







# **SUSTAINING COMPETITIVE & RESPONSIBLE ENTERPRISES SHORT PROGRAMME – (SCORE SP)**

The International Labour Organisation (ILO) together with the Ministry of Economic Development (MED) is launching the SCORE – short programme in Maldives in the period late February 2015 to July 2015. Participation will be by application from enterprises. Selected enterprises will participate on a **no cost basis**.



## **BACKGROUND**

The ILO and the Employers' Federation of Ceylon (EFC) implemented the multi-supplier Factory Improvement Project (FIP) piloted in 2002 in Sri Lanka. Participation grew to over 30 enterprises in the apparel manufacturing sector in 03 consecutive programmes from 2002 – 2006. The positive results via enterprise improvements in quality, productivity, workplace cooperation, human resources management and health and safety supported the wider implementation of the project in manufacturing sectors in India and Vietnam.

The FIP has since been further developed and is established as the SCORE project 1 year programme, which is headquartered in ILO Geneva. The standard version consisting of five modules has been implemented since 2009 in seven countries (India, Vietnam, China, Indonesia, Ghana, South Africa and Colombia) across many sectors.

## **SCORE – SHORT PROGRAMME (SP) – 5 months duration**

The short programme was piloted in Sri Lanka as a condensed version of the standard programme incorporating the key topics and tools from the five modules which ensured a more cost and time effective model which generated quicker overall results that were and could be sustained by the participating enterprises. The implementation methodology was based on a common platform as per the standard version.

## **OBJECTIVES**

To empower enterprises to effectively engage their management and workers' participation towards common goals and daily targets with effective workplace cooperation techniques, to engage in joint problem solving towards reducing wastage of resources, to reduce quality defects and environmental wastes, to enhance productive efficiencies, to implement key HR practices, to reduce conflict, absenteeism and labour turnover, to improve health and safety in the workplace, to enhance the use of KPIs supporting fact based decision making and to forge a culture of sustainable competitiveness.

## **TRAINING METHODOLOGY**

- An initial baseline assessment carried out to assess your enterprise and determine areas for improvement.
- Three days of classroom training for two managerial and two worker representatives per enterprise at a common training venue, conducted by the SCORE Global Expert Trainer.
- A combination of four follow-up on-site visits per enterprise by the Trainer and Expert Trainer to support your improvement plans with your joint improvement team.
- Participation at the results sharing forum to highlight progress to distinguished stakeholders at the conclusion of the programme.

## **PARTICIPATION CRITERIA**

- ✓ Enterprises engaged in the manufacturing / service sectors, employing 50 – 300 persons, within Male, Hulhumale` and nearer Islands.
- ✓ CEO and senior management commitment to support 100% attendance at classroom, ensure timely on-site visits and allow time for the joint improvement team to engage in weekly meetings in the enterprise and encourage development activities.

- ✓ 50% of management should be Maldivian.
- ✓ Workers attending Training Programmes should be Maldivian.

## IMPACT OF GLOBAL SCORE IMPLEMENTATIONS

More than 250 factories have participated in SCORE projects since 2009;

- More than 2000 managers have jointly participated in classroom training,
- 75-80% of SMEs adopted good management practices,
- 70% reported improved workplace relations,
- 40%-50% of factories reported cost savings,
- Productivity increases from 15% - 50% over a 3-6 months period of the project,
- Cost savings from USD 3,000 – 15,000 within 2-3 months of training,
- Defects reduction by a minimum of 10% on average,
- Energy savings (KwH) of at least 2% per production unit,
- Reduction in worker absenteeism up to 15%,
- Participant enterprises reported 16% less accidents.

## IMPACT OF SCORE (SP) – SRI LANKA

- Reduction in In-line and End-line defect rates
- Increase in production efficiencies
- Reduction in utilization of energy (kwh / unit) in comparison with output
- Reduction in usage of water
- Increased throughput time due to better workflow
- Reduction in delivery costs
- Increased efficiency in material storage
- Increased volume in delivery due to better planning and loading
- More organized work environments using 5S principles
- Greater support of Union member in enterprises for development activities
- Strengthened worker – manager relationships in all participant enterprise

## FURTHER BENEFITS INCLUDE

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| <ul style="list-style-type: none"> <li>▪ Efficient production planning / scheduling</li> <li>▪ Smoother flow of work</li> <li>▪ Innovations by workers at the shop floor saving time and costs</li> <li>▪ Enhanced worker skills and faster problem solving in the workplace</li> <li>▪ Improved teamwork and commitment to Targets.</li> </ul> | <ul style="list-style-type: none"> <li>▪ Lesser degree of worker supervision</li> <li>▪ Reduced space utilization</li> <li>▪ Fewer workplace accidents</li> <li>▪ Lower labour turnover</li> <li>▪ Inventory reduction and lower unit labour costs</li> <li>▪ Better waste management and disposal</li> </ul> |
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### To find out more, contact:

**Ms. Shahida Abdul Rahman,**  
ILO Project  
Mobile: +9607631655  
Email : [shahida@ilo.org](mailto:shahida@ilo.org)

**Ms. Mariyam Azza,** EIF Project Officer  
Mobile : +960 7447905  
Email : [mariyam.azza@trade.gov.mv](mailto:mariyam.azza@trade.gov.mv)

**Rienzie Diaz** – Consultant / Trainer  
Mobile: +94 (77)-474-4090  
Email : [rienziediaz@gmail.com](mailto:rienziediaz@gmail.com)