



Sustaining Competitive and Responsible Enterprises

What

A modular training programme for the Small and Medium enterprises (SMEs), with 40 -300 employees size, to help them increase productivity through adoption of good workplace practices.

Why

An estimated 42 million persons in India depend on SMEs for their living, the second largest employer in the country after agriculture. SMEs today are required to meet quality and productivity standards and comply with international social and environmental standards. India's 12th five year plan emphasizes on strengthening the manufacturing sector with particular focus on improving competitiveness of the SMEs. SCORE strengthens the ability of Indian SMEs to rapidly respond to changing market needs and reducing product life cycles by adopting modern management practices, developing workforce skills and improving workplace relations for stable and growing productivity. This will help the sector to continue to contribute to more and better quality jobs ('Decent Work') particularly for Indian youth.



Mr. Murugan,
Honing operator, Drill Jigs Bushing Ltd., Chennai
"Cleaner work area and proper identification following SCORE training has led to faster traceability of tools and accessories. My colleagues are voluntarily and are eagerly participating in all improvement activities. The whole factory is looking brighter now."

- *No. of SMEs trained : 30*
- *Job creation in SCORE trained SMEs : 293*
- *Outreach to employees: 1680*
- *SMEs reporting cost savings due to SCORE : 25*

SCORE Operational Model

1. SCORE PHASE 1 : Demonstration

- a. Demonstrate effectiveness of SCORE methodology in 3 demo clusters - Delhi National Capital region (NCR), Ahmednagar (Maharashtra) and Chennai (Tamil Nadu). Light engineering units in these clusters are provided SCORE training on pilot basis.
- b. Train the trainers on SCORE methodology and build their capacity to independently provide SCORE training to SMEs
- c. Build capacity of industry association in marketing and coordinating productivity improvement services to their members on a sustainable basis.

2. SCORE PHASE II : Scaling-up, replication and sustainability

- a. Widely disseminate the SCORE success stories and launch a social marketing campaign to facilitate adoption of good workplace practises (including modern management methods) by SMEs to improve productivity.
- b. Develop synergies and linkages with state and government machineries to scale-up outreach to SMEs in India
- c. Policy dialogue at state and central level on innovative tools to promote more and better quality jobs in the SMEs by improving their competitiveness without compromising on working conditions ('Decent work')





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Key Expected Outputs

1. Create a pool of trainers (that is, consultants) trained and certified in SCORE methodology and modules for delivery of SCORE training in the SMEs.
2. Build the capacity of cluster-level industry associations to market and promote productivity improvement services to their member SMEs and monitor the delivery of such services for sustaining the competitiveness of the SMEs.
3. Disseminate SCORE success stories to demonstrate the linkage between good working conditions and productivity to help SMEs become globally competitive and responsible suppliers.

SCORE Methodology

- ☛ **2-day class-room training** for workers and managers followed by on-site coaching by technical expert to support shop-floor implementation on SCORE modules : workplace cooperation, quality management, productivity and cleaner production, human Resource Management and occupational Safety and Health
- ☛ **Delivered to the SMEs in India** through public-private partnership model.

Benefits for SMEs

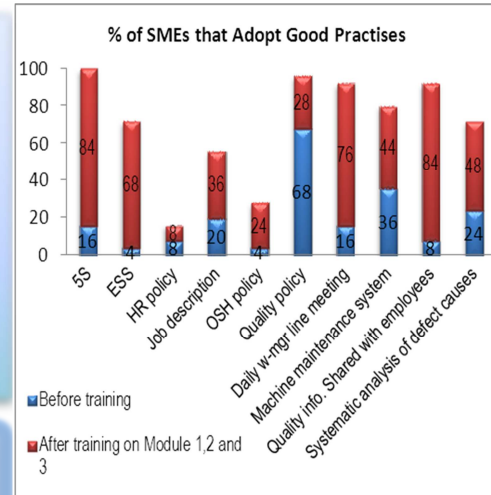
1. Collaborative work culture and improved workplace relations in SMEs for stable productivity.
2. 30% or more improvement towards industry specific benchmark such as absenteeism, employee turnover, defects, energy efficiency, waste per month, overtime, wait and idle time, inventory, motion, transportation, accidents and labour productivity
3. Good working conditions (including health and safety, suggestion scheme and reward, grievance redressal etc)
4. Skills development of employees on modern management tools such as Kaizen, Kan-ban, 5 S etc

Duration

SCORE Phase 1 : September 2009 – June 2013
SCORE Phase 2 : July 2013 – March 2016 (in pipeline)

Key Partners

Ministry of Labour and Employment (MOLE) and ILO's employers and workers partners, Ministry of Micro, Small and Medium Enterprises (MoMSME)
Donors : Swiss State Secretariat for Economic Affairs (SECO) and the Norwegian Agency for Development Cooperation (NORAD)



Anoop Jain, Director, Matrix Tools and Components, Faridabad

"SCORE Quality Module has increased our throughput. Our sales have gone up whereas costs & wastages have gone down."

