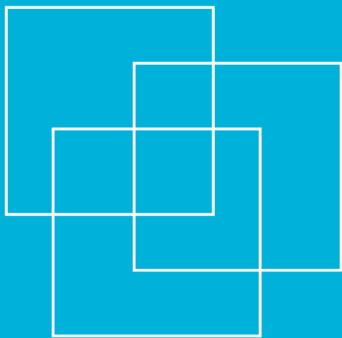




Sustaining Competitive and Responsible Enterprises (SCORE) Phase II



AT A GLANCE

→ Partners

State Administration of Work Safety (SAWS)
China Enterprise Confederation (CEC)
All-China Federation of Trade Unions (ACFTU)
Ministry of Human Resources and Social Security (MOHRSS)

→ Donors

Swiss State Secretariat for Economic Affairs (SECO)
Norwegian Agency for Development Cooperation (NORAD)

→ Duration

1 October 2013 - 31 December 2017

→ Target beneficiaries

Ultimate beneficiaries: workers and managers in small and medium enterprises (SMEs)

→ Geographical focus

Country: China
Provinces: Sichuan, Chongqing, Zhejiang, Jiangsu, Guangdong



'Sustainable enterprises...need to apply workplace practices based on full respect for fundamental rights at work and international labour standards, and foster good labour-management relations as important means of raising productivity and creating decent work.'

PROJECT OBJECTIVES

In China, more than 99% enterprises are SMEs. They are the country's engine of economic growth, creating 60% economic aggregate and 50% tax revenues, and provide 80% employment. However, SME development in China faces various challenges and many SMEs are poorly managed due to the lack of long-term business vision and modern management approaches.

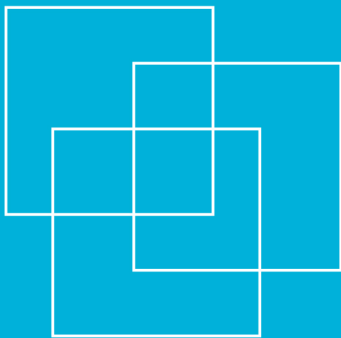
Sustaining Competitive and Responsible Enterprises (SCORE) is a practical training and in-factory counselling programme implemented globally in 9 countries. It aims to improve productivity and working conditions in SMEs. SCORE Training demonstrates best international practice in the manufacturing and service sectors and helps SMEs to participate in global supply chains.

SCORE is a modular training programme that focuses on developing cooperative relations at the workplace. The five SCORE Training modules comprise workplace cooperation, quality management, clean production, human resource management, and occupational health and safety.

SCORE Phase I in China (2009-2013) piloted the SCORE Training in Liaoning, Chongqing, Sichuan, Zhejiang, Shanghai and Guangdong and trained over 50 consultants and over 50 Chinese SMEs.

SCORE Phase II (2013-2016) focuses more on project sustainability by building capacity of national institutions. It aims at strengthening the capacity of national institutions to provide sustainable SCORE Training to improve the working conditions, productivity and competitiveness among SMEs. The specific objectives during Phase II are that:

1. Industry associations and training institutions market, sell and organize SCORE Training for SMEs on a cost-recovering basis.
2. Service providers deliver effective SCORE Training and consulting services to SMEs.
3. Increased awareness of responsible workplace practices at the local and national level.



Sustaining Competitive and Responsible Enterprises (SCORE) Phase II



MAIN ACTIVITIES

- Build capacity of coordinating/implementation partners (e.g. SAWS, national CEC and Chongqing CEC) to market and organize SCORE Training. Partners are expected to gradually take the lead on SCORE Training and carry it forward independently after 2016.
- Collaborate with service providers including training institutions, consulting firms, government training agencies, etc. to train their trainers to become certified SCORE trainers to deliver high-quality SCORE Training and associated services to SMEs.
- Local service providers train enterprises on SCORE modules (on a demand-driven basis) in classroom and on-site to give workers and managers of SMEs (domestic SMEs as well as SMEs in global supply chains) hands-on coaching support. Through the training and coaching services, participating enterprises will be able to improve working conditions, better comply with national laws and achieve higher productivity.
- Safety inspectors have a stronger role to play in helping SMEs establish self-directed OSH management system. This calls for a responsibility that goes beyond enforcement to include advisory services. In collaboration with SAWS, SCORE trains the safety inspectors together with trainers on SCORE modules to help strengthen their service role to realize the goal of safety inspection i.e. compliance by the employer.
- Trade unions are active in promoting energy saving and emission reduction in enterprises. SCORE collaborates with ACFTU to promote good practices on responsible and sustainable production to all levels of trade unions.
- Support local public employment services departments of MOHRSS in developing a practical human resource (HR) handbook (focusing on recruitment process) for enterprises based on SCORE HR module.

PROJECT OUTCOMES

- Implementation partners embed SCORE Training in their service portfolio.
- SCORE Training provided to SMEs on a cost-recovery basis through SME paying or/and sponsoring by government or multinational companies.
- 100 SMEs trained on SCORE modules on a demand-driven basis and report cost savings, reduction in absenteeism, employee turnover, defects, wastes, accidents and improved energy efficiency and employee satisfaction.
- A strong technical base of expert trainers and a nationwide network of service providers that can deliver effective SCORE Training and consulting to SMEs.
- A national trainer certification system in place run by a National SCORE Center.
- Increased awareness of responsible workplace practices at the local, national and global level through documentation and dissemination of case studies that link working conditions and gender equality promotion with productivity.
- A stronger role of policy makers, safety inspectors and trade unions in promoting responsible and sustainable enterprise practices.

SCORE contributes to the objectives of Decent Work Country Program for China by improving productivity and competitiveness of enterprises, enhancing job quality, and increasing access to better employment for those who are disadvantaged in the labour market.

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