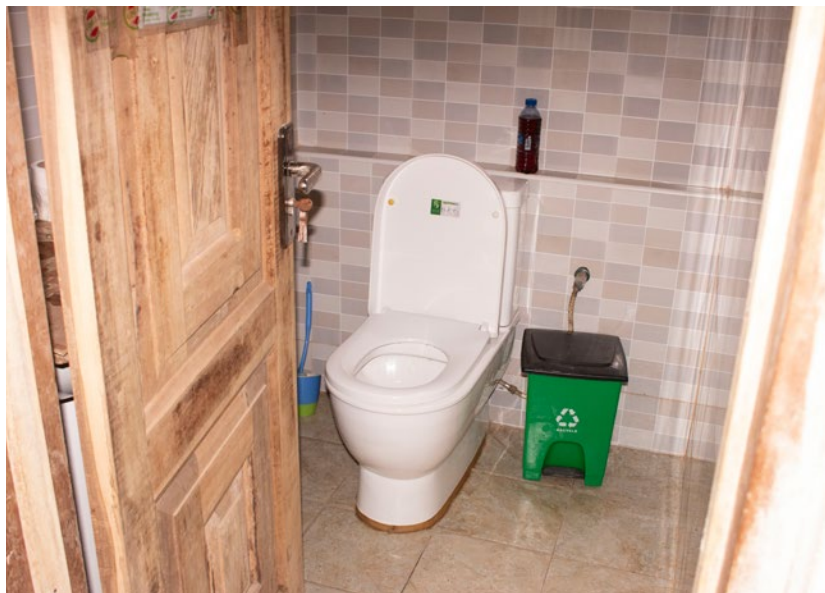
City	Weija
Region	Greater Accra Region
Country	Ghana
# of Employees	70
Year Founded	2006
Product	Detergents, Liquid Soaps
Markets	Ghana, Nigeria, Togo, Benin
SCORE Training Modules Completed	• Workplace Cooperation • Quality Management • Cleaner Production

Gilsan Manufacturing Company was established in 2006 in Weija, Ghana. It specialises in the production of detergents and liquid soaps and serves markets in Ghana, Nigeria, Togo and Benin. To date the company has completed three modules of SCORE Training.

Improving employee satisfaction and hygiene by installing restroom facilities

As a growing company, Gilsan Manufacturing was focusing on consistently meeting customer needs and producing quality cleaning products. However, there were some factors of success that Gilsan Manufacturing was overlooking and SCORE Trainer Ethel Ansah Antwi noticed opportunities for improvement right away. On her first day arriving at Gilsan Manufacturing, Ethel was taken aback when she asked for a restroom and was instead shown an open-air pit behind an area of the factory under construction. Ethel reflected on this experience, noting that there was no simple structure of any sort, just open space. This caused her to wonder how female staff came to work when they have their period, not to think of where they attended to nature's call.

After further inquiries, Ethel learned that employees were also not very happy with the restroom facilities available at their workplace. Instead of using the open-air facility for a restroom, staff were going to a nearby public washroom for a fee. Once management's attention was drawn to the necessity of toilet facilities, Gilsan Manufacturing quickly took steps to ensure those needs were met. Staff now have a clean and comfortable facility to rely on while they are at work.



New private restrooms now provided for staff use.

Instilling a culture of safety

After SCORE Training module Workplace Cooperation, an Enterprise Improvement Team (EIT) was formed, and members were tasked with training other staff. The company identified champions who could co-lead workers to implement necessary changes. Several of the EIT's suggested changes focused on improving safety measures.

Before SCORE Training, there were no clear area markings on the factory floor and materials and chemicals were stored in a haphazard fashion on the factory floor and shelves. After participating in SCORE Training module *Cleaner Production*, the company undertook several safety improvements. Railings on a warehouse staircase were installed and leaking pipes which sprayed water all over the factory floor were fixed. Staff now feel safe walking down the factory stairs and the factory floor is dry and tidy.



Before: no railings on the staircase meant a safety hazard



After: railings installed company wide for user safety

SCORE Training spurred a culture change that helped encourage staff to wear personal protective equipment. Before training, several factory workers had fallen out of the habit of wearing full overalls, boots, mask, and ear plugs to protect them from parts of the working environment that could not be changed. The lack of safety gear was especially risky because workers handle strong chemicals in order to manufacture various detergents and abrasives. Eunice Clottey describes the shift that occurred after SCORE Training:

“Once we went through SCORE, we knew we had to provide PPE and enforce its use. Now workers comply even though they initially felt some discomfort.”

Eunice Clotney, Assistant HR Manager

Gilsan provided a change room to encourage staff to wear the appropriate safety equipment. The changing rooms made it much easier for staff to comply with the safety requirements. Grace, a 5S Champion, explains:

“We constantly reminded ourselves of the need to wear PPE. With changing rooms now available, there was no excuse not to use them.”

Grace, 5S Champion



Employee at a labelling station in proper safety gear

The employee safety and comfort improvements, along with other projects initiated through SCORE Training, have translated into bigger results for Gilsan Manufacturing. On-time delivery went from being not usually met to being met 98% of the time and sales have increased 55% from 2016 to 2019.

Exceeding production targets through waste reduction in Ghana

Participation in SCORE Training enabled Carmeuse Lime Products Ghana Ltd. to reduce waste and exceed production targets, while stepping up on safety issues and improving environmental impact.

City	Takoradi(Sofokrom)
Region	West
Country	Ghana
No of Employees	58
Year Founded	1993
Product	QUICK LIME AND HYDRATED LIME used in steel, mining for ore processing, road construction & asphaltting, paper, agro-food, water treatment, chemicals
Markets	Domestic and export markets of Mali, Niger, Burkina Faso
SCORE Training modules completed	• Workplace cooperation • Quality Management • Cleaner Production • Managing the Human Resource • Health and Safety Management

Carmeuse Ghana also known as Carmeuse Lime Products (Gh) Ltd. was established in 1993 in the port city of Takoradi, Ghana. Carmeuse Ghana is specialized in the production and sale of high grade Quicklime and Hydrated lime in West Africa. With the present production capacity of 100,000 metric tonnes per annum.

Carmeuse initially signed up to SCORE Training to build the skills and capacity of their workforce. SCORE was introduced to the company by Sekondi-Takoradi Chamber of Commerce Industry (STCCI) and they embraced it with open arms.

Having completed all 5 modules, the benefits to the company, workers and managers following SCORE Training were wide reaching, however this case study focuses on some key results gained from the single module: Productivity Through Cleaner Production. The company used the new knowledge gained from this module to ensure that waste was controlled and brought to the barest minimum. Coupled with an employee financial incentive scheme, production increased tremendously. Compared to a peak production level of 132 units (of lime packaged in bags) in 2018, figures for 2019 after SCORE Training increased to 144 and beyond.

Less Time, Less Waste

Following the training, workers and managers agreed that changes needed to be made to the production process. It spurred the company to implement a number of changes to existing processes...

Bags for packaging had been identified as an area that could be improved. Describing the situation prior to the training programme, Francis Ntarma, Production Supervisor explained that “our one metric ton packages were too small and operators struggled to meet the exact weight that was required”.

Building on the insights provided through the training programme, the company requested an increase in the dimension of the bags in size and width, in order for the operators to work with ease, while avoiding spillages due to overfilling, which can lead to accidents. Health, Safety and the Environment are important issues for Carmeuse and its workers.

The new strategy delivered immediate, tangible improvements, for both the workers and the bottom line, and therefore the staff were keen to follow the new bagging process which was quicker and safer than previously, and also makes it easier to meet client quality specifications.

Another example comes from the new approach taken to waste management. Under new procedures, product waste is now kept at the environ lime shed, a place designated to receive waste of lime and mixed with water to settle. The end product of the mixture is a local paint which is now sold to the communities around. The waste lime again has other uses. It is mixed with clay to repair roads, for soil stability and to balance the PH (the acidity and alkalinity) of the soil for preparing paints.

“We have been able to achieve our targets because time and waste is reduced in the packing process since we had training from SCORE; we have also been exceeding our targets which is a plus to us”

Ebenezer Owusu, Operations Manager

Productivity through Cleaner Production training can be used to ensure that waste is controlled and brought to the barest minimum. Production has increased and if workers exceed their production targets, a bonus is paid.

Getting everyone involved in problem solving

Workers have also been involved through their “tool box meetings” - a platform where staff and managers meet and discuss issues concerning the company and the way forward. The need to recycle waste has been enhanced through these meetings in all areas of the company – in the office as well as the production line. One other way Carmeuse found to reduce waste in the system through the “tool box meeting”, explains Ebenezer Owusu, Operations Manager “Everyone is encouraged to turn the air conditioners and lights off when they are out of the office / area in order to reduce waste, which has also reduced our bills”.

Regarding continuous improvement Francis Ntarmah; Production Supervisor comments, “Relationship and communications with each other has improved greatly; we also get to talk to our clients often to get feedback from them. We are so happy SCORE has been introduced in the company.”

Ebenezer Owusu, suggested that ILO-SCORE Training should be introduced to more organizations to help production, and for organizations to know if they are on the right track in terms of their activities and programmes as well as enable them ensure best practices on Health, Safety and Environmental at all time. “Our workers are pleased SCORE was introduced to the company; we are ready to be involved in any new module which will be introduced to us in future.” He continues “we will also encourage other companies to sign up for the benefit of all to improve socio-economic development of the country.”

Clean, green palm oil production with Norpalm Ghana Limited.

Major energy savings through SCORE Training

SCORE Training was introduced to Norpalm Ghana Limited (NGL) by the Sekondi-Takoradi Chamber of Commerce and Industry (STCCI). NGL initially signed up for SCORE Training to learn about opportunities for business expansion but after completing five modules, learned much more.

City	Ewusiejoe, near Takoradi
Region	Western Region
Country	Ghana
# of Employees	210
Year Founded	1998
Product	Palm Oil
Markets	Ghana (Wilmar, G.OP.D.C, Avnash, Juabeng)
SCORE Training Modules Completed	• Workplace Cooperation • Quality Management • Cleaner Production • Human Resource Management • Occupational Health & Safety



A view of NGL's plantation estate, now sustainably certifice

Eric Ocloo's family knows the routine by now: all unused electricity switches must be turned off and clothes are piled neatly and ironed once a week. This helps Eric and his family save time and money.

The Ocloo family's routine is adapted to their unique needs, but it was inspired by the principles in the ILO's SCORE Training. Eric learned these principles in his role as a staff member in the Technical Department at Norpalm Ghana Limited near Takoradi, Ghana.

If you happen be travelling across western Ghana one day and see a beautiful vista of vibrant green palm fields, you likely stumbled across Norpalm Ghana Limited's (NGL) 4,500-hectare palm plantation.

Founded in 1998, NGL produces around 17,000 tonnes of high-quality crude palm oil each year. With 210 permanent employees as well as over 1,700 contract staff, this is no small operation.

The company aims to be a leading producer of palm oil in Ghana. To help make that vision a reality, NGL enrolled in the ILO's SCORE Training in 2015, starting with the Workplace Cooperation module.

NGL enjoyed SCORE Training so much, they stuck with it, completing all 5 training modules in just 3 years.

Laying the foundation for success

Communication tools learned through the first module set the foundation for continued success at NGL.

After the *Workplace Cooperation* module, NGL implemented an 8-person Enterprise Improvement Team (EIT) to enhance company-wide communication and identify opportunities for improvement.

EIT membership includes staff from across the company: management and non-management, male and female.



Some members of Norpalm Ghana Limited's EIT

Deputy General Manager Emmanuel Nager believes this, and other communication tools introduced by SCORE cemented the importance of cooperation and commitment at all levels. Lilian Sowah, Human Resources & Administrative Officer agrees:

"SCORE Training has greatly enhanced the relationship between staff and management."

Lilian Sowah, Human Resources & Administrative Officer

Going above and beyond 'green' production

NGL wasn't just trying to increase efficiency or reduce costs. The company was looking for an opportunity to go above and beyond best industry practices. SCORE Training helped them find it.

The *Cleaner Production* module helped NGL identify an opportunity to install a steam turbine in order to reduce electricity use and switch to more renewable energy sources. Deputy General Manager Emmanuel Nager explains how it works: the steam turbine burns waste from production and turns that waste into a usable, renewable electricity source.

The results are impressive:

- Renewable energy as a portion of NGL's total energy use skyrocketed from 0% in 2015 to over 60% in 2018; and
- From 2014 to 2018, milling production increased 40% while electricity consumption decreased by over 30%.

In keeping with their sustainability aspirations, NGL also pursued certification with the Roundtable for Sustainable Palm Oil (RSPO) while completing the SCORE Training modules. RSPO certification assures palm oil buyers that the company has demonstrated environmentally appropriate and socially beneficial management and operations.

NGL also implemented measures to reduce water use and machine downtime by conducting regular scheduled maintenance. As a result, machine uptime has increased from 80% to 85%.

Everything in its place

Leila Abdellah, from the Stores Department, describes her workspace before SCORE Training as simply crowded. It was difficult to find an item when needed; resulting in wasted time searching for objects.



Before: Workshop poorly lit & disorganized



After: well-lit workshop, safe, and organized

Through SCORE's Cleaner Production module, staff learned to separate, label, and document items, making finding objects in the Store's Department a breeze. Leila is pleased with the results:

"It's easy to have access to items after SCORE training".

Leila Abdellah, Stores Department

Emmanuel Nagel happily notes that staff now take pride and ownership in their work. The future is bright, and green, for Norpalm Ghana Limited.

- **Human resource management best practices help Plot Enterprise improve efficiency and reduce costs**
- Through SCORE Training, Plot Enterprise adopted practices to improve staff motivation and minimize waste.

Plot Enterprise was introduced to SCORE Training through the Sekondi-Takoradi Chamber of Commerce and Industry (STCCI). Plot Enterprise was interested in learning how more efficient processes could improve product quality while also reducing costs. The company later learned that staff motivation and knowledge can be a key contributor to cost reductions.

City	Takoradi
Region	Western Region
Country	Ghana
# of Employees	122
Year Founded	2009
Product	Cocoa, Butter, Cake
Markets	USA and Europe
SCORE Training Modules Completed	• Workplace Cooperation • Cleaner Production • Human Resource Management

Plot Enterprise, also known as Plot Enterprise Ghana Ltd., was established in 2009 in the port city of Takoradi in the Western Region of Ghana. The company specialises in the manufacture of various cocoa products, including cocoa powder, cocoa butter, cocoa cake, and cocoa liquids. Plot Enterprise participated in 3 modules: Workplace Cooperation, Productivity through Cleaner Production, and Human Resource Management.

Participating in the *Human Resource Management* module identified opportunities for Plot Enterprise to improve staff motivation, skills, and knowledge. First, Plot took care of its staff's basic needs by ensuring everyone makes minimum wage, that overtime is paid correctly, and that staff work reasonable schedules. Next, Plot Enterprise initiated a satisfaction survey to gauge how staff were feeling. To help improve satisfaction, management installed new air conditioners in the production area and new ceiling fans in the canteen to ensure staff were comfortable and cool.

Other small projects ensured that staff always have the information required to do their jobs adequately. Before SCORE Training, work instructions for staff were only available electronically. Management printed out these instructions on colourful paper and posted them at each corresponding workstation. With these new visual aids and signs, operators can easily locate the work instructions that are most relevant to their immediate task.



Employee working new to new coloured instruction sheet



Plot staff member showcasing a newly labelled and organised shelving unit.

Emmanuel Dzasah, Procurement Manager explains that previously, items at the maintenance workshop and stores room were scattered all over, making it difficult to find an item to work with. SCORE Training required that all items be arranged and labelled for easy identification. As a result, workstations, the stores area, and maintenance workshops have been cleaned and organised. Now staff use less time, effort, and energy to locate needed items. This has drastically reduced the time used in searching for an item.

“SCORE has helped to reduce the time in searching for items at the store.”

Patrick Ndabiah, Stores Assistant

In addition, staff have been educated on how to reduce electricity and water use by fixing leaks or mechanical issues while achieving the same or better manufacturing efficiencies. Due to SCORE Training, Plot Enterprise now separates plastic waste for recycling, saving the company significant amount of dollars each week in off-loading of waste. They’ve also been able to reduce the need to rent a forklift from almost 7 days a week to 2-3 days each week. This has resulted in significant, ongoing cost savings for the company.



Rafat Kasin, Project Coordinator, describing a project to reduce leaks

“Employees clearly understand that everyone has role to play if Cleaner Production is to succeed”

Emma Ampofo, Human Resource and Administrative Manager

While the topics SCORE Training covered were not completely new, management found SCORE provided the following benefits to Plot Enterprise:

- Reinforced Plot’s objective of high-quality products while reducing costs;
- Reiterated the need for continuous implementation of human resource best practices to motivate and develop their workforce;
- Supported gender-based training; and
- Boosted the company’s international credibility and corporate image.

“SCORE helps to reinforce our Food Safety Policy - our commitment to deliver to our customers, safe, consistent cocoa products processed from high quality and safe raw materials with the best practices.”

Rafat Kasim; Production Coordinator

PLOT Enterprise is looking forward to future SCORE Training modules to continue to help train management and staff in global best practices in other areas of the business.

- **Production cost reduction through SCORE Training**
- Continuously improving, Praise Exports identify more opportunities for quality improvement and waste control
- Praise Exports has increased its sales by 10X since the early 2000's, while meeting high international food export standards. SCORE Training helped the company identify more quality and waste control measures to help reduce its production costs.

City	Pokuase, Accra
Region	Greater Accra Region
Country	Ghana
# of Employees	123
Year Founded	1994
Product	Processed foods – Palm cream, Palm oil, Banku powder, Fufu powder, spices
Markets	USA, Canada, Australia, UK, Europe
SCORE Training Modules Completed	• Workplace Cooperation • Quality Management

Ghanaians love their traditional foods anywhere in the world. However, the time-consuming nature of preparing these foods can be a problem. Praise Export Services Ltd. (also known as Praise Export) serves a unique market, exporting processed traditional Ghanaian food products such as banku and fufu to reduce the stress in cooking.

Founded in 1994 in Pokuase, a suburb of Accra, Ghana, Praise Export specializes in the sale and export of local processed foods. It has a vision to be the preferred choice for processed tropical African food in Africa and beyond.

Why SCORE Training? Export markets demand high standards for quality

Quality and food safety are essential components of the food export business and Praise Export currently exports 100% of all the food products it manufactures, meaning that high international food safety standards are not an option, they are a must.

Any contamination could cause food poisoning, with potentially disastrous consequences. Praise Export therefore completed two modules of SCORE Training to ensure the company was continually managing quality and minimizing waste in its food production processes.

Mark Sepenoo, Praise Export's Manager of Compliance and Training explains that because quality is key, staff were constantly reminded to be mindful not to transfer any defective products to the next production stages.

When filling cans of palm paste, staff seal the cans and leave them to sit for two weeks. After two weeks staff observe the cans and remove any that become bloated (a sign of contamination).



Manual filling of cans with palm paste



Products ready for export

5S practiced company wide after SCORE Training

Portia Dzivernu, a Production Assistant, says she was privileged to be a part of SCORE Training. She learned all about the 5S Program, which stands for sort, set in order, shine, standardize, and sustain. It is a system to simplify and organise a work environment and reduce waste while improving quality, efficiency, and safety. As a member of the Enterprise Improvement Team, Portia regularly reminds her colleagues to keep their work spaces clean.

The EIT applied the 5S system to processes outside the factory as well: fibre residue and nuts were previously dried in haphazard piles behind the processing plant, leaving the environment a mess. Staff now keep the waste fibre in a properly kept structure to dry it before being used as fuel, providing a renewable source of electricity.



Before: Old dump site for fibre residue



After: Fibre residue now stored in a proper structure

“SCORE gave us a new picture about cleaner production. Now we have a proper shed for the waste fibre before it is used as fuel for the boilers. This alternative fuel source has helped reduce our electricity consumption”.

Isaac Mensah, Quality Assurance Officer

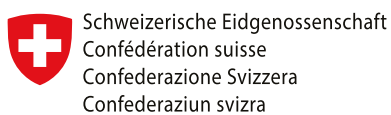


A 20-foot container awaiting loading of Praise Exports around the world

In the early 2000's, Praise Exports required about 10 large shipping containers to export its products. Now about 120 containers each year deliver homemade, local products around the world. Inspired by this success and informed by SCORE Training principles, Praise Export has now set its sights on the local market in 2019, believing it is time for local Ghanaians to enjoy the delicious foods which, up to now, were only available to Ghanaians abroad. Mercy Kwablah, Head of Logistics, explains:

"As we explore the Ghanaian local market this year, 2019 and beyond, we are all geared up knowing SCORE Training has us covered."

Mercy Kwablah, Administrator/Head of Logistics



Swiss Confederation

Federal Department of Economic Affairs ,
Education and Research EAER
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