

“Universal Health
Coverage through
Ayushman Bharat:
Assisting
Implementation”



1ST RQC
**AYUSHMAN
BHARAT**
Varanasi



1ST INTERNATIONAL
CONVENTION
on Sustainable Trade
and Standards
New Delhi

(A joint initiative of QCI and
UN Forum on Sustainability
Standards)

“Leveraging Trade,
Global Value Chains,
and Standards as
engines of Sustainable
Development”

QUALITY
INDIA
A QCI PUBLICATION
July-September, 2018



**QUALITY COUNCIL
OF INDIA**
Creating an Ecosystem for Quality

Life is
precious.
Safeguard it.



Our Technology Resources:



- Fully Automated Laboratory • Digital X-Ray • Tread Mill Test
- Pulmonary Function Test • Digital E.C.G. • Echocardiogram
- Colour Doppler Scan • Mammography • NCV • EEG





Dear Friends,

I am indeed delighted to share with you that we had a very successful 1st Regional Quality Conclave (RQC) at Varanasi on 9-10 August, 2018 on the theme “Universal Health Coverage under Ayushman Bharat: Assisting Implementation,” a major initiative of the Government of India, to ensure Universal Health Coverage for fifty crore citizens in the country. We have planned two more in the coming months.

The Conclave brought several stalwarts from the field to a common platform to debate and discuss the changing dynamics, role of research, infrastructural needs, changing management trends, and above all enhancing patient care and experience in the healthcare sector. It was attended by more than 800 participants, making it a huge success.

QCI being the National Platform for PSS supported by UN agencies hosted the 1st International Convention on Sustainable Trade and Standards (ICSTS), in collaboration with the United Nations Forum on Sustainability Standards (UNFSS) and the Ministry of Commerce and Industry, Government of India at New Delhi, on 17 - 18 September 2018. It was the first of its kind multi- stakeholder Convention in the world dedicated solely to the practical questions of leveraging trade, standards, and global value chains as engines of sustainable development.

QCI continues to work on improving the quality of life for 130 crore citizens of the country. Our wide range of projects touch the lives of citizens – from healthcare to education to quality of food, sanitation, housing, electricity, etc. Further, QCI has undertaken third-party sampling, testing and analysis of coal. We have already sampled 100 MMT of coal. We were appointed by Gujarat Pavitra Yatradham Vikas Board (GPYVB) for “High-end cleanliness project” of their famous 8 Yatradhams that attract highest tourist footfall in Gujarat. We have conducted an independent assessment of 34 airports of the country which are under Airport Authority of India on pre-determined terminal facilities, service delivery and infrastructure. There are several other projects we are working on like – Quality assessment of erstwhile R-APDRP (under IPDS), Google Toilet Locator etc.

The passion, commitment and energy of our staff members along with our partners like accredited CBs/IBs, labs, hospitals and organisations have the ability to overcome all the roadblocks. We have created more opportunities in the form of new and challenging projects covering assessment and reporting to give impetus to quick implementation of schemes on the ground.

Thanks,

Dr. Ravi P. Singh
Secretary General

Quality Council of India



Universal Health Coverage through Ayushman Bharat: Assisting Implementation

6

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International Convention on Sustainable Trade and Standards



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National Board for Quality Promotion

Editorial Team: Sanjay Singh, Anam Qureshi, Shalini Mukherjee | **Designed by:** Nidhi Batra



9-10 August 2018, Varanasi

Ayushman Bharat is the world's largest government funded healthcare programme aimed at making giant strides in healthcare sector in the country

Given the massive scale of the scheme, implementation will need a mission-mode approach with integrated efforts from multiple departments, private and public stakeholders.





Quality Council of India (QCI), in partnership with Banaras Hindu University (BHU), brought together representatives from various healthcare sectors and convened a three-day Regional Quality Conclave (RQC) in Varanasi on 9-10 August, 2018. The theme of the Conclave was “Universal Health Coverage through Ayushman Bharat: Assisting Implementation.”

This Conclave aimed to discuss on the lessons learnt from the pilot project in Uttar Pradesh and covered four important healthcare verticals viz. (i) Making Ayushman Bharat Quality Centric (ii) Strengthening PHCs & Health Wellness Centres (iii) Strategy for Affordable Diagnosis and Quality Medicines, and (iv) Patient Safety and Pharmacovigilance. In addition, as this Conclave was organised in Uttar Pradesh, there was a special session on ‘Steering UP for leadership in Ayushman Bharat Implementation’ to provide a platform for conversation on the roadmap to implement the scheme in the state.

There were productive conversations around patient safety, quality assurance in healthcare with a focus on empanelled hospitals, pharmacovigilance, and drug standards and regulatory oversights, role of accreditation in healthcare, telemedicine, increasing workforce and providing necessary training.

National Accreditation Board for Healthcare Providers (NABH), a constituent board of QCI, is working to support improvement of quality of healthcare service in the country to improve efficiency and predictability of health outcomes by providing accreditation programmes for healthcare organisations. With a huge experience in healthcare, QCI intended to bring all the stakeholders together onto one platform to make the nation’s largest healthcare policy i.e. *Ayushman Bharat, quality centric*.

Session Theme

“Moving towards Universal Health Coverage through Ayushman Bharat”

Ayushman Bharat is aimed at addressing the major concerns of the healthcare ecosystem in India by covering prevention through its wellness centers and promotion by designing it as an entitlement-based scheme. It is a step taken in the right direction at the right time because large populations in India end up into poverty due to increasing health expenditure that is 25-60% of the annual household income of a family. Thus, it becomes imperative that stakeholders at all the stages join hands to strengthen the existing ecosystem to assure access and at an affordable cost. Universal Health Coverage in India has to be India Centric with innovative ideas to improve accessibility and a mix between Assurance and Insurance.

Session 1

“Strengthening of PHCs & Creating Wellness Centres”

Primary healthcare is one of the critical foundations of any healthcare ecosystem, and Ayushman Bharat has prioritized it under the scheme by connecting it with Wellness Centers. It will result in a better accessibility of the centers and to ensure comprehensive care is provided in terms of maternal and child health services, free essential drugs, diagnostics etc. Measures have to be taken to upgrade the healthcare centers and form an integral link between PHCs and wellness centers to enable effective delivery of quality services as per prescribed standards.

Session 2

“Strategy for Affordable Diagnosis and Quality Medicines”

It is time India should start leveraging affordable innovation to tackle the healthcare challenges spread across its landscape. Though the commencement of Ayushman Bharat will improve the healthcare ecosystem, there is still a need to create technology-based models to make diagnosis affordable and improve accessibility to safe and quality medicines. A uniform baseline should be set for quality standards across units for all the healthcare services. So the strategy needs to be redefined and more credible third-party quality checks should be put in the process.



Topics Covered

“Steering UP for Leadership
in Ayushman Bharat
Implementation”

“Patient Safety &
Pharmacovigilance”



02

“Patient Safety & Pharmacovigilance”

At times, medicines may affect the body in unintended and harmful ways. In order to avoid such scenario, greater emphasis should be laid on Pharmacovigilance, which is the science and activities relating to the detection, assessment, understanding and prevention of adverse effects or any other possible drug-related problems. It is a step beyond patient safety so as to minimize the risks and maximize the benefits. It has its own set of challenges but the overall objective is to draw attention to possible improvements in systems that may prevent future problems and ensure patient safety.

One of the biggest challenges that emerged was the lack of quality in healthcare services and an important aspect of quality system is to work according to set guidelines. Lack of guidelines and Standard Operating Procedures (SOPs) leads to inconsistent, ambiguous and poor quality process and outcomes. **It is proposed that set costing guidelines should be formulated for seamless implementation of the scheme and SOPs to ensure uniformity and quality in healthcare service:**

1. Preventive care should be given attention over curative care, as a result it was suggested that primary health centres should be integrated with preventive and promotive care. Yoga should be used as an adjunctive intervention for medication assisted treatment and importance of yoga was emphasised and discussed by every representative from healthcare sector.
2. Diagnostic services are indispensable and crucial to clinical practice. In order to enable quality in every laboratory, awareness about NABL accreditation among beneficiaries is important. Accreditation has the potential to improve the quality of healthcare for patients through reduction of testing errors and can pave a way to achieve universal quality health coverage.
3. The discussions with stakeholders identified various solutions that can be used as critical strategies for implementing the scheme. The key recommendations that emerged from the discussions at the Regional Quality Conclave were:
4. As this scheme targets to improve the infrastructure and quality of service delivered in Primary Health Centres and Sub Centres, it is imperative to ensure that the workforce deployed in these centres are provided regular training and skill enhancement sessions.
5. Shortage of staff, especially to serve in rural areas, is challenging and in order to encourage more healthcare personnel to work in such areas, proper incentives should be provided.
6. The scheme also aims to provide cashless treatment, it is important to leverage the power of information technology and data analytics to monitor scheme implementation and manage fraudulent claims.

01

“Steering UP for Leadership in Ayushman Bharat Implementation”

Uttar Pradesh is one of the 25 states that have signed an MoU with the Center for the implementation of Ayushman Bharat. Nearly 30% of the total population of Uttar Pradesh will be covered by the scheme. However, being the most populous state of the country, it will certainly face numerous challenges in comparison to other states. It already has a low healthcare spending and poor healthcare infrastructure so it needs to maintain quality within its ecosystem while upgrading and innovating new models. A mechanism needs to be in place so that the healthcare activities can be monitored and managed on the regular interval.

The broad concept of sustainability into specific and concrete measures for companies and suppliers and also influence the consumption decisions of the consumers.

#RegionalQualityConclave



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QCI
3,790 Tweets

Tweets Tweets & replies Media Likes



QCI @QualityCouncil · 09/08/18
Dr. Krishan Kumar Aggarwal, Imm. Past President, Indian Medical Association urged that there should one Yoga Department in every hospital of India. There is no fight between Yoga and Medicine. #RegionalQualityConclave #AyushmanBharat @MoHFW_INDIA @AyushmanNHA @AdilZainulbhai




Ravi P Singh and Prof. BEJON MISRA

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QCI
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QCI @QualityCouncil · 09/08/18
Today our focus is shifting from Curative to Preventive care. We need to educate our patients. We all need to rise together to make #AyushmanBharat a great success. Mr. @dhimansmile, Head Policy & Intelligence, @AbbottGlobal enhancing the knowledge at #RegionalQualityConclave



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QCI
3,790 Tweets

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QCI @QualityCouncil · 09/08/18
"Ayushman Bharat can be scaled up to prevent any medical misuse" said Mr. Vimal Vakhlu Former Chairman & Managing Director of Telecommunications Consultants India Ltd. #RegionalQualityConclave @VCofficeBHU @AdilZainulbhai @RaviPSingh @bejonmisra



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QCI
3,790 Tweets

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QCI @QualityCouncil · 09/08/18
Technical Session 1 "Strengthening of PHCs & Creating Wellness Centres" chaired by Mr. @IasAlok, @NITIAYog @MoHFW_INDIA @AyushmanNHA @AdilZainulbhai @RaviPSingh @bejonmisra



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QCI @QualityCouncil · 09/08/18
"Preventive care approach is not only only cheaper but is always better." Said Mr. @IasAlok, @NITIAYog at #RegionalQualityConclave #AyushmanBharat @MoHFW_INDIA @AyushmanNHA @VCofficeBHU @AdilZainulbhai @RaviPSingh @bejonmisra



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QCI
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QCI @QualityCouncil · 09/08/18
"There are 13,000 Pharmaceutical Companies in the country and if they all come together then #AyushmanBharat will be a great success." Said Mr. A G Prasad, VP Sales and Marketing, Glenmark Pharmaceuticals Ltd. @MoHFW_INDIA @AyushmanNHA @VCofficeBHU @AdilZainulbhai @RaviPSingh - at Banaras Hindu University



3 6 10 6 10 5

QCI @QualityCouncil · 09/08/18



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QCI @QualityCouncil · 09/08/18
Dr. Sangeeta Sharma, Prof & Head, Institute of Human Behaviour & Allied Sciences said- " Essential Medicines and Standard Treatment Guidelines plays an important role in making #AyushmanBharat a great success."
@MoHFW_INDIA @AyushmanNHA @VCOfficeBHU @AdilZainulbhai @RaviPSingh



QCI @QualityCouncil · 09/08/18

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QCI
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QCI @QualityCouncil · 09/08/18
Ms. Upasna Arora, CEO, @YashodaHospital, Uttar Pradesh shared that 100 beds have already been created as soon as they heard that #AyushmanBharat is launching.
#RegionalQualityConclave @MoHFW_INDIA @AyushmanNHA @AdilZainulbhai @RaviPSingh @bejonmisra



QCI @QualityCouncil · 09/08/18

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QCI @QualityCouncil · 09/08/18
"Private Sector can play a major role in making #AyushmanBharat delivering healthcare to poorest of the poor." Said Dr. Anjali Tiwari, Director Lab Sciences, Regency Healthcare, Kanpur at #RegionalQualityConclave



QCI @QualityCouncil · 09/08/18

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QCI
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QCI @QualityCouncil · 09/08/18
"Private Sector can play a major role in making #AyushmanBharat delivering healthcare to poorest of the poor." Said Dr. Anjali Tiwari, Director Lab Sciences, Regency Healthcare, Kanpur at #RegionalQualityConclave



QCI @QualityCouncil · 09/08/18
Ms. Upasna Arora, CEO, @YashodaHospital, Uttar Pradesh shared that 100 beds have already been created as soon as they heard that #AyushmanBharat is launching

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QCI
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QCI @QualityCouncil · 09/08/18
Plenary Session: "Steering Uttar Pradesh for Leadership in Ayushman Bharat Implementation" Chaired by Dr. Vinod Paul, Member, @NITIAayog, @MoHFW_INDIA @AyushmanNHA @AdilZainulbhai @RaviPSingh @bejonmisra



QCI @QualityCouncil · 09/08/18
"Private Sector can play a major role in making #AyushmanBharat delivering healthcare to poorest of the poor." Said Dr. Anjali Tiwari, Director Lab Sciences, Regency Healthcare, Kanpur at #RegionalQualityConclave

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QCI
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Ravi PSingh and Adil Zainulbhai

QCI @QualityCouncil · 09/08/18
Various steps have been taken by the government in strengthening #AyushmanBharat- said Dr. Sanjay Rai, Additional Chief Medical officer Nodal officer Ayushman Bharat, Varanasi at #RegionalQualityConclave @MoHFW_INDIA @AyushmanNHA @AdilZainulbhai @RaviPSingh



QCI @QualityCouncil · 09/08/18
Plenary Session: "Steering Uttar Pradesh for Leadership in Ayushman Bharat Implementation" Chaired by Dr. Vinod Paul, Member, @NITIAayog, @MoHFW_INDIA @AyushmanNHA @AdilZainulbhai @RaviPSingh @bejonmisra

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QCI
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QCI @QualityCouncil · 09/08/18
"If Uttar Pradesh will be covered then half of the nation will be covered. People of UP should be joined with #AyushmanBharat Poorest of the poor of the state should be benefitted."- @bejonmisra, GB Member,QCI at #RegionalQualityConclave @MoHFW_INDIA @AyushmanNHA @AdilZainulbhai



Adil Zainulbhai and Ravi P Singh

QCI @QualityCouncil · 09/08/18

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QCI
3,790 Tweets

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QCI @QualityCouncil · 09/08/18
Success of #AyushmanBharat is not possible without Public-Private health sector support. Uttar Pradesh's success is country's success."- Mr. Vinod Paul, member, @NITIayog at #RegionalQualityConclave @MoHFW_INDIA @AyushmanNHA



Adil Zainulbhai and 3 others

QCI @QualityCouncil · 09/08/18
"If Uttar Pradesh will be covered then half of the nation will be covered. People

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QCI
3,790 Tweets

Tweets Tweets & replies Media Likes

QCI @QualityCouncil · 09/08/18
Dr. Rajnish Dubey, IAS, Principal Secretary, Medical Education, Govt. of UP @Health_Ministry said "#AyushmanBharat is a key initiative to introduce across Board the standardisation of medical services." At #RegionalQualityConclave @MoHFW_INDIA @AyushmanNHA @Health_Ministry



Adil Zainulbhai and 3 others

QCI @QualityCouncil · 09/08/18

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QCI
3,790 Tweets

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QCI @QualityCouncil · 09/08/18
"Quality of medical products & services would be ensured to each and every citizen covered under #AyushmanBharat." Said Dr. G.N Singh, Secretary cum Scientific Director, Indian Pharmacopoeia Commission, @MoHFW_INDIA at #RegionalQualityConclave @AyushmanNHA



Adil Zainulbhai and 2 others

QCI @QualityCouncil · 09/08/18
Dr. Rajnish Dubey, IAS, Principal

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QCI
3,790 Tweets

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Ministry of Health and 4 others

QCI @QualityCouncil · 09/08/18
Release of Conclave Souvenir at #RegionalQualityConclave in the presence of Mr. Neelkanth Tiwari, Hon'ble Minister of State, UP; Dr. @RaviPSingh, Sec Gen, QCI; Dr. Rajnish Dubey, IAS, Principal Sec, Medical Education, UP; Mr. Anil Relia, CEO, NABL & Dr. Harish Nadkarni, CEO, NABH



Anil Relia and 5 others

QCI @QualityCouncil · 09/08/18

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QCI
3,790 Tweets

Tweets Tweets & replies Media Likes

QCI @QualityCouncil · 09/08/18
Mr. M. Lokesh Kumar, Country Head, @Novartis, Mumbai said "As Arogya Priwar we are totally committed we have covered 15 thousand villages having created 38 million touch points in getting the care to the bottom of the therapy." At #RegionalQualityConclave



Ministry of Health and 4 others



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QCI 3,790 Tweets

Tweets Tweets & replies Media Likes



QCI @QualityCouncil · 09/08/18
"Whole practice of Lab testing should be integrated." Said Dr. Vandana Lal, MD, @lalpathiabs at #RegionalQualityConclave @AdilZainulbhai, @RaviPSingh



QCI @QualityCouncil · 09/08/18
Mr. M. Lokesh Kumar, Country Head.

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QCI 3,790 Tweets

Tweets Tweets & replies Media Likes



QCI @QualityCouncil · 09/08/18
Dr. Sumeet Gujral, Tata Memorial said "Labs should be centralised across the country." At #RegionalQualityConclave @MoHFW_INDIA @AyushmanNHA @AdilZainulbhai @RaviPSingh @NABL_QCI



QCI @QualityCouncil · 09/08/18
"Whole practice of Lab testing should be

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QCI 3,790 Tweets

Tweets Tweets & replies Media Likes



QCI @QualityCouncil · 09/08/18
Anuj Sharma, Technical Officer, @WHO said "Accreditation should be mandatory," at #RegionalQualityConclave @AdilZainulbhai @RaviPSingh @NABCB_QCI



QCI @QualityCouncil · 09/08/18

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QCI 3,790 Tweets

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e Marketplace



QCI @QualityCouncil · 09/08/18
"Government and industry to work together in making best use of every rupee spent in healthcare." Said Dr. Puneet Nigam, Sr. VP, Quality and L&D, Metropolis Healthcare Limited @MoHFW_INDIA @AdilZainulbhai @RaviPSingh @bejonmisra



QCI @QualityCouncil · 09/08/18
Anuj Sharma, Technical Officer, @WHO said "Accreditation should be

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QCI 3,790 Tweets

Tweets Tweets & replies Media Likes



QCI @QualityCouncil · 10/08/18
Dr. Jai Prakash, Sr. Principal Scientific Officer, IPC, @MoHFW_INDIA, said " In the time to come IPC in particular and in general will make India the only country in the world to make its own database for continuous adverse drug reaction & regulatory bodies to take action."



National Health Agency (NHA) and 2 others

QCI @QualityCouncil · 10/08/18
Day-2 kick starts with our Plenary session on "Patient Safety and

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QCI @QualityCouncil · 10/08/18
"Medicines should be given with strict quality check, so that its adverse reactions can be controlled." - Sridhar Dwivedi, Dean & Principal of HIMSR at #RegionalQualityConclave @AyushmanBharat @MoHFW_INDIA @AdilZainulbhai @RaviPSingh @bejonmisra



QCI @QualityCouncil · 10/08/18
Dr. Jai Prakash, Sr. Principal Scientific

Tweets Tweets & replies Media Likes

QCI @QualityCouncil · 10/08/18 "Our ultimate objective is to achieve patient safety" said Mr. A.K. Pradhan DDC(I), CDSCO, @MoHFW_INDIA at #RegionalQualityConclave @AdilZainulbhai @RaviPSingh @bejonmisra



1 1 4

QCI @QualityCouncil · 10/08/18 "Medicines should be given with quality check, so that its adverse reactions can be controlled" - Srithar

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QCI @QualityCouncil · 10/08/18 "Pharmacists can play a pivotal role in making #AyushmanBharat a great success" said R.A. Gupta, Vice President, IHPA #RegionalQualityConclave @MoHFW_INDIA @AyushmanNHA @AdilZainulbhai @RaviPSingh



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QCI @QualityCouncil · 10/08/18 "Quality, Patient Safety and Pharmacovigilance and the three

Tweets Tweets & replies Media Likes

QCI @QualityCouncil · 10/08/18 Dr. K.P Patnaik, Prof & Head, Pharmacology, PRM Medical College, Baripada, Odhisha emphasised that self medication is not good for health and should be avoided. #RegionalQualityConclave @AdilZainulbhai @RaviPSingh @bejonmisra



1 1 3

QCI @QualityCouncil · 10/08/18 "Our ultimate objective is to achieve patient safety" said Mr. A.K. Pradhan DDC(I), CDSCO @MoHFW_INDIA at

Tweets Tweets & replies Media Likes

QCI @QualityCouncil · 10/08/18 "Quality, Patient Safety and Pharmacovigilance and the three important pillars of #AyushmanBharat." Said Dr. Shakti Kumar Das, MS, @aiims_newdelhi at #RegionalQualityConclave @MoHFW_INDIA @AyushmanNHA @AdilZainulbhai @RaviPSingh @bejonmisra



1 1 3

QCI @QualityCouncil · 10/08/18 Dr. K.P Patnaik, Prof & Head,

Tweets Tweets & replies Media Likes

Ravi P Singh and Mohit Singh

6 9 30

QCI @QualityCouncil · 10/08/18 Arun Mishra, Executive VP, @GSK said "Awareness of health for patients is the key" at #RegionalQualityConclave @MoHFW_INDIA @AyushmanNHA @AdilZainulbhai @RaviPSingh



1 1 3

QCI @QualityCouncil · 10/08/18 "Pharmacists can play a pivotal role in making #AyushmanBharat a great success" said R.A. Gupta, Vice

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2 6 18

You Retweeted BHU @VCoifficeBHU · 09/08/18 Prof. Rakesh Bhatnagar, VC BHU inaugurated the 1st Regional Quality Conclave of Quality Council of India on "Universal Health Coverage" under #AYUSHMANNBHARAT Scheme of Government of India. @QualityCouncil



1 11 43

QCI @QualityCouncil · 09/08/18 Our Chief Guest Prof. Rakesh Bhatnagar, VC, BHU at #RegionalQualityConclave

Conclave at a glance







1st International Convention on Sustainable Trade and Standards

17-18 September 2018, New Delhi

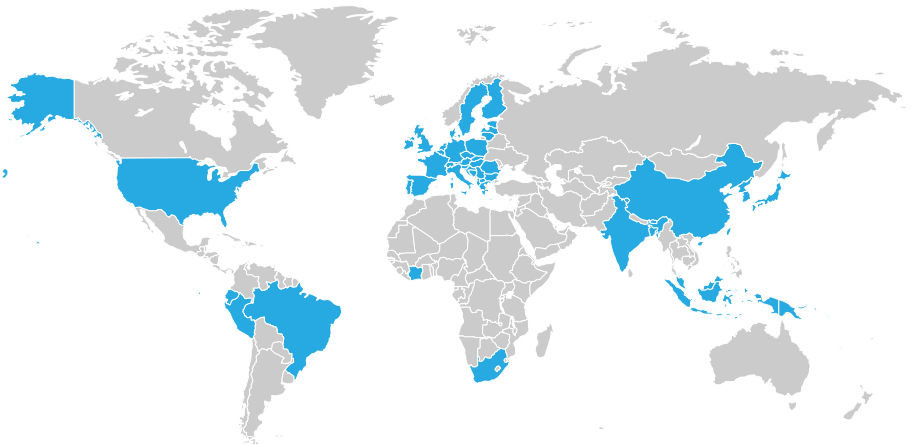
The 1st International Convention on Sustainable Trade and Standards (ICSTS) was convened by the Quality Council of India (QCI) in collaboration with the United Nations Forum on Sustainability Standards (UNFSS) and the Ministry of Commerce and Industry, Government of India at New Delhi, from 17 to 18 September 2018. It was the first of its kind multi-stakeholder Convention in the world dedicated solely to the practical questions of leveraging trade, standards, and global value chains as engines of sustainable development.

The origin of the ICSTS is rooted in the philosophy of the Charter of the India PSS Platform to institutionalize an inclusive intergovernmental, multi-stakeholder platform for the fraternity engaged in the sustainability standards ecosystem to gain access to each other and engage in dialogue, deliberation, and access to agenda-setting in the domain. The Convention saw conversations around 15 key topics through Panel Discussions, Thematic

Sessions on ways to strengthen multi-stakeholder initiatives and responsible sourcing decisions in agri-food, fisheries, textiles and forestry, and dialogues towards converging the best practices of sustainability standards and innovative ideas that addresses the needs and priorities of every single participant within the value chains, notably those in the most vulnerable position -- SMEs and small-scale producers.

It was attended by more than 400 participants, including representatives of governments, intergovernmental organizations, United Nations bodies, international organizations, national standards bodies, standards development organizations and alliances, certification and inspection bodies, international and national businesses, policy-making bodies, research institutions and think-tanks, micro, small and medium enterprises, civil society organizations, students, and other entities.

The Convention saw participation from the following countries: Belgium, Brazil, People's Republic of China, Ecuador, European Union, Germany, Ghana, India, Indonesia, Italy, Japan, Republic of Korea, Malaysia, Mexico, The Netherlands, Papua New Guinea, Peru, Singapore, South Africa, Spain, Kingdom of Sweden, Switzerland, United Kingdom, and the United States of America



The United Nations system bodies that participated in the ICSTS



The Convention also had participation from the following national, governmental, and autonomous bodies from India:

Ministry of Commerce and Industry (MoCI), Government of India (GoI); Agricultural and Processed Food Products Export Development Authority (APEDA), MoCI, GoI; Textiles Committee, Ministry of Textiles, GoI; Government eMarketplace (GeM), MoCI, GoI; Export Inspection Council of India, GoI; Quality Council of India, an autonomous body set up by MoCI, GoI; Ministry of Home Affairs, GoI; Ministry of Food Processing Industries, GoI; Directorate-General of Civil Aviation, Ministry of Civil Aviation, GoI; Export Promotion Council for Handicrafts, India; Prasar Bharati/All India Radio, Ministry of Information and Broadcasting, GoI; Standardisation Testing and Quality Certification (STQC) Directorate, Ministry of Electronics and Information Technology (MeiTY), GoI; Ministry of Coal, GoI; Unique Identification Authority of India, GoI; and Research and Information System for Developing Countries (RIS), Ministry of External Affairs, GoI.

The Convention had participation from the following foreign governments and international bodies of repute: Directorate-General of Trade, European Commission, European Union; Directorate-General of Trade, Ministry of Foreign Affairs, Sweden; Ministry of Economic Affairs and Climate Policy, The Netherlands; Delegation of the EU to India; Embassy of Sweden; Embassy of The Netherlands; Embassy of Germany; Embassy of Ecuador; Indo-German Biodiversity Programme of the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH, on behalf of the Federal Ministry for the Environment, Nature Conservation and Nuclear Safety of the Federal Republic of Germany; Ministerio de Economía, Mexico; National Institute of Metrology

Standardization and Industrial Quality (INMETRO), Brazil; Badan Standardisasi Nasional – BSN (Indonesian Standardization Body), Indonesia; South African Bureau of Standards; and China Association for Standardization.

Ambuja Cement, Anugraha Fashion Mill, Apave India, Apparel Resources, Apparel Views, APMG International, Armstrong Spinning Mills, BioTrade International, Boston Consulting Group (BCG), Bureau Veritas, CBRE South Asia, Central Mine Planning and Design Institute (CMPDIL), Confederation of Indian Industry (CII), CII-ITC Centre of Excellence for Sustainable Development, CII Sohrabji Godrej Green Business Centre, CKC, Ecocare Instruments, Federation of Indian Chambers of Commerce and Industry (FICCI), IKEA India, Indian Oil, IRClass Systems & Solutions, Kantar IMRB, Mantaram Service, Nestle, Oyo, Patel Food Industries, Peterson Projects and Solutions, PHD Chamber of Commerce & Industry, PlastIndia Foundation, RSJ Inspection Service, S3 Designs, SEC Global Consulting & Initiatives, Sun Fortune Limited, Swedish Chamber of Commerce India, Tetra Pak, TUV Rheinland, TUV SUD, and Walmart were some of the certification bodies, industry associations, and corporations that participated.

The President of the Steering Council of the India National Platform on Private Sustainability Standards (India PSS Platform or INPPSS) was the ex-officio Chair of the Convention.

HIGHLIGHTS OF #ICSTS18



Ceremonial Signing of the Declaration of Cooperation in Sustainability Standards Ecosystem among National Platforms

The National Platforms of Brazil, India, and Mexico entered into a contract to ensure deeper cooperation among national platforms, creating mechanisms for sharing and seeking inputs for exchange of ideas and case studies, help countries that do not have National Platforms to set up the same and share the common agenda, and participate in meetings that are held under the auspices of the UNFSS.



Bilateral Meeting with Sweden

A Bilateral Meeting was organised between the Delegation of Sweden and Quality Council of India to explore strategic cooperation in the area of standardization.

“Standards should play a pivotal role to change the baseline calculation of companies’ performances especially those in international trade like exports and imports”

– DSG, UNCTAD



Launch of the 3rd UNFSS Flagship Report

The 3rd Flagship Report of the UNFSS on Voluntary Sustainability Standards (VSS), Trade and Sustainable Development was launched at the Convention. The report identifies that VSS can potentially be a catalyst of sustainable development.

However, effectiveness depends on the institutional design factors of VSS systems; VSS systems could be facilitators or barriers to trade, concerns regarding multiplicity of VSS, increasing interest of VSS in developing countries, etc.



Launch of Handbook on Good Practices towards Sustainable Value Chains

The Convention also witnessed the launch of the Handbook on Good Practices towards Sustainable Value Chains, which was an initiative of the India National Platform on Private Sustainability Standards (PSS).

The Handbook is an attempt at sourcing and collecting innovative sustainability initiatives from organisations from around the global South that are replicable, scalable, and positively impactful for global value chains. The aim of the Handbook is to make these good practices and learnings reach organisations around the world and inspire them to replicate the same into their own value chains.

International Partner



Convention Partner



Associate Partner



Support Partner



University Partner



Knowledge Partner



Sessions

Inaugural Plenary

The Inaugural Session stressed upon the relevance of the Convention and its subject matter. It was highlighted that the necessity of VSS and the multiplicity of the standards was becoming quite a common phenomenon and looking at the linkages between such standards, trade, production and development was important. It was noted that the India PSS Platform was active in promoting the awareness raising on standards.

The panellists also discussed that the platform was also to act as a forum for launch of pioneering products that document the history of the sustainability standards ecosystem, initiate engagement across stakeholders, and resolve issues of producers and MSMEs at a micro and macro level.

They deliberated that by enhancing sustainability practices, standards can play a pivotal role to change the baseline calculation of companies' performances especially those involved in international trade like exports and imports. With broad uptake, standards can move industries towards improved social, environmental and economic performance. Standards translate the broad concept of sustainability into specific and concrete measures for companies and suppliers and also influence the consumption decisions of the consumers.

High level Plenary on Role of Trade and Trade Policy in Advancing the 2030 Agenda for Sustainable Development

This session saw statements from representatives of India, Sweden, and the EU, with remarks by the representative of UNFSS, who all agreed that emerging economies have an opportunity to act not only as a force for global economic changes but also lead in achieving SDGs.

The panel observed that those were tough times for international trade. Uncertainty around trade policies had become a worrying threat to global economic growth forecast and unilateral protectionist measures were on the rise. Trade policy alone cannot overcome all challenges related to sustainable development including, decent work, labour standards, social cohesion, green growth, and climate change resilience. It is a matter of nurturing new attitudes in which innovation and sustainability are prime drivers of competitiveness. Consumers, governments, business - large and small, non- governmental organizations and other stakeholders all need to come together to work closely.

The EU representative in the panel shared EU's experience and stated that when coupled with strong values on social protection and environmental stewardship, trade can be an enabler of sustainable development and contribute to setting high standards.

International trade is fundamental to economic growth and in improving welfare. Any country cannot reach its full potential without being open to trade, and therefore trade is a very key element to Agenda 2030 and achieving many of the SDGs; for e.g. gender equality, good health, decent work and climate change.

The panel suggested that in order for trade policies to contribute to SDGs, governments must define the policies in a manner in which they can support and complement the SDGs. It also noted that in negotiation of bilateral and regional trade agreements, there's a need to consider sustainable development so that it reflects in the final packages.

High Level Panel on Trade, Global Value Chains, Standards and Sustainable Development

In this session, the panel discussed the linkages between trade, global value chains, standards, and sustainable development, and presented their perspectives on how these linkages impact different stakeholders.

The panel collectively emphasized on the vital role that sustainability standards played in ensuring consumer safety, labour rights, environmental sustainability, biodiversity protection, and in providing a level playing field for producers in the international markets.

The panel also highlighted various challenges such as the adverse impact of sustainability standards on livelihood of small-scale producers because of their high costs, the lack of inclusivity in the standard developing process, and their non-accessibility. The government representative in the panel stated the Indian government's perspective of standards and sustainability not being directly linked to trade, and expressed fear towards private standards' potential misuse.

The panel emphasized on the vital role of the government and urged developing countries to play a proactive role in setting standards, rather than being reactive.

The panel recommended that PSS should be linked with SDG, and it should be inclusive and non-discriminatory. Other recommendations included the formation of a National Centre to study the impact of PSS, creation of an integrated system of conformity assessment and accreditation for sustainable growth, increase in the number of domestic accreditation bodies that will reduce cost and be non-discriminatory, and establishment of a central national body that helps address, examine and reduce the adverse impacts and help promote VSS. The panel also emphasized on the need for inclusion of producers to develop action plans and capacity building of MSMEs, and suggested that mere compliance to standards through certifications did not help achieve sustainable results until root causes were not addressed.

3rd Flagship Report of the United Nations Forum on Sustainability Standards and the Panel Discussion on the themes of the Third Flagship Report

The session began with the launch of the Third Flagship Report of the UNFSS on VSS, Trade and Sustainable Development.

The major questions that were touched upon by the panel were what made the VSS a new regulatory form, how and why the VSS arose in the global economy and its effects on sustainable development. The panel also deliberated on the fact that the effects of VSS on trade have been much debated as to whether they are enhancers or barriers to trade.

One of the questions that were highlighted was that eventually who is it that pays for the implementation of the VSS. Also, they talked about the different tools that were available to support VSS work for sustainable development. It was also noted that VSS should move towards a multi stakeholder approach in developing countries where knowledge sharing, creating coherent structure for linking policies and research studies and capacity building activities can be done.

The panel also discussed on the major takeaways of the report that were - when looking at the future of the sustainability standards is it important to address the issues regarding whether the standards are being implemented by national organisations, international organisations, international bodies or the government and how do we enforce them. It is also important that there is a close collaboration between the national platforms and they can have a very important role to play in addressing the current issues regarding these standards.

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Addressing ‘Challenges in Sustainability Standards Ecosystem Such as Multiplicity of Standards, Compliance Costs, and Capacity Development of Smallholders & MSMEs For Entering GVCs’

The panel deliberated on the challenges as well as opportunities that sustainability standards pose for the stakeholders, suggested ways to make standards inclusive and affordable, discussed different initiatives being taken to mitigate multiplicity of standards, and the role that the government can play in converting these challenges into opportunities.

The main opportunities discussed were that VSS provided a framework for best practices in processes, and that it allowed smallholders to gain access to premium supply chains. The panel discussed a number of challenges, including the lack of infrastructure in developing countries leading to inaccessibility of standards, high concentration of standards in specific sectors and countries, the constantly changing requirements of VSS, the confusion created because of multiplicity of standards, and the challenge of creating impact at scale.

The panel urged on the need of capacity building for smallholders, engagement with industry stakeholders, harmonization of different standards to increase accessibility and affordability, the inclusion of all stakeholders in the standard making process, and it called for standard requirements to be more practical and applicable. The panellists brought in their experiences and shared different instances where initiatives have been taken towards these recommendations.

The panel suggested that the government can play an essential role in promoting the positive impacts of VSS by using tools like subsidies, creating consumer consciousness through public policy, supporting industry associations, and ensuring implementation of the signed treaties.

Another important outcome of the panel was the invalidation of the common practice of using Indian consumers’ unawareness about sustainability as an excuse for not working towards sustainability in India. The panel highlighted that consumers in developed countries were also made aware through years of efforts, and urged that the same efforts are required in India, and other developing countries to create awareness among consumers.



Panel Discussion on ‘Exploring Coherence and Implementation of Government Policies and Possibility of Sustainable Public Procurement in Context of Developing Economies’

This session brought in perspectives of different government representatives and experts on sustainable public procurement. The panel discussed the inefficiencies of public procurement law, the various mechanisms and systems that can facilitate sustainable public procurement, and, suggested different policies that governments can adopt, as well as steps that can be taken to build capacity for the same.

The panel suggested that governments can prescribe to sustainable procurement by setting a clause in a project that limits tenders to producers that satisfy certain standards, though the bidding can be competitive, and stated that governments have been, in the past, making such preferential procurement policies. The panel further opined that governments should make clear policies on balancing preferential procurement and equitable procurement and share them with all government departments upfront, in order to maintain uniformity in decision making.

The panel saw public procurement law as a great obstruction in reaching sustainable development goals, and stated that clauses like that of strict relationship to the subject matter are not comprehensible, and should be replaced with a strict relation with the strategy of the contracting authority, which would imply that if a government signs the Paris Agreement, it does not have to justify its need for sustainability. In fact, the panel raised a question on the need for public procurement law, when private law, financial regulations that say that government money should be spent efficiently, and professional standards as already exist.

The panel suggested that if a supplier is not able to produce a sustainable product, the supplier should be totally excluded, as including the supplier would be unfair for other entrepreneurs who have invested in sustainability. The ‘no discrimination’ clause in public procurement law sees this as discrimination and mandates equal opportunity. The panel also commented that equal opportunity in this case is the opportunity for everyone to create sustainable products.

The panel laid down guidelines for governments and said that there need to be very specific requirements to be mentioned for procuring anything, and suggested that an easy way out for this is to use VSS certifications as requirements. Once policies are made and standards are set in place, capacity building is not a problem, and that there are a lot of institutions that can be collaborated with for the same.

The panel also emphasized that the discretion of the government should be very big, and that just like in the market, in public procurement also, consumer, i.e. the government, should be the king.

Panel Discussion on ‘Exploring Challenges in Global Value Chains Connected to Social Accountability’

This session saw detailed discussions on the nature of social accountability in global value chains, the current state at which GVCs are held socially accountable, the importance of social accountability of GVCs, the ways in which stakeholders can be incentivized for the same, along with some good practices.

The panel informed that social accountability is gaining momentum, and that conversations are arising around this throughout the world, where corporations are also proactively taking initiatives to be socially responsible. It was also discussed that VSS in this area are slowly emerging, and are here to stay.

The challenges that were brought up were the lack of knowledge and competence of MSMEs, the reluctance towards changing long-standing practices, the difficulty in bringing different stakeholders with different agendas together, the conflicting situation of emerging governments that want to remove barriers and ease trade.

The panel suggested the need for multi-stakeholder standards, a management-systems approach, worker empowerment and engagement, cost-effective solutions, and the importance of government involvement. Technology was suggested as a tool to address these issues. Government, media, and trade unions were called upon to actively hold corporations accountable. The panel also emphasized that compliance is a slow process and organisations should not be expected to meet all the requirements at once.

The panel also discussed some incentives that have nudged stakeholders to create socially accountable GVCs, like the incentive of increased productivity with better working conditions, the risk of bad reputation, the offer of increased business for manufacturers, and consumer demand, which was said to be the strongest incentive.

Panel Discussion on ‘Driving a Paradigm Change from Process-Based Standards to Consumption-Based Standards in GVCs in the Context of Sustainable Development’

The panel linked the session to SDG Goal 12 of sustainable production and consumption and informed about the lack of consumption-based standards, and brought to notice the need to reboot this outlook and start focusing more on the aspect of consumption, with the help of responsible global leaders, global market players, and responsible citizens.

The panel emphasized on the need to move away from mainstream economics of consumer behavior and use theories of behavioral economics and cross-fertilizing ideas of heterodox economics and law, and think of economics, ethics, and law in harmony. It emphasized on the need to. Law can play a major role in regulating irresponsible consumer behavior; case in point, the reform in the domain of waste segregation and plastic use. Production, though popular, and perceived as an easy regulatory target, is often insufficient. There is a need to incentivize the consumer to consume responsibly, and hence, there is need to think behaviorally. Markets already manipulate consumers to consume in excess; there could also be a possibility to manipulate to consume sustainably.

Focusing on the issue of transparency, it was noted that there is an information gap when it comes to standards, and there are Non-Codex Standards that small producers only get to know about when their products are rejected at the borders.

The panel concluded that both production and consumption are equally important. Though there are non-tariff measures or regulatory measures, there are also private sustainability standards that can help in this domain of consumption-based standards.



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Panel Discussion on ‘Simplifying Targets and Indicators and Standardizing Data to Monitor Sustainable Development Impact of GVCs, and Developing Statistical Capacity of People Measuring Impact’

In this session, the panel deliberated on how to collect data in a uniform manner so that it can be compared how to present data in a manner that it can be used and easily understood how to make sure it reaches the producers and farmers so that they can also use the data, and how to build capacity at the local level to measure this data.

Evidence-based decision making is suddenly in need of explanation from an increasingly sceptical public. There is a need to improve interface between statistics and research. A need for collaboration between scientists and industry players to debate about interpretations from data and how science can help, was called upon. The panel also urged revisiting the accountability of technical and scientific research.

It is important that organisations make sure that all stakeholders know about the key indicators that are being mapped and that transparency is maintained in the data collection and analysis process to ensure credibility of the same. It must also be ensured that all stakeholders of the value chain have access to the collected data and its interpretations and they can make use of it.

One of the key challenges in data collection in the standards space is that different organisations are collecting data on the same indicators individually, which means that farmers are being repeatedly asked the same data by different organisations in different forms. Another challenge discussed was that every organization has data confidentiality agreements that hinder data sharing. Also, people understand data in different ways, and there is a need to make sure that data is understandable by practitioners.

The panel used their experiences and commented that making results available transparently and readily is the key. An important part of the process is to learn where change needs to be made to better the functioning. Efforts need to be made to ensure standardization in the data that is being collected so that data sharing can be enhanced. The panel also urged to relook at the structural and process related deficiencies, for example, using English as the collection language, which is a hindrance for many producers. Another deficiency – increased use of non-disclosure agreements, especially when studies being funded by private sector.

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Panel Discussion on ‘Strengthening Multi- Stakeholder Sectoral Initiatives and Responsible Sourcing Decisions in Agri-Food Value Chains’

Tariff issues have been addressed to an extent by the WTO by non-tariff is what we have to deal with. Many of these are restrictive, and we need to contest them.

The panel highlighted that there are huge costs involved in certification and the farmers cannot bear it, it needs to be pass on. There is a need to look at the number of farmers being benefitted by a particular standard, and not just the volume. Further, there is a need to create more awareness among farmers that standards do create financial and social and health benefits in the long run so that they are more accepting towards them. This can be influenced from the demand pull as well, and there are other ways to do this apart from certification.

The panel called for a more comprehensive approach, looking at the benefits for farmers, along with water, soil, biodiversity, etc., and a shift from a compliance-based approach to an impact-based approach.

International standards need to work with national standards to know the context and reality of ground, the certification process needs to be democratized to include smallholders by looking at affordability and inclusivity. The panel also urged that consumers who are aware need to take the lead and create demand for sustainably produced products in the market rather than putting the entire burden on multinationals.

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Panel Discussion on ‘Strengthening Multi- Stakeholder Sectoral Initiatives and Responsible Sourcing Decisions in Fisheries Value Chains’

This session saw experts from the fisheries industry talk about the challenges that are being faced due to excessive demand and exploitation, and share some good practices that are being implemented.

The panel stated that lack of Indian auditors is one major factor that is a hindrance in the certification process. Moreover, uncertified fish are still being accepted by a few markets like those of Japan, which is something that needs to be uprooted and stopped. The challenges are more for the regulations committee for export as the product needs to be qualifying the requirements laid down by different countries.

Changing the mindset of the fisheries towards certification process has been one major task that is still ongoing. There have to be programs that help spread awareness among fisheries about how certification can help them connect to the international markets.

The panel emphasized on minimizing the environmental impact via laying down an effective management system like that of MSC. For fisheries supply chains to be sustainable, there must be traceability standards. Similarly, prime importance should be on the consumption category of fish and for segregation and identification, the major challenge is the cost that is involved in this process and there are now major efforts being made to have improvement tools that are being spread among the small-scale fisheries.

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Panel Discussion on ‘Strengthening Multi- Stakeholder Sectoral Initiatives and Responsible Sourcing Decisions in Forestry Value Chains’

This session saw a discussion on how multi-stakeholder frameworks can be strengthened to respond to challenges and lead to responsible sourcing decisions in the forestry sector. In response to the growing public concern about the role of forest loss to climate change and decline in biodiversity, new initiatives are being taken up by private sector actors to eliminate deforestation from their operations and supply chains. The concerns regarding legality of timber, deforestation and forest degradation gave birth to forest certifications.

However, the catch here lies in the fact that there has been very low acceptability and willingness to pay a premium price for certified products. The reluctance is high among the handicraft manufacturers and the additional costs are ultimately being borne by the customers.

Even though there is transparency in tracking timber coming from national forests, there is still difficulty in tracing wood coming from farmlands. The panel brought to notice that fuel wood, the requirement of which is being met from national forests, and fodder and grazing are primary sources of degradation of forests.

The panel also urged all national platforms to analyze whether the dialogue on sustainability standards is leading to positive benefits for all stakeholders of the value. It is important to involve all value chain players for a consensus-based decision.

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Panel Discussion on ‘Strengthening Multi- Stakeholder Sectoral Initiatives and Responsible Sourcing Decisions in Textile Value Chains’

With 8 billion garments being produced globally every year, i.e., 11 garment per person in one year, the textile industry is a 3 trillion-dollar industry and the second fastest growing one. It involves 100-150 million farmers, 70-75% of which are smallholders. At the same time, it is the second biggest polluting industry after oil, riddled with child labour, genetically modified seeds, water pollution, and health and safety issues. 5 trillion litres of water is used in textiles every year, which is equal to 2 million swimming pools. This session, setting this context, proceeded with discussing the major issues in responsible sourcing in textile value chains, and also gave recommendations to improve the status quo.

The textile sector is majorly MSMEs based and there are lot of issues that these MSMEs face. They have small units, no knowledge, and no resources, to bear the high cost of compliance which usually takes up 6-7% of their turnover. Moreover, there are high US subsidies on cotton that bring down prices, but the small farmers in Africa also have to compete with the same, which becomes a hindrance for them. The panel emphasized on the need to create capacity among MSMEs.

Coming to cost, the panel emphasized that instead of asking whether consumers will pay higher price for sustainable products, it is important to know how to reach the right price of a product. If the consumer is not paying the price, somebody else is, whether its nature, or smallholders, or factory workers.

“Government policies have emphasized sustainable development. With a rise in consumer awareness, the demand for sustainably produced goods and services is on the rise. Corporations around the world have increasingly focused on making their supply chains environmentally, socially, and economically sustainable. To that extent, new ideas must show the best way for partnerships to work towards this end keeping in mind small producers and the larger interest of open trade.”

- Harsha Vardhana Singh,
President, Steering Council,
India PSS Platform and
Former DDG, WTO

National Initiatives Feature: Opportunities and Challenges of Consolidation Efforts at the National Level w.r.t. Sustainability Standards

This session saw the representatives of the National Platforms of India, Brazil, Mexico, China, Indonesia, and South Africa come together and share their experiences, their learnings, and consider points of collaboration.

The panel stated that the main factor in the development of any national platform has to be the mindset of the people and that there must be a willingness to accept the sustainability standards. Hence, the objectives of a platform should also be to be a neutral forum for exchange of information while also linking the national demand with the international expertise. Capacity building, training programs and technical assistance were also stressed upon to be incorporated in the platform's action plan to overcome different challenges being faced.

Moreover, the panel highlighted the necessity for a common criterion for the standards so that there can be a check on whether the standards are being implemented correctly or not.

The panel urged incentivization of adoption of the VSS for the stakeholders and how this is the prerogative of the government, for example, adding the standards to the public procurement systems so that the stakeholders have more market access. It was stressed that there should not be too many standards but there should be improvement in the existing standards and its development, and that all of this should be done in consensus with the stakeholders and the standards developing organizations.



Closing Plenary

In the closing plenary, representatives from the India PSS Platform, UNFSS, and UNCTAD delivered a Vote of Thanks to all the parties that supported the organisation, and shared some key takeaways, along with recommendations as outcomes of the Convention. The Convention had been about improving people's livelihood, conserving the environment, improving health conditions, better jobs and thereby taking care of the planet. More than it being a question of the future, it is also about our present and the responsibility that we have towards our planet. A need to work on the consumption and production link, the sustainability that goes in-hand with it and to look further into the role of governments in all of this was expressed.

It was also remarked that the learning form ICSTS would be taken to the follow-up meetings in Geneva. The National Platforms of India, Mexico, and Brazil, and also of UNFSS and its member nations were called upon to thereafter take responsibility and collaborate to find meaningful solutions to the issues discussed in the Convention.

The sustainable standards have a very direct link with SDGs and in the context of SDGs, development happens when you increase the opportunities, increase the capabilities and create more possibilities for economic and social growth. In that context, the position of the Government of India of emphasizing the sustainable standards and sustainable development goals immensely and at the same time, recognizing that these development goals, in order to be effectively achieved, require systems that do not restrict trade, was expressed.

Recommendations included creation of a global accountability mechanism for all VSS schemes which could be created and run by UNFSS. This effort would include one benchmarking standard on the principles of inclusiveness, transparency and good governance. The second recommendation was to create a national response structure to evaluate the impact of all VSS for relevant export mechanism. This will provide a basis for giving greater platforms to organizations to talk to each other and to become interchangeable and to conform. Third was to create capability enhancement initiatives to develop national skills in line with relevant priority SDGs.



Glimpses of the Convention

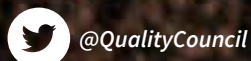






Financial Constraints of MSMEs and Role of ZED in Facilitation of Credit Through Financial Institutions

The Micro, Small & Medium Enterprises (MSME) sector has been recognized as a growth engine for the Indian economy





This sector contributes significantly to the economic and social development of India. However, with increasing globalization, MSMEs are under greater pressure from global competition to meet the expectations of the domestic as well as the foreign markets. Additionally, with Climate Change, transition towards a green growth economy is highly imperative for the manufacturing sector, including MSMEs, which account for a large part of the world's consumption or resources. In such a scenario, it is essential to ensure adequate flow of capital or financial resources of various forms in order to help these firms expand their wings in the most promising manner and meaningfully contribute their share in the growth of the country.

Undoubtedly, these MSMEs are performing their best, despite their limited sources. Still, there are multiple cases of these organizations facing funding issues. This demands urgent attention by the concerned stakeholders. Once the financial assistance is made robust, the rest of the things are sure to fall in place in due course of time.

Challenges in MSME Finance

Funding sources are the strengthening pillars for the small and medium-sized enterprises. Unavailability of timely and adequate funds has an immense adverse effect on the growth of these MSMEs, which in turn, affects the growth of the Indian economy. Such insufficient funding issues serve as a crucial barrier in the development and sustenance of MSMEs.

Due to unorganized nature of MSME industries and non-availability of required documents, banks are unable to provide loans. The requirements of the unit are approximately in the range of INR 4-5 lakh primarily for procurement of raw material. This has made the units resort to unsecured loans / informal borrowing on much higher rates. The availability of detailed credit information with broad coverage is crucial for closing the MSME finance gap. Firm financial statements and official documentation are essential parts of loan applications for many banks. However, the quality and reliability of these statements varies across countries and firms. MSMEs often lack the necessary technical knowledge for preparing the kind of sound financial statements needed for loan applications.

Typically, funds from friends and family form the largest financial source for the MSMEs in India followed by private money lenders and the unorganized financial sector, where most of the times the financing terms are unclear and interest rates are very high too.

Among the formal financial institutions, commercial banks constitute the largest source of financial assistance for the MSME sector. Financial support from public sector banks has been pioneer in providing financial assistance to several MSMEs which can approach the banks for loans under various schemes. Also, Government of India's MUDRA provides refinance to micro business under the Scheme of Pradhan Mantri MUDRA Yojana and support to Banks / MFIs for lending to micro units having loan requirement upto 10 lakh.

Opportunity in Bridging Access to Finance and Role of ZED

Financial access is critical for the growth of MSMEs. It allows entrepreneurs to innovate, improve efficiency, expand to new markets, and provide millions of jobs. Yet, in developing countries, the majority of MSMEs are unable to acquire the finance they need to reach their potential.

Though financial institutions have a higher perception of MSME Sector lending, consistently they are playing a key role in MSME financing. The continuous growth in formal financing to MSME is a result of guideline by the Reserve Bank of India for Priority Sector Lending (PSL). As per the PSL guidelines banks require to supply debt to priority sectors such as Agriculture, Micro and Small Enterprises.

Banks have made stable strides to support MSMEs. However, such approaches by banks for funding are limited and restricted because by controlling and managing risk, they ultimately create value. Thus, banks are not always a rightful solution as a funding source. Access to capital markets is rare in the case of MSMEs. Therefore, such organizations hugely depend on borrowed funds from some financial institutions and banks.

Despite the fact that many steps are taken in making MSMEs financially strong, the MSMEs find it difficult to obtain credit from banks and other big lenders who often take into account the basic assets of the firm such as primary infrastructure or inventory, which MSMEs may not be able to show. In the face of banks'/FIs' reluctance to lend, these enterprises are compelled to resort to high cost, non-continuous financing from money lenders and other informal sources, or they continue to operate at sub-scale. Banks charge an interest rate of 10-20%, compared to 36-70 % from informal sources like money lenders. The key to financing any enterprise lies in the ability of the financier to evaluate and manage such business risks.

Small enterprises are hit by poor access to funds. This can be overcome if financial institutions are able to assess firm-specific and general risks, and offer innovative products.

One of the most important procedures taken by financial institutions that offer credit to MSMEs is to scrutinize their credit rating status in order to get a clear picture of the credit worthiness of the enterprises.

This is where the Zero Defect Zero Effect (ZED) Maturity Assessment Model is expected to facilitate the aforementioned vision. The ZED model eliminates subjectivity by bringing in objectivity through the measurable parameters. The assessment is a holistic approach to measure the performance of the organization on Quality, Environment, Safety, Production & several other important financial parameters. The ZED rating indicates how sound the management of the enterprise is and whether they are quality oriented or not. As for banks, the due diligence can be reduced. The due diligence carried out by banks before disbursement of loans to enterprises will be supported

well by the ZED assessment as through this model a holistic understanding of the enterprise is developed, which looks into the sustenance of systems and processes, directed towards profitability and eventually marking the enterprises along growth indicators.

The idea of ZED and its successful implementation will definitely have a positive impact on the economic fabric of the nation and has the potential to be a national movement. There has so far been a positive response from financial institutions.

To give further traction to the ZED scheme, QCI has also started connecting with various financial institutions. On the advice of RBI, the Indian Banks' Association has included information on ZED Rating in the MSME loan application form. Additionally, through an office order, the RBI has also instructed all its Regional Offices to showcase ZED in the capacity building programs for bankers as well as townhall meetings. So far ZED has been showcased to various bankers in the NAMCABS & Townhall meetings across India and the activity is ongoing. Additionally, banks such as State bank of India and YES Bank have agreed to extend support to ZED rated MSMEs, providing MSMEs with interest rate relaxation and processing fee waiver on loans.



Yes Bank signed an MoU on Zero Defect Zero Effect (ZED) with QCI



SBI signed an MoU on Zero Defect Zero Effect (ZED) with QCI

Conclusion

In order to serve the credit needs, innovative channels for credit delivery have to be explored. With the incorporation of ZED, we hope to provide an integrated assessment of key operational parameters along with certain financial parameters, which will help banks improve their lending decisions by identifying credible - certified MSMEs with robust systems and processes. Further, this will help banks identify MSMEs, which have consistent long-term growth potential, thereby, assisting banks to compare MSMEs and enhance due diligence mechanisms. Since, MSMEs have been paying high-interest rates for bank loans, we hope to partner with as many financial institutions to

persuade them to lower interest rates and provide any other financial benefits to meet the needs of MSMEs.

So far, Financial Institutions have played an important role in supporting and developing MSMEs. However, more impetus should be given to financial inclusion of MSMEs. While MSMEs are best vehicle for inclusive growth to create local demand and consumption, the level of financial exclusion still remains very high in the MSME sector. Thus, universal financial access, including SME finance, should no longer be a policy choice but a compulsion.



QCI Introduces eLearning Course on Blockchain

The Blockchain is an emerging technology which is widening the horizon of opportunities in India and the rest of the world




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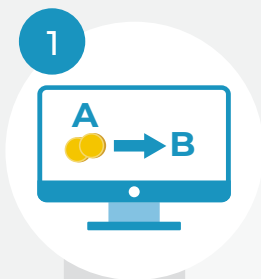


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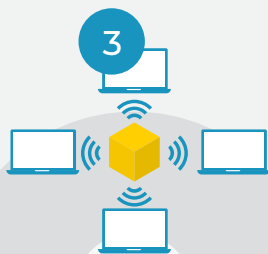


The global Blockchain market is anticipated to grow to over \$60 billion by 2024. While the first three industrial revolutions were kick-started by the introduction of the steam engine, electric power, and digital technologies, the fourth industrial revolution will be propelled by technology breakthroughs such as Blockchain, Artificial Intelligence, the Internet of Things (IoT) and 3D printing.

Shedding light on a new technological wave, Klaus Schwab, founder of the World Economic Forum, wrote in his seminal book -The Fourth Industrial Revolution, **“The fourth Industrial Revolution will have a monumental impact on the global economy, so vast and multifaceted that it makes it hard to disentangle one particular effect from the next. Indeed, all the big macro variables one can think of – GDP, investment, consumption, employment, trade, inflation and so on – will be affected.”**



A wants to send money to **B**



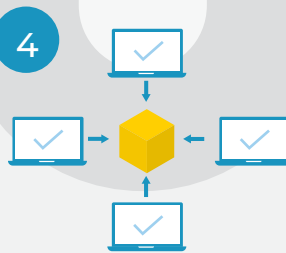
The transaction is **broadcast** to a network of nodes



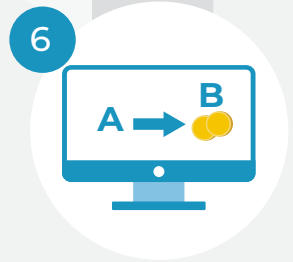
Now the block can be **added to the blockchain**, in a way that is permanent and unalterable



The transaction is represented as a **block**



The network **validates** the transaction



The **money moves** from A to B

Before delving into the detail, there is a need to understand the concept. Arthur Iinuma (President and Co-founder of ISBX - a leading Blockchain development agency based in USA) -- wrote in Forbes, "In simple terms, a Blockchain can be described as an append-only transaction ledger. What that means is that the ledger can be written onto with new information, but the previous information, stored in blocks, cannot be edited, adjusted or changed. This is accomplished by using cryptography to link the contents of the newly added block with each block before it, such that any change to the contents of a previous block in the chain would invalidate the data in all blocks after it."

Recently, NITI Aayog and IBM announced a first-of-its-kind internship programme for students selected by Atal Innovation Mission (AIM). According to the press communiqué, these students will be equipped with the skills for new collar careers in areas like Artificial Intelligence, Internet-of-Things, Cyber Security, Cloud Computing, and Blockchain. In another development, NITI Aayog partnered with Oracle and Apollo to weed out fake drugs in India while using Blockchain and IoT solutions. As more institutions and companies are adopting this technology, the learners are eager to understand what it is and why it matters. It is evident that the demand for Blockchain is increasing.

As expectations from digital technologies are rising steeply in India, QCI is introducing an eLearning course on Blockchain. In the eLearning course, learners will get a comprehensive understanding of the historical development of Blockchain, what Blockchain is, how it works, how it will contribute in the growth of industries and the security challenges. The course will be equipped with video lectures, case studies and suggested readings on the topic. In order to serve it appropriately, QCI is categorizing the Course at three levels.

The course categorization is as follows:

- Blockchain: **Basics**
- Blockchain: **Intermediate and**
- Blockchain: **Advance**

It is evident that innovation serves as a decisive factor for economic growth, employment, and value creation. With increasing focus on strengthening the innovation ecosystem, the audience of the courseware will be engineering students and professionals who are interested in the emerging technologies like Blockchain. Our new course will be an impetus to fostering innovation in India.

Project Planning and Implementation Division (PPID)

Our Ongoing Projects – Towards A Swachh Bharat

QCI's foray into the sanitation sector started back in 2015, when the Ministry of Housing and Urban Affairs (MoHUA) assigned the task of assessing 75 cities on a pre-defined sanitation framework to QCI.



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1. Swachh Survekshan, 2016
 2. Swachh Survekshan, 2017
 3. Swachh Survekshan Grameen 2016
 4. Swachh Survekshan Grameen 2017
 5. Swachh Bharat Mission – Open Defecation Free (ODF)
 6. Swachh Railways
 7. Swachh Ports 2017 & 2018
 8. Swachh Retail Outlets
 9. Cleanliness Assessment of Gujarat Yatradhams

Story So Far: Hitting the Swachhta Road

QCI's foray into the sanitation sector started back in 2015, when the Ministry of Housing and Urban Affairs (MoHUA) assigned the task of assessing 75 cities on a pre-defined sanitation framework to QCI. The purpose was to inculcate a spirit of healthy competition among various local bodies so that the target of Clean India is achieved by 2019. In year 2016, Ministry of Drinking Water and Sanitation delegated the task of conducting a sanitation assessment survey of 75 districts in rural areas to QCI. Since then, QCI has continued to scale new heights in the field of sanitation, cleanliness and waste management.

Some of the Projects Executed by QCI

1. Swachh Survekshan, 2016

MoHUA commissioned QCI to assess and rank 75 cities on the basis of a detailed cleanliness and sanitation framework to encourage cities to improve their urban sanitation and to act as a trigger to improve sanitation status across the country.

1.

2. Swachh Survekshan, 2017

In the subsequent year, the task of assessment and ranking of cities was expanded to 434 AMRUT Cities by MoHUA. The assessment was carried out in 3 parts namely, Service Level Check, Independent Observations and Citizen Feedback. The cities were assessed on broad parameters like Open Defecation Free, Integrated Solid Waste Management, etc.

2.

3. Swachh Survekshan Grameen, 2016

3. Swachh Survekshan Grameen, 2016

Assessment and ranking of 75 rural districts on the parameters of Swachh Bharat Mission Gramin was conducted for Ministry of Drinking Water and Sanitation (MoDWS) by QCI. The parameters of assessment in rural areas were broadly related to access and usage of toilets, and efficiency in solid and liquid waste management.

3.

4. Swachh Survekshan Grameen, 2017

The project of assessment and ranking of cities in rural India was further increased encompassing 1,40,000 households across 32 States/Union Territories of India. The assessments were conducted to gauge the existing coverage of toilets in rural India and its use at pan-India level.

4.

5. Swachh Bharat Mission – Open Defecation Free (ODF)

For the MoHUA, QCI verified and certified 4041 cities and towns on the parameters of ODF, in line with the objective of making India ODF by 2019 as stated in the Swachh Bharat Mission.

The project involved survey assessment of self-declared Urban Bodies through document verification and on-site inspection. This 2-part assessment was followed by declaration of the city as ODF and finally the awarding of the esteemed “Swachhta Certificate”.

The project is still underway as the ULBs declared as ODF are revisited on a bi-annual basis to ensure that ULBs are vigilant and to avoid slippages.

5.





Swachh Retail Outlets

Evaluation and assessment of 4,202 Retail Outlets across 50 cities in India was executed for the Ministry of Petroleum & Natural Gas and Oil Marketing Companies, on the basis of cleanliness and sanitation metrics. The project assessed the progress made by the Oil Marketing Companies under the Swachh Bharat Mission, identified the service level of each retail outlet and acted as a trigger to motivate them to improve their cleanliness and sanitation facilities.

6.

Swachh Railways

Assessment and ranking of 407 A1 and A grade railway stations for Ministry of Railways on cleanliness and Swachh Bharat Mission parameters to monitor the progress of 'Swachh Rail, Swachh Bharat'.

7.

Swachh Ports 2017 & 2018

Assessment and ranking of all the major 12-13 ports in India on the basis of cleanliness and Swachh Bharat Mission parameters was conducted by QCI for the Indian Ports Association. The team inspected the port area on parameters like sanitation and cleanliness, solid and liquid waste management, open defecation free status, IEC and subsequent behaviour change and initiatives taken for the beautification of ports. The Haldia Port was declared as the best performing port under the survey.

9.

Cleanliness Assessment of Gujarat Yatradhams

Assessment, monthly monitoring and grading of high-end cleanliness work conducted by four Cleaning Service Providers in eight tourist destinations (Yatradhams) in Gujarat for Gujarat Pavitra Yatradham Vikas Board (GPYVB) is being conducted by QCI.

Apart from the aforementioned projects, other projects which QCI has executed in the sphere of sanitation and cleanliness include the Google Toilet Locator; the Program Implementation Unit for improved documentation and analysis in Sikkim, Maharashtra, Madhya Pradesh, Delhi, Telangana, Uttar Pradesh; Swachh Telangana; Swachh Uttar Pradesh; SBM Gujarat Grameen ODF; SBM Jharkhand Grameen ODF; etc.

The surveys conducted by QCI over the past couple of years have offered a comprehensive account of access to sanitation in a variety of spheres from cities to villages, trains to ports, cantonments to retail outlets and hotels to tourist spots. This has assisted the Government in ranking local bodies across the country on various sanitation parameters, and concurrently ensured that need-based interventions take place swiftly on the identified needs and gaps.

8.

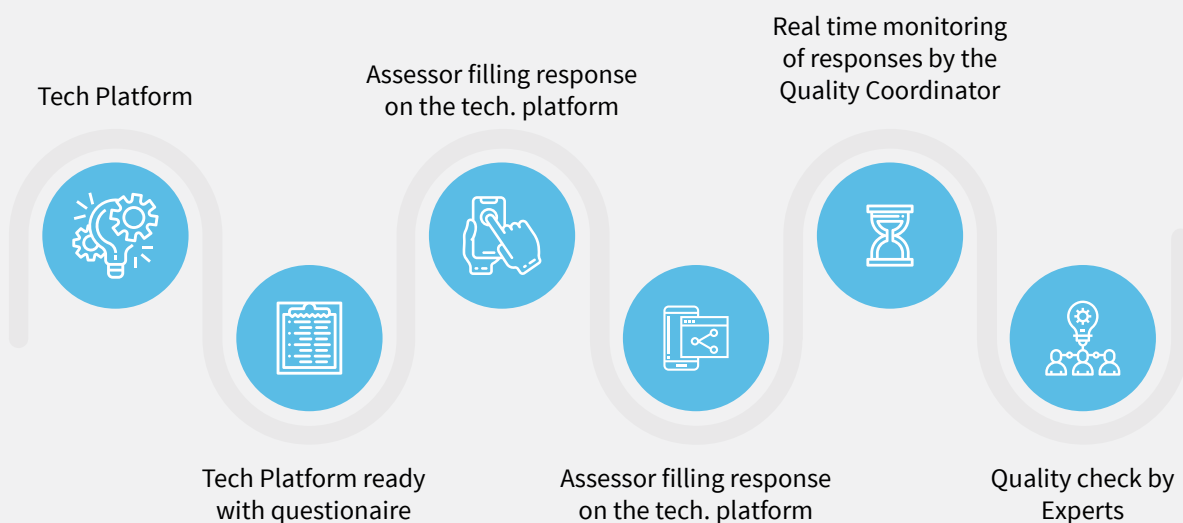
Approach & Methodology: Combining Human Intelligence with Sophisticated Tech

For achieving its intended objectives, the Swachh team at QCI operates with a meticulously-designed comprehensive and innovative approach. It engages accredited inspection bodies for carrying out on-ground assessment with the help of trained assessors having the desired competence. The data collection exercise is conducted using state-of-the-art technology platforms to ensure transparency, accuracy and speed. A dedicated team of QCI monitors the information collected on the ground through a robust communication system. As an additional measure to ensure quality, the activities of the assessors are monitored and reviewed through cross verification by team members.

A blended approach of information technology and human intervention is used for conducting this massive social audit. Both work in tandem to create an integrated ecosystem which

can rapidly scale- up operations. The processes of strategic planning, resource allocation, training, assessment, data analysis and result compilation are rendered highly effective through this seamless collaboration.

What makes the Swachh Bharat Mission team at QCI? A squad of 2000+ on-field assessors, 200+ Quality Check Coordinators, 50+ Experts, 10+ Project Managers¹; all working tirelessly on projects like Swachh Survekshan Urban, SBM Open Defecation Free, Google Toilet Locator, Swachh Uttar Pradesh, Swachh Rail, Swachh Ports, Swachh Retail Outlets, etc. for bodies like Ministry of Urban and Housing Affairs, Ministry of Railways, Ministry of Ports, and state Project Implementation Units.



Way Forward: The Whole Nine Yards

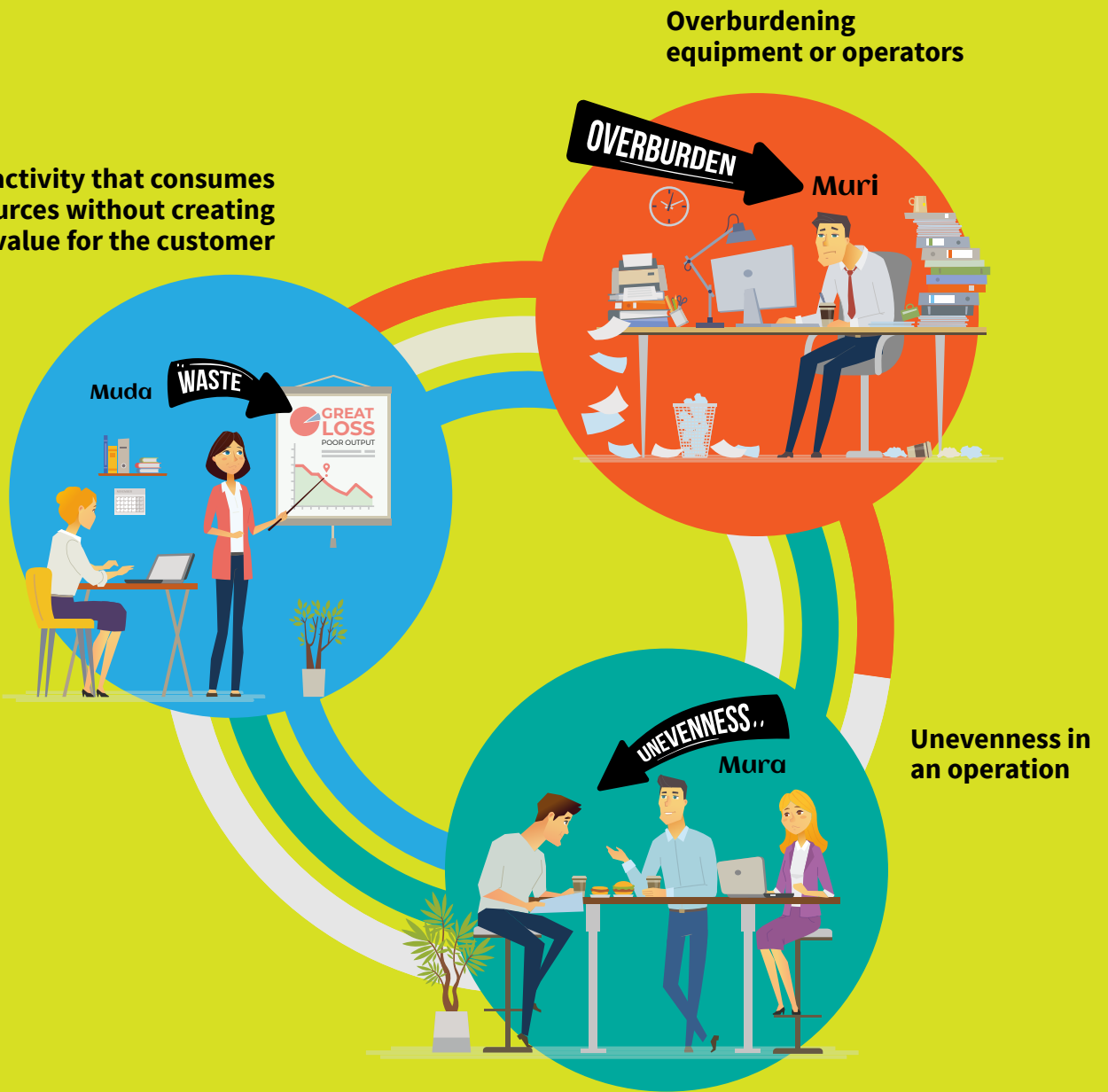
Efforts by local authorities, state governments, the Centre, QCI, and others have borne fruit. Today, 3227 cities have declared themselves Open Defecation Free; 40,0767 community and public toilets have been constructed and more than 50,71,725 individual toilets have been built. As they say, a good start is half the battle won and QCI hopes to help win this battle completely at the earliest.

The quantum of work which has been achieved thus far in a short span of time wouldn't have been possible without the commitment of the people and the organisation towards the cause. If we may borrow the words of the Chairman, QCI; the mission of "Swachh Bharat (must) power on".²

¹ The number provided above is an estimation of all the Swachh Projects QCI has done till now. There are 200+ assessors involved in SBM-ODF project, 400+ assessors part of Swachh Survekshan 2017, 100+ assessors in Swachh Retail Outlets, 50+ assessors in Swachh Maharashtra, 200+ assessors in Swachh MP.

² <https://www.financialexpress.com/india-news/why-narendra-modis-swachh-bharat-mission-is-a-success-and-it-must-power-on-adil-zainulbhai-qci-chief-explains/873931/>

Any activity that consumes resources without creating value for the customer



FEEDBACK ON LEAN MANUFACTURING
COMPETITIVENESS SCHEME
LEAN PROJECT TEAM, NABET

The Micro, Small and Medium Enterprises (MSMEs) are a vital part of the Indian economy contributing to over 45% of Industrial production and around 40% of the total exports. MSMEs are the largest contributor in terms of employment generation in the manufacturing sector. These are present as part of the value chain in almost all distinguished industry sectors like automotive industry, garments and textile industry, leather industry etc.

As global competitiveness becomes intensive, MSMEs are transitioning to a new business environment with emergence of global supply chains. MSMEs form an integral part of almost every value chain and there is a symbiotic relationship between the large corporations and relatively small sized suppliers.

Manufacturing has been recognized as the main engine for the growth of economy. The share of manufacturing sector in Indian National GDP over the years has stagnated to 14-15% only. The National Manufacturing Policy of Government of India envisages share of manufacturing to reach target of 25% of the National GDP by 2022. To achieve a sustained rate of growth, the manufacturing sector needs to build and maintain competitiveness needed to face the challenges posed by globalization.

Recognizing the importance of overall economic growth of a country and the need for enhancing its productivity, competitiveness and employment generation, many countries have initiated institutional mechanism for a national approach on manufacturing.

The Development Commissioner, Ministry of Micro, Small and Medium Enterprises (DC-MSME), Govt. of India is implementing Lean Manufacturing Competitiveness Programme under Public-Private Partnership (PPP) mode, for the benefit of Micro, Small and Medium Enterprises

The objective of the scheme is to enhance the manufacturing competitiveness of MSMEs through the application of various Lean Manufacturing (LM) Techniques. The general approach involves engagement of Lean Manufacturing Consultant (LMC) to work with selected MSMEs in the chosen clusters with financial support by the Government.

Under the scheme, clusters are being formed comprising of 6 -10 units, wherein Lean consultants implements various Lean Tools and Techniques depending on the need and requirement of Industry for a period of 18 months. Fees of Lean Consultant is being subsidized in the scheme. 80% fees of Lean Consultant are being borne by Government of India while 20% cost of lean consultants needs to be borne by Industry.

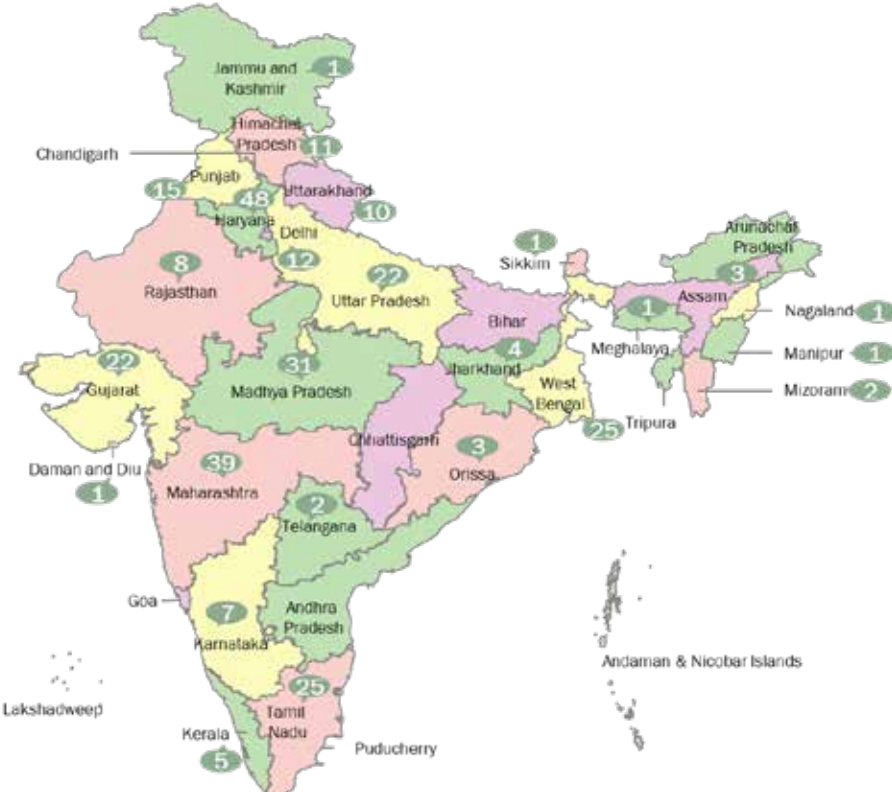
It has been acknowledged as amongst the most progressive schemes of DC (MSME). Due to implementation of this scheme units have re-generated themselves to the next level. There have been cases where units in a cluster were running in losses, and post implementation of Lean Tools Techniques, units are now able to generate profits. Moreover, productivity in units has also increased upto 27% across sector. Implementation of Lean Tools and Techniques has resulted in tremendous improvement for MSMEs and these enterprises have already received 8.3 times return on their investment (consultant fees).

Quality Council of India is acting as the National Monitoring and Implementation Unit under Lean Manufacturing Competitiveness Scheme of DC (MSME) office since 2014. Till now QCI has formed 243 Clusters and has conducted 300 Awareness Programs

For sustained growth and improvement in any process and event, continual improvement is of immense value and this could be achieved through continuous feedback on the system and process of operations. With this objective in mind, QCI is seeking feedback from units and what improvement and changes need to be incorporated in its system and processes as well as what additional expectations are from units' point of view for Ministry.

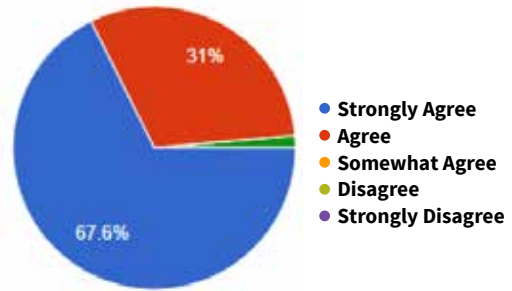
Till date QCI has successfully implemented the Lean Scheme in **54** Lean Clusters. At QCI an effective feedback, both positive and negative, is considered of utmost importance. Adopting an approach on similar lines, a detailed feedback was sought from **445** Industrial units which participated and successfully implemented the scheme.

This feedback is a tool for continuous learning for us. We wish to invest time in asking and learning about the experience of units, collecting information and using this information to further improve the reach and implementation of the Lean Scheme across MSMEs.



Satisfaction Level of Units on Implementation of Lean Scheme

Majority of the units (98%) are satisfied with the level of implementation of lean tools and techniques in their units (67.3 % Strongly agree, 31% Agree). This clearly indicates the acceptability and success of the scheme.

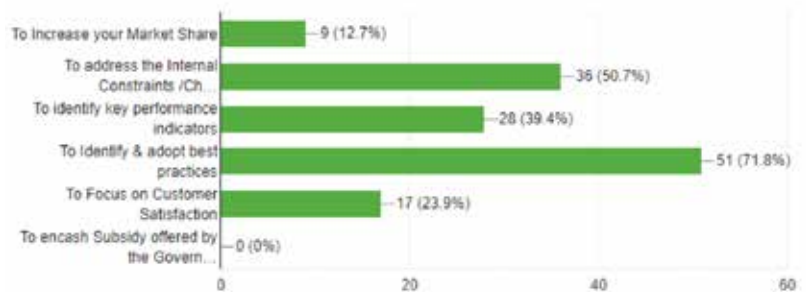


Overall I am satisfied with the implementation of Lean Scheme

Need for Implementation of Lean Scheme

61% units strongly felt the need of implementing Lean Tools and Techniques in their units for the following reasons –

- To identify & adopt Best Practices (71.8%) and
- To address the Internal Constraints/Challenges (50.7%)



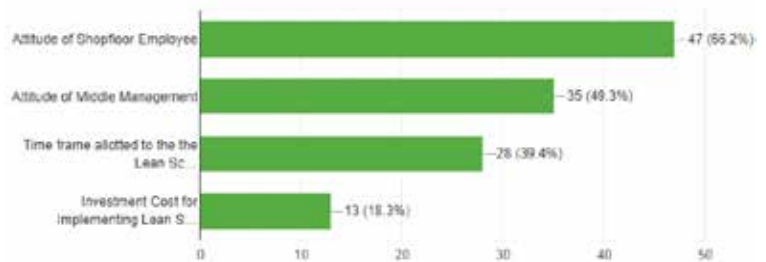
You felt the need to implement Lean Scheme (you can choose maximum two options)

Barriers / Bottlenecks in Implementing Lean Scheme

Major bottleneck with respect to implementation of lean tools and techniques is Attitude of Internal Staff and this warns the cultural change within the unit. As per feedback received from units, major bottleneck pertains to following two arenas:

- Attitude of Shop Floor Employee (66.2%) which may be due to job insecurity
- Attitude of Middle Management (49.3%) which may be due to fear of losing control of ownership or importance in the organization

10% industries have only shown investment in scheme per se is constraint with respect to implementation of scheme as a barrier.

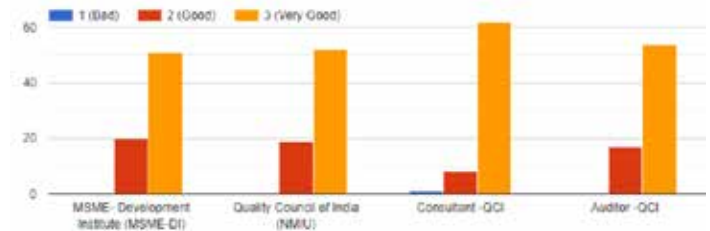


Barriers/ bottlenecks in implementing the Lean Scheme

Performance of Key Stakeholders

Success of lean scheme is largely dependent on the quality of consultant being deployed in cluster. Majority of units are satisfied with the performance of QCI empanelled Consultants on ground (98.5% - 61 very Good, 8 Good).

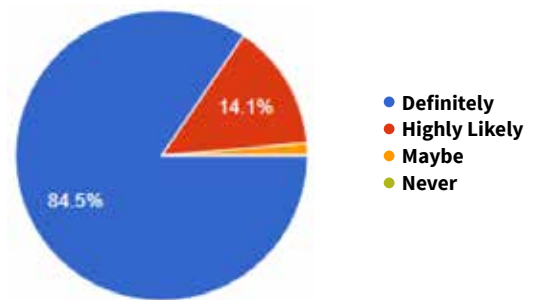
Units are satisfied with the performance of other stakeholders also viz – MSME DI, QCI (NMIU), QCI Auditors.



Rate performance of key stakeholders w.r.t implementation of Lean Scheme in your organization (1 being the lowest and 3 the highest rating)

Recommendation of Lean Scheme to other Units/ Organizations

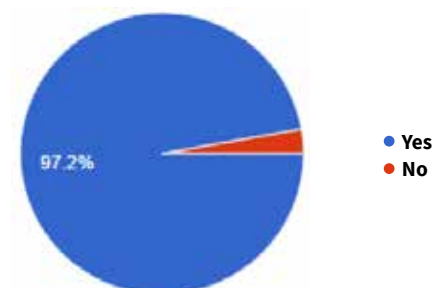
Majority of Units (84.5%) felt that the scheme is good and has benefitted them. Hence they are likely to recommend the scheme to other units/ organizations for availing the benefit of the scheme. This is another indicator which clearly indicates the acceptability and success of the scheme.



How likely is it that you will recommend the Lean Scheme to other Units/ Organisation

Continuation of Implementation of Lean Tools Post-Implementation period

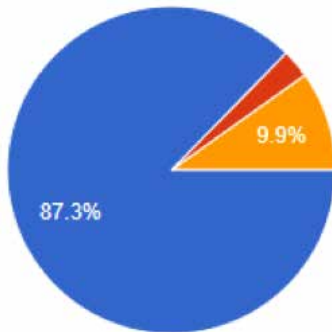
97.2% units have responded that they are able to continue the Lean Scheme Post implementation in their own units.



Are you able to continue the Lean Scheme Post-Implementation on your own?

Implementation of Advance Lean Tools and Techniques

87.3% units have shown their interest in implementing
“Advanced Lean Scheme”- Lean+ if Launched



- Yes
- No
- Maybe

**Would your organisation be interested
in implementing Advanced Lean
Scheme, if launched (Lean+)**

Overall Summary

Feedback clearly indicates that scheme has definitely made its impact on ground and is being well accepted in units where lean tools and techniques have been implemented. It's time now to promote the scheme in well-defined structured manner for taking it to masses so that more and more units could come under the scheme and take benefit of the scheme.

DC (MSME) Office, seeing the warm response from the respondents of completed clusters, can think of launching Advance Lean Scheme for the benefit of units who have already availed the benefit under the scheme and want to improve further and achieve excellence in its operations.



National Accreditation Board for Hospitals and Healthcare Providers

NABH Updates



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NABH Programs and Trainings



Accreditation Programs

NABH offers accreditation to Hospitals, Blood Banks and Transfusion Services, Blood Storage Centres, Small Healthcare Organisations, Dental Care Facilities, AYUSH Hospitals, Wellness Centres, Medical Imaging Services (MIS), Primary Health Centres (PHCs), Allopathic Clinics, Oral Substitution Therapy (OST) Centres, Clinical Trial (Ethics Committees), Eye Care Organisations and Panchkarma Clinics.

Certification Programs

NABH offers certification to Medical Laboratory Programs, Nursing Excellence, Pre-Accreditation Entry-Level for Hospitals, Pre-Accreditation Entry- Level for Small Healthcare Organizations, Emergency Department in hospitals.

Empanellment Programs

NABH offers certification to Central Government Health Scheme (CGHS), Ex Serviceman Contributory Health Scheme (ECHS) and Medical Value Travel Facilitator (MVTF).

NABH International: NABH has started its operations overseas under NABH International (NABH I). It offers all accreditation programs as being offered in India. The program is unique as in addition to the accreditation standards it requires compliance with local regulatory requirements.

Training & Education

NABH conducts Assessor Training Course, Programmes on Implementation (PoI), Education Interactive Workshops and Awareness Programmes.

Achievements in the last three months

(July 2018 to September 2018)

During the period of July 2018 to September 2018 following works have been accomplished:

S.No.	Programs	New Application Received	Accreditation Granted
1.	Accreditation Program	123	121
2.	Certification Program	1630	402
3.	Empanelment Program	105	214
Total		1858	737

Programs on Implementation (PoI):

Program on Implementation training conducted in the various cities on NABH Accreditation Standards of Hospitals, AYUSH, Blood Banks and Nursing Excellence, Pre-Entry-Level Hospital & SHCO Certification Standards.

The objective of this programme is to provide guidance to healthcare providers on implementation of NABH standards.

This programme is very useful to develop Internal Capability within the hospitals to work towards implementation of quality and patient safety standards, achieving accreditation and maintaining the same.

In all, 10 programs were conducted during July 2018 to September 2018 wherein more than 400 healthcare professionals participated.



Program on Implementation on NABH Standard of Hospital Accreditation Program



Program on Implementation on NABH Standard of Nursing Excellence Certification Program



Education Interactive Workshop at Delhi



Education Interactive Workshop at Kochi

ISQua Annual Conference 2018 at Kuala Lumpur

Conference was attended by more than 1000 participants from across the globe. From India around 30 persons participated, mainly from accredited hospitals that have poster presentations.

Theme for this year's Conference was "Heads, Hearts and Hands: Weaving the Fabric of Quality and Safety in healthcare." There were 11 tracks within this theme.

It was an excellent platform to listen and share our experiences with world health leaders from different countries and learn from each other. All countries, more or less are facing the same challenges. Accreditation standards are written and revised to reflect the latest healthcare innovations and improvements. Because of this large number of healthcare organisations are unable to keep pace and either deviate or only partially implement. Many countries are deliberating on quality improvement guidelines in simpler terms.

Quality of healthcare services is critical to achieve Universal Healthcare Coverage and meeting the health-related Sustainable Development Goals. Efforts to improve quality of care across a health system need to be supported by all stakeholders.

Along with Pre and Main Conference Sessions, NABH also attended two events where NABH is an institutional member:

1. International Academy of Quality and Safety in Healthcare (IAQS) (For ISQua members only)
2. Annual General Body Meeting of Asian Society of Quality (ASQua) on behalf of CEO, NABH



ISQua Annual Conference 2018 at Kuala Lumpur

Role of NABH in Ayushman Bharat Yojana or Pradhan Mantri Jan Arogya Yojana (PMJAY)

Ayushman Bharat Yojana or Pradhan Mantri Jan Arogya Yojana (PMJAY) is the largest and the most ambitious scheme launched by Hon'ble Prime Minister Shri Narendra Modi on September 23, 2018. The main objective is to cover over 10 crore poor and vulnerable families (approximately 50 crore beneficiaries) providing coverage upto 5 lakh rupees per family per year for secondary and tertiary care hospitalization. This scheme will provide financial protection (Swasthya Suraksha) to poor, deprived rural families and identified occupational categories of urban workers' families (approx. 50 crore beneficiaries).

At least 6,000 private hospitals are likely to join the AB-NHPM, most of them will be accredited / certified by NABH.

NABH accreditation indicates that a hospital has best-in-class services and gives hospitals additional benefit as these hospitals will get more in the base rate in the scheme as compared to the non-accredited ones.

As per a senior official from Ministry of Health and Family Welfare (MoHFW) more and more NABH-accredited hospitals should join Ayushman Bharat because of the incentives. NABH-accredited hospitals will be paid 15% higher rate and entry-level NABH hospitals will be paid 10% higher for the same package than non-accredited ones.



National Accreditation Board for Testing and Calibration Laboratories

NABL Updates



Seminar on “Recognition Scheme For Sample Collection Centre/Facility (SCF) of Medical Laboratories,” New Delhi

Seminar on “Recognition Scheme of Sample Collection Centre/ Facility (SCFs) Associated with Medical Testing Laboratories” was organized by NABL on 28 August, 2018 at New Delhi. The objective of the Seminar was to raise awareness and provide a forum for interaction of NABL with laboratories, SCF/SCC and other stakeholders.

The Seminar gave an overview on how the scheme has been designed and developed in a way to ensure integrity of samples and better control on pre-examination processes of SCC/SCF. The challenges of pre-examination process, updates on online portal, methodology of App-based assessment and the experience of conducting and facing online assessment were also shared with the participants.



The Open Forum towards the end of the Seminar was presided over by Dr. R.P. Singh, Secretary General, QCI wherein the queries of stakeholders and participants related to the new schemes were addressed.



2nd Proficiency Testing Providers (PTP)/ Reference Material Producers (RMP) Conclave, Mumbai

PTP/RMP Conclave is a regular event organized by NABL to provide a forum to the accredited/applicant PTP/RMP, Regulators and other stakeholders for exchanging views, sharing experiences, updating recent developments and deliberating on the concerns and opportunities related to accreditations.

This year PTP/ RMP Conclave was held on 30 -31 August, 2018 at Mumbai. During the Conclave, PTP/ RMP were apprised about the availability of APLAC PT directory including details of NABL accredited PTPs on APLAC website. Areas where there is a requirement of PTPs and RMPs to come forth and contribute were highlighted. Participants were also updated about the changes in related NABL documents.

The Technical Sessions deliberated upon assigned value in PTP/ RMP and measurement traceability being a key parameter in Quality Infrastructure. The Conclave witnessed showcasing of PT schemes and RM production plans by accredited PTPs and RMPs. The case studies shared were evaluated by the panelists.

The second day of the Conclave was graced by the presence of Dr. R.P. Singh, Secretary General, QCI wherein he chaired the valedictory session and awarded the winners.

The Conclave received an overwhelming response from Regulators, Experts, PTPs and RMPs. It was inferred that to overcome Non-Tariff Barriers to Trade, strengthening of Quality Infrastructure is essential which requires better co-ordination between NABL and Regulators.



SEMINAR/ AWARENESS PROGRAMS

Awareness Program on NABL Accreditation For Drug & Pharmaceutical Sector, Ahmedabad

An Awareness Program on accreditation specifically for Drug & Pharmaceutical sector was organized by NABL on 7th September, 2018 at Ahmedabad.



The program was graced by Mr. Arvind Kukrety, Deputy Drugs Controller (I), CDSCO; Mr. K B Vaghela, Scientific Officer, Gujarat Pollution Control Board; Director, NABL; Mr. V.R. Shah, Dy. Commissioner, FDCA and Dr. Viranchi Shah, Chairman, IDMA State Board.

The program stressed upon strengthening Good Manufacturing Practices (GMP) in Quality Control Operations in Pharmaceutical Industries. The sessions deliberated on Accreditation, NABL's policies, Insights on ISO/IEC 17025:2017 and its relevance for Pharmaceutical Sector. The participants were also enlightened with the detailed information about Indian Pharmacopoeia-2018.

Awareness Program on NABL Accreditation at TATA Motors, Pune

NABL conducted an Awareness Program on 8th September 2018 for the suppliers of TATA Motors, Pune. The participants were updated about the aspects related to Quality Infrastructure, Accreditation Process and its benefits, International Scenario, requirements of ISO/IEC 17025 and on how to avail services of accredited laboratories. More than 70 Quality Assurance personnel from various supplier companies attended the program. The Technical Sessions were followed by an Open Forum wherein the queries of participants were satisfactorily addressed.

Awareness Program on NABL Accreditation for National Horticulture Board, Jammu & Kashmir

NABL organized an Awareness Program on 11th September at Pulwama, Jammu and Kashmir (J&K). The program was specifically structured for "Ministry of Agriculture and Farmers Welfare, Government of India". National Horticulture Board (NHB) has set up a testing laboratory "Saffron Park Quality Control Laboratory" at Pulwama, J&K.



The Awareness Program deliberated on NABL's objectives and policies, accreditation and its benefits, accreditation process, international recognition of NABL and global acceptance of test reports issued by NABL accredited CABs. The program was attended by about 57 persons including Senior Technical Administrators, Chemists, Technician, Traders and Farmers.

Awareness Program on Mass Metrology and updates on ISO/IEC 17025:2017, Gurugram

A three-day Awareness Program on Mass Metrology and updates on ISO/IEC 17025:2017 was organized by NABL from 27-29 September, 2018 at Gurugram.

The Program was attended by Legal Metrology Officers from different states and Central Government. Mr. B N Dixit, Director, Legal Metrology (Dept. of Consumer Affairs) in his Inaugural Address emphasized on the duty of Metrology Department towards the society and appealed all the participants to be proactive and derive maximum benefit from the Awareness Program.

Mr. Anil Relia, CEO, NABL briefed the participants about the history and achievements of NABL. He encouraged Legal Metrology Department Laboratories to come forward for accreditation and emphasized on the significance of accreditation with respect to technical competence and international recognition.



Dr. D K Aswal, Director, NPL apprised the participants about the importance of SI units and the contribution of NPL towards nation building

Participants were updated on the new version of ISO/IEC 17025:2017, Legal Metrology Act 2009 and the trends therein.

Participation in Exhibitions/ EXPOs

To disseminate the concept of accreditation and its benefits, NABL regularly participates in the Exhibitions/ EXPOs for Analytical Instruments & Technologies. These EXPOs provide NABL an opportunity to conjoin and interact with the laboratories, equipment manufacturers, fine chemicals and reagents producers.

This quarter NABL participated in the following EXPOs:

MoU between NABL and Indian Geotechnical Society (IGS)

An MoU between NABL and Indian Geotechnical Society (IGS) has been signed in the presence of Mr. Anil Relia, CEO, NABL and Mr. G.L. Sivakumar Babu, President, IGS on 27 August, 2018.

The objective of the MoU is to disseminate the significance of accreditation and encouraging accreditation of geotechnical laboratories in the country through Geotechnical Society.



NABL has been ensuring the quality of Soil/ Geo Technical Laboratories by providing accreditation services in the areas of Civil Engineering and Construction Industry. IGS is the apex body responsible to safeguard the interest of Soil/ Geotechnical issues in India.

The MoU shall facilitate highly competent geotechnical labs in the country with appropriate equipment: qualified, competent and trained manpower.



International Trade Fair for Laboratory Technology, Analysis, Biotechnology and Diagnostics & Analytica Anacon India held at HITEX International Exhibition Centre, Hyderabad on 6-8 September, 2018



International Exhibition & Conference on Scientific, Laboratory, Diagnostics Instruments, Chemicals & Consumables – ASIA LABEX (The Laboratory Show) held at Gujarat University Convention & Exhibition Centre, Ahmedabad on 27-29 September, 2018

**To improve the
Quality of products
in India, over 5000 testing and
calibration laboratories have
been accredited by NABL.
This includes 1000 laboratories
in Medical Sector.**



Trainings



NABL organised a five-day Assessor Training Course as per ISO/IEC 17025:2017 "General Requirements for the Competence of Testing and Calibration Laboratories" at Bengaluru from 12-16 September, 2018



NABL organised a five-day Assessor Training Course as per ISO/IEC 17025:2017 "General Requirements for the Competence of Testing and Calibration Laboratories" at Kolkata from 26-30 September, 2018



A four-day Training Program as per ISO/IEC 17043:2010 "General Requirements of Proficiency Testing" was organised by NABL at Mumbai from 17-20 September, 2018

ULR (Unique Lab Report) Number for NABL Accredited Laboratories /Entities

With a purpose to enhance transparency, efficiency and speed in public procurement, Indian Government has created one-stop Government e-Marketplace (GeM).

GeM aims to facilitate online procurement of Goods & Services required by various Government Departments/ Organisation/ PSUs. It will provide the tools of e-bidding and reverse e-auction as well as demand aggregation to aid the government users for achieving the test values for money.

One of the requirements for uploading the products for sale through GeM portal is that the product information should be accompanied by a test report issued by NABL accredited laboratory. GeM has sought the co-operation of NABL in getting the data on test reports mapped by claim made by the seller.

To identify the test reports issued by CABs including Testing, Calibration and RMP facilities, NABL has devised a system of 18-digits ULR Number on all the reports issued by CABs.

CABs have been informed about the methodology defined for allotting the ULR Number in the test reports. Detailed information is available on NABL website: www.nabl-india.org

Online Accreditation Process

As technology change accelerates exponentially and new digital platforms are emerging, NABL is going for paperless accreditation process and has stopped accepting hard copies of application for accreditation as per ISO/IEC 17025 and ISO 15189 w.e.f. 01.08.2018.

NABL aims to provide an end-to-end solution to its stakeholders and has developed online portal <http://www.nablwp.qci.org.in>. This portal serves as a way for stakeholders to gain secure web access to systems that allows them to provide a one-stop window for the entire accreditation process like submission of online application, payment of assessment charges etc.

The applications for First accreditation, renewal of accreditation and the documents for Desktop Surveillance are now accepted only through NABL portal. Further, Onsite surveillance module is also available on the portal.



National Accreditation Board for Education and Training

NABET Updates



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Formal Education Excellence Division (FEED)

3-Day Awareness Workshops on Accreditation Standard for Quality School Governance (ASQG)

3-Day Awareness Workshops on ASQG are organized with an objective to enable participants to understand the requirements of Accreditation Standard for Quality School Governance and enable schools to implement the standard so as to operate with increased effectiveness, consistency and efficiency.

Recently, these workshops were organized from 23-25 August, 2018 at Delhi and 13-15 September, 2018 at Varanasi.



3-Day Awareness Workshop on School Accreditation Standard:
23-25 August 2018, Delhi



3-Day Awareness Workshop on School Accreditation
13-15 September 2018, Varanasi

1-Day Workshop on Leadership: Facing Future 2018

1-day workshop on Leadership: Facing Future 2018 was organized by NABET- QCI in collaboration with Education Department, New Delhi Municipal Council (NDMC) on 13 September, 2018.

The workshop involved participation of Head of Schools, NDMC and focussed on sensitizing the school leaders about how best they can work to improve the systems keeping in mind the limitations. It envisaged on becoming effective leaders by planning, communication & decision-making to formulate a vision and turn it into reality.



1-Day Workshop on Leadership- Facing Future 2018:
13 September, 2018

Stakeholders Consultation Meet on Lean Manufacturing Competitiveness Scheme – A Report by NABET Lean Team

Amongst the key agenda of Government of India is to boost the domestic manufacturing industry and attract foreign investors to invest into the Indian economy with the intention of reviving manufacturing sector and increasing the contribution of manufacturing in GDP from 15% to 25% for 'Make in India'.

Ministry of Micro, Small and Medium Enterprises (MSME) has launched 'Lean Manufacturing Competitiveness Scheme (LMCS)' under National Manufacturing Competitiveness Program (NMCP). Strong performance of this sector is necessary for us to achieve the objective of rapid and inclusive growth. The scheme aims at enabling MSMEs for elimination of non-value-added activities, resulting in a more 'lean', competitive, agile, market-responsive company by way of cost reduction, cycle time reduction, 'waste' minimization through implementation of Lean Tools and Techniques.

NABET has been appointed as National Monitoring and Implementing Unit (NMIU) for up-scaled version of Lean Manufacturing Competitiveness Scheme of Ministry of Micro, Small and Medium Enterprises.

Under the scheme, clusters are being formed comprising of 6 -10 units, wherein Lean consultants implement various Lean Tools and Techniques depending on the need and requirement of Industry for a period of 18 months. Fees of Lean

Consultant has been subsidised in the scheme. 80% fees of Lean Consultant is being borne by the Government of India while 20% cost of Lean Consultants is shared amongst industries in the cluster.

On reviewing the progress of LMCS by NABET, Mr Adil Zainulbhai, Chairman, QCI directed NABET for conducting Stakeholders Consultation meet for identifying /adopting best practices being followed by lean consultants/ clusters towards implementing a strategy to scale up the scheme at least by 10 times.

NABET organized Stakeholders Consultation Meets on LMC Scheme of Ministry of MSME at four different locations with the main objective of enhancing the scheme in size so that large number of MSME units could be part of scheme and take benefit under the scheme.

Following were the objectives of the meet:

- a. Showcasing success story on Lean related to respective states
- b. Benefits being accrued to units by way of implementation of lean tools and techniques
- c. Strategy to scale up scheme by, say, at least 10 times
- d. Adopt best practices followed by different Lean Clusters/ Consultants.

Lean Manufacturing Competitiveness Scheme (LMCS) is one of the most successful schemes of MoMSME, Govt. of India and state governments also intend to spread the awareness of scheme to entire MSME Sector so that large number of MSME units could participate in the scheme.

Till date, NABET has formed 243 clusters covering 2000 plus MSME units. Implementation of lean tools and techniques has resulted in average Return on Investment (RoI) of 8.32 times (in terms of investment in consultant fees) by units and MoMSME at all India level (347 units completing Lean journey) leading to ₹ 98.3 crores savings.

Lean Stakeholders Consultation Meet

S.No.	Date	Location	State
1	9 th July 2018	Gurugram	Haryana
2	21 st July 2018	Rajkot	Gujarat
3	26 th July 2018	Coimbatore	Tamil Nadu
4	12 th August 2018	Pune	Maharashtra

Stakeholders Consultation Meets had following 4 Technical Sessions:

Technical Session 1

OEMs & Associations

Experience sharing by leading OEMs like Mahindra & Mahindra, Ashok Leyland, Windsor Machines, Pricol Limited etc. Some of the prominent Associations that took part in sharing their experiences were CODASSIA, IamSME of India, OGTC, SICCI, TTPK etc.

Technical Session 2

Consultants

Experience sharing by leading consultants with respect to implementation of lean tools and techniques. They also shared their issues and suggestions on upscaling benefits to MSME units.

Technical Session 3

Assessors & MSME Units

Assessors as well as MSME units also shared their experiences with respect to implementation as well as suggestions for upscaling the scheme.

Technical Session 4

New Technology Intervention

During this session experts shared their experiences on how Industry 4.0 could be implemented in MSME units and helpful in scaling up their competitiveness.

Stakeholders consultation meets have been led by:

- a. Mr. Sudhir Garg, Joint Secretary & Additional Development Commissioner, MSME
- b. Dr. R.P. Singh, Secretary General, QCI
- c. Mr. Manish Kumar Jindal, CEO, NABET
- d. Mr. Kamal Singh, Director, MSME DI Ahmedabad
- e. Shri P.B. Parmar, Assistant Director, MSME DI Ahmedabad
- f. Mr. K. Balasubramanian, Chairman MSME Committee, The Southern India Chamber of Commerce and Industry (SICCI), Chennai
- g. Mr. S. Sathesh Kumar, Deputy Director, Br. MSME DI, Coimbatore
- h. Dr. (Ms) Mani Mala Puri, Director, JSPM Group of Institution, Pune
- i. Mr. A.R. Gokhe, Director, MSME DI, Mumbai
- j. Mr. Abhay Daptardar, Asst. Director, MSME DI, Mumbai
- k. Mr. Sanjay Satpute, Head Certification, West Region, Pune, Bureau Veritas Certification (I) Pvt. Ltd.
- l. Dr. Indrajit Bhattacharya, Director, NABET, QCI

Delegates attending the meet consisted of consultants, assessors, including association representatives, MSME units, and officials from M/o Micro, Small and Medium Enterprises, besides Lean experts/speakers.

Key Takeaways from the Meet

Showcasing & Marketing the Lean Scheme

LMCS is one of the most successful schemes of Ministry of MSME under National Manufacturing Competitiveness Program. Aggressive Promotion of the Scheme is required by adopting various digital marketing techniques, benefits of the scheme may also be highlighted across all the major social platforms (WhatsApp post, Facebook, Twitter etc.).

Organizing regular Stakeholders Consultation Meets

More Stakeholders Meet needs to be organized on a regular basis to seek feedback and initiate cross learning amongst various stakeholders with increased participation of new MSMEs and OEMs.

Increasing Lifecycle of Implementation of Lean Scheme

Increase in the duration of implementation of scheme from 18 months to 24 months is proposed for better implementation and sustained benefits for units as was expressed by all the units during the Stakeholder Meets for ensuring competition and improved sustenance of the scheme.

3rd Party Certification for Sustainability of the Scheme

After completion of 18 months period of lean cluster, sustainability of the practice being introduced in lean cluster needs to be monitored on regular basis. For this a system of 3rd party Certification may be introduced.

Capacity Building of MSME DIs

MSME units are willing to take part in the scheme but administrative delays are cause of fallouts in the cluster operation post formation, which is a challenge and needs to be addressed on priority. Increasing manpower at each DI or assigning a cluster to adjoining DIs for field visits could be a possible solution for this.

MSME DI is involved in the following stages of implementation of scheme:

- a. Awareness program
- b. Selection of Lean Consultant in cluster
- c. Joint audit of cluster i.e. Stage 1, Stage 3 and Stage 5 of implementation

Recognition of units implementing LMCS

Rewards for completion and sustenance of lean may be provisioned in the scheme by way of Issuance of certificate from MSME Ministry to units where lean is implemented.

Incentivisation of Industry Association

In order to promote the scheme, there is need for provisioning for some incentive to the prominent industry associations for promotion and formation of lean clusters.

Promotion of Scheme through OEMs and PSUs

Promotion of scheme amongst OEMs and PSUs. Directives from Ministry for preferential treatment by OEMs that are implementing lean tools and techniques by way of additional rating points to such MSME. PSUs to encourage implementation of Lean Tools amongst their vendors

Capacity Building of Consultants/ Assessors

Training and upgradation of consultants on a regular basis is necessary for exponential growth of the scheme. New consultants and Assessors need to be added in the system and groomed for providing handholding to MSME units. In this regard a provision for “5-Day consultants/Assessors training” is needed.

Rewarding Best Performing Cluster

Institutionalizing a mechanism of awarding best performing cluster at Regional level as well as at National Level needs to be considered.

Public Procurement from Lean Implemented Units

Creating a framework in Government e- Marketplace (GEM) to giving credence to units in public procurement of products where lean has been implemented.

Basic & Advance Phases of Lean Implementation

End objective of Lean Intervention is improving the competitiveness and productivity of MSME Units thereby improving overall efficiency in supply chain. For better implementation of lean scheme and sustained benefits, scheme may be divided in two parts i.e. in Basic lean and 'Advance lean cluster'. Units desiring to improve further may be allowed to implement advance version of lean under Advance Lean Cluster and focus will be on achieving excellence in operation.

Inclusion of IPR Experts

Efforts needs to be made by IPR division of MoMSME for fast tracking of innovations filed for patenting by MSMEs. This would lead to innovation led growth in MSME. One Patent consultant may be provisioned to be engaged in the scheme for handling IPR issues.

Upgradation of MSME Technology Centres

MSME Technology Centres needs to be upgraded as Professional Institutes for imparting training on lean tools and techniques and advance version of Industrial Tools.

Adoption of Industry 4.0 in MSME units

MSME Technology Centre to be developed as professional support system in providing technical support in implementation of Industry 4.0 in MSME Units besides grooming of consultants and assessors.

Apart from the above, the stakeholders raised issues on existing fee structure, SPV formation and on opening of an escrow account also.



21st July 2018,
Rajkot, Gujarat



12th August 2018,
Pune, Maharashtra





9th July 2018,
Gurugram, Haryana



26th July 2018,
Coimbatore, Tamil Nadu



EIA Annual Assessors Meet 2018, Agra

9th Assessor Meet 2018 was held at Agra on September 27-29, 2018. All empanelled Assessors, AC/TC Committee members associated with the “Scheme for Accreditation of EIA Consultant Organisations” participated to share their experience, and challenges faced during assessments and implementation and other related issues of the scheme.



Assessors attending a session during the Assessor Meet 2018



Left to right (Dr. R.P. Singh, SG, QCI greeted by Mr. Manish Kumar Jindal, CEO-NABET, and Prof. B B Dhar)



Three-day Assessors Meet was held for assessors. Members of Technical & Accreditation Committee, SG-QCI and CEO & officials from NABET attended the program

MoEFCC Hands-on Training Session on PARIVESH by the NIC



One-day Hands-on Training session on PARIVESH by the NIC Director Under chairmanship of JS(GB) was held from 20 - 21 August 2018, at MoEFCC, for all the QCI-NABET Accredited Consultants from Southern and Northern India. Sr. Director NABET and officials from NABET attended the training program

QCI-NABET EIA Workshop Program



Four-day workshop program on preparing good quality of EIA report as per MoEFCC Notification/EIA Scheme was held from 20-23 June 2018 at Nagpur M.H. for EIA professionals. Chairman EAC (Violation Committee), CEO & officials from NABET attended the workshop.

Compiled By:

Anurag Rastogi, Dy. Director, NABET



National Accreditation Board for Certification Bodies

NABCB Updates



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NABCB to Support Ministry of Commerce Programme on Geographical Indicators

The Ministry of Commerce & Industry has launched an elaborate promotional programme for the Geographical Indication (GI) products of India with an objective of boosting their market and supplementing the income of producers like farmers, artisans etc. The logo and tagline under this initiative were launched on 16th Aug 2018. QCI has

been assigned the task of developing a system of verification of authenticity and certification for quality for GI products to enhance trust in them. The Department of Industrial Policy and Promotion (DIPP) has identified 17 GI products including Banarasi saris, Nasik wine, Nagpur oranges, Hyderabad haleem etc initially for developing such a system.

FSSAI Prescribed NABCB Accreditation for Food Safety Audit Agencies

FSSAI, in a gazette notification No. 328 published on 7th Sep 2018, has prescribed that for the purpose of carrying food safety audits, it would grant recognition to auditing agencies that hold a valid accreditation for ISO/IEC 17020 or ISO/IEC 17021 or ISO/TS 22003 from NABCB for the required food categories specified by the Food Authority. The regulation also states that in case there are no NABCB

accredited agencies available for a food product, Food Authority may consider auditing agencies which are accredited by any other accreditation body which is a signatory to the International Accreditation Forum Multilateral Recognition Arrangements (IAF MRA) for Management System Certification subject to the condition that they shall apply for NABCB accreditation.

NABCB Conducted Sensitization Programme for Officials of Nagaland Government

A one-day sensitization programme on Standards, Technical Regulations, Conformity Assessment and Accreditation was held at the Directorate of Industries and Commerce in Kohima for Nagaland industries officials on 25th September 2018. The programme was organized by the Directorate of Industries and Commerce, Nagaland in collaboration with NABCB and had over 30 participants.

G Chishi, underscored the importance of standards, regulations and certification in the modern competitive world. She particularly encouraged the agri and allied, bamboo, handloom and bio-resources departments to make the best use of the training as they would be the forerunners in creating awareness and imparting training to other departments in the future.



Inaugurating the programme, the Commissioner and Secretary of Industries and Commerce, Nagaland, Ms. Lithrongla

Mr. Anil Jauhri, CEO, NABCB explained the basic concepts and the importance of standards, technical regulations and

NABCB Conducted Appreciation Programmes on ISO 45001:2018

conformity assessment in the WTO regime. He apprised the participants about the existing regulatory regime in the country and the role of State Governments in ensuring implementation of regulations effectively even if there was little industry in the state.

The participants were made aware about the rampant unauthentic and even fraudulent certificates available in the market and how accreditation is the only recognized means of ensuring genuine

certificates. Mr. S. Krishnamurthy, Lead Assessor, NABCB explained about accreditation and conformity assessment infrastructure and its role in the ecosystem.

Prof. Murali Kallummam of the Centre for WTO Studies, who was deputed by the Department of Commerce, spoke about WTO TBT and SPS Agreements.

NABCB organized a series of one-day appreciation programmes on ISO 45001:2018 on Occupational Health and Safety Management System (OH&SMS) on 15th September 2018 at Chennai; 22nd September 2018 at Delhi and 29th September 2018 at Mumbai. The purpose of organising these programmes was to give a head-start to organizations who wish to migrate to ISO 45001 from OHSAS 18001 or implement ISO 45001.

The programme helped the consultants, certification bodies and industry personnel to understand the changes in the new ISO 45001: 2018 vis-à-vis OHSAS 18001 and to identify the actions which an organisation needs to take in order to implement or migrate to ISO 45001:2018.

Mumbai had the maximum number of participant count with a total of 71, followed by 42 participants in Delhi and 30 in Chennai.

Mr Abhay Pathak, Lead Assessor, NABCB was the expert resource for the programme. He was member of the Indian group in BIS which was involved in the development of ISO 45001. He had also undergone training on ISO 45001 from Pacific Accreditation Cooperation (PAC) imparted by Mr. Leonardo Omodeo Zorini, who was an active member of the ISO/PC 283 Committee for the ISO 45001 development. Mr Abhay Pathak works with Tata Motors Ltd, Pune as Head, Sustainability.



3rd Annual Medical Device Regulatory and Quality Summit 2018

Ms. Sashi Rekha, Director, NABCB, participated in a panel discussion in the Third Annual Medical Device Regulatory and Quality Summit held in New Delhi on 9th-10th Aug 2018. She was a panellist for a discussion on “Perspective on Notified Bodies: Preparing for MDR Implementation and Expectations from Industry”. The panel consisted of representatives from Atomic Energy Regulatory Board (AERB), TUV Rheinland and Quality and Accreditation Institute (QAI) and the panel discussions were moderated by Mr. Sudhakar Mairpadi, Director - Quality & Regulatory, Philips India Limited. Over 100 participants representing the medical devices manufacturers attended the programme. The panel discussions were focussed around the following:

- b. Understanding the impact on Notified Bodies
- c. Clarifying expectations for how industry should be preparing

Director, NABCB explained the role of NABCB accredited notified bodies in MDR 2017. She stated that NABCB has already accredited 7 Notified Bodies for MDQMS and eight more applications are being processed by NABCB, the details of which are available on the NABCB website. She also explained that the accredited notified bodies had to register with CDSCO in order to be notified by them and many of these bodies are hesitating to do so as the volume of business does not seem large to them since only a one-time audit of the manufacturing site of Class A and B medical devices by these notified bodies is stipulated in MDR 2017.

- a. Status of preparation and implementation

NABCB Participated in ASSOCHAM Conference on Food

Ms. Vani Bhambri Arora, Deputy Director, NABCB delivered a talk on “Food Safety Schemes & Initiatives of QCI and Fraud Certification” at ASSOCHAM’s Conference on “Food Value Chain Partnerships – End-to-End Approach” on 28th September 2018 held at New Delhi. The Food Value Chain Partnerships – End-to-End Approach is intended to bring together key stakeholders (Value Chain Experts, Food Entrepreneurs,

Central & State Government Dignitaries, National Program Managers, Innovators, Technical Experts, Policy-makers, Research Organizations, Global Agencies, Innovation Institutions, and Multilateral Agencies) to initiate developments on optimizing the value chain in Food & Allied Sectors in India. It was attended by around 200 participants.

NABCB Attended 2nd Pipeline Integrity Management System (PIMS) Conference

The 2nd Pipeline Integrity Management System (PIMS) Conference was held from 23-24 August 2018 in New Delhi. It covered a well-diversified participation from the regulatory bodies, Oil Marketing Companies (OMCs), pipeline operators, line pipe manufacturers, vendors and other experts. The Conference had attendance of 125 persons. The focus of the Conference was to discuss key technical issues like Pipeline Cathodic Protection, Intelligent Pigging, Patrolling & Security; Pipeline O&M-key issues;

Direct Assessment Tools; Bank protection and Regulatory perspectives- PIMS and Emergency Response & Disaster Management Plan (ERDMP)

Mr. Anil Jauhri, CEO, NABCB delivered a talk on ‘Policy and Regulatory Perspectives’. The Conference was also attended by assessors and staff of NABCB which included Mr. C.M. Sharma, Assessor; Mr. S.N. Mathur, Assessor and Mr. Ajay Sharma, Joint Director.

ENSURE SAFETY OF FOOD

Use only Accredited Certification Bodies



NABCB OUTREACH TO INDUSTRY AND CONSUMERS

Industry Awareness Programmes

NABC B conducted an Industry Awareness Programme with the theme 'International Equivalence of Accreditation & its Benefits to Industry' on 10th August 2018 in Satpur MIDC area of Nashik. The programme was jointly conducted with EEPC. The Inaugural Address was given by the Chief Guest Mr. Rajaram Mane, Divisional Commissioner, Nashik. The gathering was also addressed by Mr. H.S. Banerjee, President, NIMA (Nashik Industries Manufacturers Association). The program had participation from almost 45 industry representatives from various industries

such as electronics, automobile, chemical, heavy fabrication and electrical switchgear. Presentations on Challenges of Standards and Conformity Assessment, Accreditation and its Benefits and Guidance on selecting Certification Bodies were made by the NABC B Team comprising of Ms. Shobha Hegde, Lead Assessor NABC B and Mr. Ajay Sharma, Joint Director, NABC B. This was followed by an Open House discussion in which participants had an extensive interaction with NABC B.

Consumer Awareness Programmes

NABC B conducted a Consumer Awareness Programme on Quality in Products and Services in collaboration with Consumer Coordination Council (CCC) at Jodhpur, Rajasthan on 31st Aug 2018. The programme was attended by social and consumer activists representing Consumer organizations from Jodhpur and nearby cities. Ms. Sashi Rekha, Director, NABC B briefed the participants about the significance of Voluntary

Standards and Technical Regulations, Role of Accreditation and Product and Systems Certification. Mr. Ajay Jaidka, Assistant Director, NABC B explained about the Complaint Handling Process and the measures to be taken into consideration while lodging consumer complaints. The programme was attended by over 100 participants. NABC B plans to conduct more such programmes across the country jointly with the CCC.



NABC B Actively Participated in the 3rd National Convention of Consumer Activists of India Organised by Consumer Confederation of India (CCI)

Ms. Sashi Rekha, Director NABC B attended the 3rd National Convention of Consumer Activists of India organized by the Consumer Confederation of India (CCI) at Jaipur on 30th September 2018. The focus of the Convention was on Consumer Laws, Consumers Charter of India and Consumer Agenda for the next decade. Director NABC B spoke about how India is hugely under-regulated and how the lack of regulations puts

consumers at risk and therefore the need for consumer organizations to join hands and build pressure on the Government to bring in more regulations for better consumer protection. She added that Market Surveillance in India is very weak and consumer organizations should offer to assist the Government in this activity which enables to verify if products are safe thus ensuring consumer protection.



National Board for Quality Promotion

NBQP Updates

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NATIONAL QUALITY CAMPAIGN

One-Day Seminar for QCI Members/Consultants/Auditors - 27 July 2018, New Delhi



An exclusive program for QCI Members, Consultants and Auditors on Toyota Production System and Quality Function Deployment (QFD) was held on 27 July, 2018.

Toyota Production System - The Toyota Way is a set of principles and behaviors that underlines the Toyota Motor Corporation's managerial approach and production system. Toyota first summed up its philosophy, values and manufacturing ideals in 2001, calling it "The Toyota Way 2001". It consists of principles in two key areas: continuous improvement, and respect for people. The program

brief was delivered by Mr. Vinod Pandita, Management Consultant, Perception Management Consulting Pvt Ltd.

As a part of membership benefit, this program was free of cost for all the members of QCI. The program was made complementary for all the QCI members in order to promote QCI Members, Consultants and Auditors registration scheme in future. It was attended by 30 participants who provided their valuable suggestions at the end of the program.

QUALITY FUNCTION DEPLOYMENT (QFD)

QFD is a process and set of tools used to effectively define customer requirements and convert them into detailed engineering specifications and plans to produce the products that fulfill those requirements. QFD is used to translate customer requirements (or VOC) into measurable design targets and drive them from the assembly level down through the sub-assembly, component and production process levels. QFD methodology provides a defined set of matrices utilized to facilitate this progression. The program was conducted by Mr. Avik Mitra, Senior Advisor, NBQP.



Policy Deployment and X-Matrix (1-Day Awareness Program) on 31 July, 2018 at New Delhi



The program talked about the Hoshin Kanri Process, which is a powerful strategy deployment methodology for defining long-range key entity objectives. These are breakthrough objectives that extend two to five years with little change. In addition, the Hoshin Kanri Process does not lose sight of the day-to-day business measures required to run the business successfully.

The course's objective is to explain the philosophy of key concept and principals of Policy Deployment. The training was conducted by Mr Sudipta Sarkar, Principal Consultant, Lean Technocrats.

A 1-Day Awareness Program on ISO 45001:2018 – OHSMS on 20-09-2018 at Bengaluru

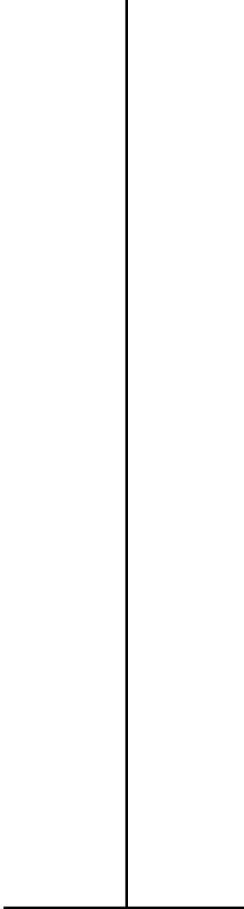
The program was jointly organised with Synergy Business Management Solutions

The faculty **Mr. C V Raghavendran** emphasised on:

ISO 45001:2018 – OHSMS : brief introduction, familiarisation with the previous standard, OHSAS and revisions in the new standard with illustrations.

Challenges in implementation of ISO 45001:2018 – route map to real time implications.

It was a successful program and all the valuable suggestions were recorded in the end as feedback from the participants.



“People Alignment for the org – Workmanship – 1-day” on September 25, 2018 at New Delhi

The common & most critical challenge for any organization irrespective of manufacturing, service, hospitality or academics is to have aligned workforce. The government’s Make in India Mission can only get wings if our country generates and engages competent workforce for white or blue color jobs. For this a training workshop was done that could change complete color of shop floor or Gemba culture in 360 degrees.

Quality, productivity and elasticity come from the willingness of staff rather than a particular technique. Workmanship is one of the powerful training modules to build employee engagement culture across the layers of the organization.

Interpersonal relationship & communication plays a pivotal role for success of any organization. This program depicts the advantages of two-way communication over one-way communication & Interpersonal relationship in driving a dynamic team for successful mission.

This training program also illustrates case studies on Japanese HO-RAN-SO, Team work & PDCA techniques. This course also emphasizes on Japanese way of act from the viewpoint of customers. The training was conducted by Mr. Sudipta Sarkar, Principal Consultant in Lean Technocrats.

FUTURE ROLE OF THE GERMAN ENGINEERING INDUSTRY IN THE INDIAN ENGINEERING SECTOR

Mr. Rajesh Nath, MD
VDMA (The German Engineering Federation)

Germany is known globally for its engineering technology. The German manufacturers are internationally well positioned with their broad range of sectors: In 23 out of 31 comparable sectors, they are among the global top three; in 14 of which, they are in first place.

India is the second largest sales market in Asia for the German engineering industry. Top sectors attracting FDI inflows from Germany are Automobile Industry (20.6%), Services Sector (15.9%), Construction (infrastructure) activities (15.6%), Industrial Machinery (6.2%) and Drugs & Pharmaceuticals (6.2%). These top 5 accounted for about 64.5% of total inflows from Germany during the last fiscal. Maharashtra, Tamil Nadu, New Delhi, Karnataka, Andhra Pradesh are the top investment locations for German companies in India.

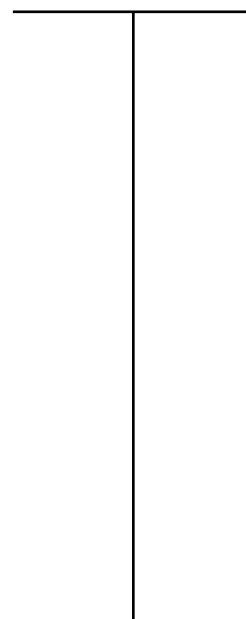
In 2017, the trade between India and Germany grew by 9.93% to €19.15 billion from a figure of nearly

€ 17.42 billion in 2016. Indian imports from Germany experienced a healthy growth of 9% over the previous year and amounted to € 10.69 billion. The exports from India to Germany attained a value of

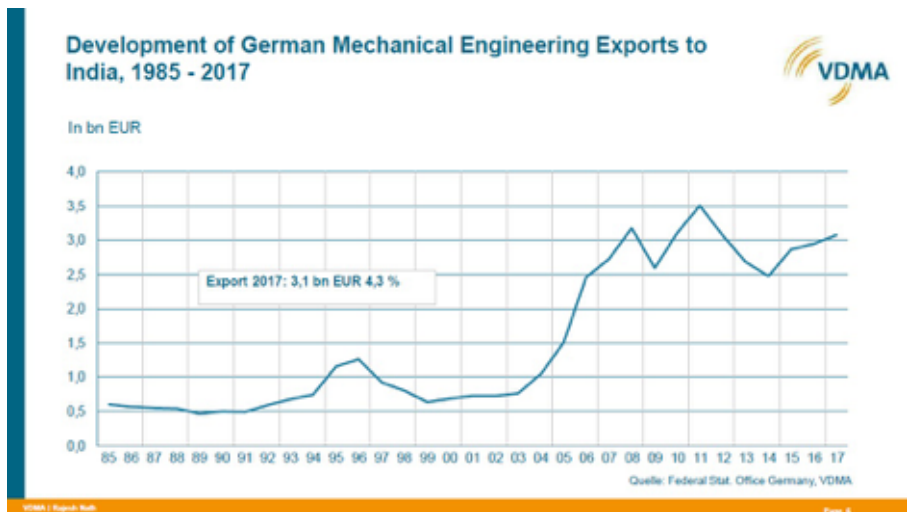
€ 8.46 billion in 2017. This was an increase of 11% as compared to the year 2016.



The Government of India has set an ambitious target of increasing the contribution of manufacturing output to 25% of Gross Domestic Product (GDP) by 2025, from 16% currently. IoT, being one of the most important aspects of Industry 4.0 for India, is expected to capture close to 20% share in global IoT market in the next five years



In 2017, the total import of machinery from Germany reached a volume of € 3.10 billion. This was an increase of 4.38% compared with the same period of time in the previous year. Among the machinery sectors, major demand of German equipment was for Power Transmission (9.7%), Textile Machinery (without dryers) (8.23%), Machine Tools (7.16%), Construction Equipment and Building Material Machinery (5.96%) and Plastics and Rubber Machinery (5.54%). There are other sectors like food processing & packaging, process, material handling technology, which are growing steadily in India.



World over, the new concept - 'Industry 4.0' - is fast gaining momentum. This new, disruptive technology based on digital innovations has recently found its curve of progression and has transformed and reshaped the way things are viewed in the manufacturing segment.

When Germany launched a project under the name 'Industrie 4.0' to digitalize manufacturing at the Hannover Messe in 2011, the government officials, industry leaders and academics who were working on the project probably had no idea that Industry 4.0 and specifically that Fourth Industrial Revolution would become such a widely used concept.

The Industry 4.0 vision stretches beyond technologies and looks at the end-to-end chain, including, for instance, warehousing, logistics, recycling, energy, workers, security and transportation. Industrie 4.0 is not only a topic for large-scale industry but must also be feasible for small and medium-sized companies as well.

By using Industrie 4.0 technologies, companies can rise to the global challenges of increasing customer requirements and volatile market developments. When products and processes are interconnected, and data is available in real time and is transparent, the foundation for decentralised production control is laid. This allows greater flexibility in production and thus increases competitiveness.

Through the interconnection of intelligent measurement technologies in production, data becomes available which together with automation solutions can be used for self-optimisation, self-configuration and self-diagnostics. In this way, the state of machines can be continuously captured and

monitored from anywhere in the world. Thus, the conditions for predictive maintenance and services are created.

Although the term Industry 4.0 and the reference architecture model behind it originate from Germany (hence 'Industrie 4.0') and there is a key focus on production and manufacturing, it's clear that the vision - and reality - of the Fourth Industrial Revolution has caught the attention of organizations across the globe.

India has a unique opportunity to innovatively pave its own road to Smart Manufacturing. Industry 4.0 is expected to transform manufacturing in India by bringing operational efficiencies to manufacturing industries like automotive, electrical and electronics and aerospace. The major area of focus shall be the technological advancement across various industries. Industrial Internet of Things (IIoT), 3D printing, 3D sensors, social software, augmented reality, location awareness are considered to usher in the next era of smart production. These automation technologies collectively are moving the manufacturing industry towards the next phase of technological advancement.

According to IBEF, the Government of India has set an ambitious target of increasing the contribution of manufacturing output to 25% of Gross Domestic Product (GDP) by 2025, from 16% currently. IoT, being one of the most important aspects of Industry 4.0 for India, is expected to capture close to 20% share in global IoT market in the next five years. According to India Brand Equity Foundation (IBEF) forecast, the IoT market in India is projected to grow at a CAGR of more than 28% during 2015-2020.

Member's Write

EXECUTING A QUALITY JOURNEY HOW TO GET IT RIGHT?

Mr. Prashant Hoskote

Senior Director - Quality, Service Excellence and Innovation, MAX India, New Delhi

Vice Chair - ASQ - QMD Global (Asia and Australia)



If we only see Quality as a tool, we will miss the huge strategic impact Quality can have in transforming all areas of a business. Quality must be systematic in its approach and systematic to our businesses

During my career, I have seen many organizations and business leaders becoming frustrated due to lack of real success and impact with their quality programs. Great enthusiasm surrounding initial implementations eventually turns to disappointment two or three years later when leaders wonder what was the result of their investment. How was the business improved? Why haven't the big dials moved?

All too often quality is viewed as ISO 9000, Lean, Six Sigma, or a myriad of other concepts or programmes that make their way into organizations with great splash and much fizzle. But these are primarily improvement methods, not a systematic approach to organizational excellence. To start with a solution, without thoroughly understanding the broader needs of the organization, is the tail wagging the dog. No improvement method addresses the organization as a system and the need to drive systematic quality and service excellence.

So what should an organization do, and where should it start from? Leaders must first see the organization, and quality's role, as a system approach. Quality isn't something you throw at a problem. It is a carefully executed plan that helps the entire organization function successfully.

Five recommendations to make Quality and Excellence Pay for you:

In my view, there are five key elements to successfully implement Quality and Organizational Excellence in a systematic way. These are:

1. A Quality System – There should be an overarching approach to Quality - A plan. Where and how will the theory and tools of quality be applied? How will they be used to drive excellence? The structure will be unique to each organization,

but whatever it is, the elements of the quality system must be intentionally developed, implemented and measured. To look at a graphic of a quality system should tell us how Quality is implemented in that business and how it drives excellence and customer service.

2. **Quality at the Highest Level - The Chief Quality Officer (CQO)** should be at the planning table and report to the CEO. This is a clear commitment to the importance of Quality in the organization and makes it possible for the Quality team to understand business strategy and appropriately support it. In turn, to support Strategy, Quality must supply both strategic and tactical approaches. This may involve a strategic (top down) organizational excellence program like Baldrige or European Foundation for Quality Management (EFQM). A strategic approach is best used in conjunction with a tactical (bottom up) business improvement methodology, like Lean Six Sigma, Kaizen, Quality Circles, etc. In a sense, this forces change down from a strategic perspective, but also pushes change up. In this way, everyone can have an opportunity to participate in organizational transformation.
3. **Communication** – To be effective, Quality Leaders must understand and speak the language of business – They should understand finance as well as the strategic management of change (because Quality Management is often first, Change Management). Too many Quality Leaders are practitioners – tactical thinkers who are more absorbed with method than business needs and organizational outcomes. For example, a Quality Leader once told me, “I want my Board Members to understand what 2.8 Sigma means and how it’s calculated”. Really!???

In addition, successful implementation of Quality requires broad consensus. Quality must be required, but it cannot be dictated. So, the CQO must bring together divergent groups within the business (in a Quality Council) to discuss organizational pain points, explain strategic needs and reach agreement on what’s important and how to address it. Quality Leaders must be seen as Relationship Builders.

4. **It’s all About Customers** – Everyone in the organization must have an unrelenting, passionate focus on Customers and Service. All the quality drivers (the quality system, quality strategy, excellence model, Lean Six Sigma, ISO etc.) are all there for only one reason – to reach out to customers in the most economical way, to provide what they want, when they want it. If this approach is not taken, the business will lose credibility, customers and money.
5. **Impact** – Finally, Quality must prove its value. It is the responsibility of Quality to both measure itself and the effects of its strategy and tactics. There must be a balanced set Measures of Success (MoS), a scorecard if you like, for the business that shows where improvement is or isn’t being made. If Quality doesn’t demonstrate impact on cost, revenue, customer satisfaction, turnaround times, capacity creation, employee engagement and passion, then stop doing it until you find the right Quality Leaders and redesign your quality system.

The Long in Short

In summary, what we call ‘Quality’ can only have a real impact if it is viewed as strategic as well as a tactical business solution. If we only see Quality as a tool, we will miss the huge strategic impact Quality can have in transforming all areas of a business. Quality must be systematic in its approach and systematic to our businesses.

QUALITY NEEDS NO PASSPORT

Mr. Suresh Lulla
Founder, Qimpro® Consultants

This is truly a Quality Fable. It is a story I have fabricated using a little bit of this; and a little bit of that.

During the 1973 Arab-Israeli War, Arab members of the Organization of Petroleum Exporting Countries (OPEC) imposed an embargo against supporters of Israel. The embargo not only banned the export of petroleum to the targeted nations, but also introduced cuts in oil production. Consequently, there was an upward spiral in oil prices that impacted national economies, globally.

At first the price of oil per barrel doubled. Then quadrupled. Then even more. This imposed skyrocketing costs on consumers for basic day-to-day living. It even challenged the economic stability of several nations.

The US was hit badly. Over the years, the country had become increasingly dependent on foreign oil. With spiraling price of petrol, the demand for American petrol guzzling cars crashed. This resulted in unemployment. In Detroit, particularly.

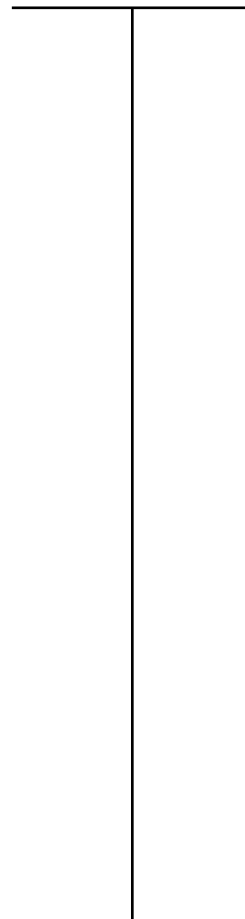
The Japanese car manufacturers saw an opportunity. They had mastered the science of Quality Management. It is now referred to as The Toyota Way. They had also mastered the science of manufacturing low-cost four-cylinder fuel efficient cars. Toyota Corolla and Datsun 510, more precisely.

These Japanese car manufacturers chose to acquire some of the ailing American auto units in Detroit. They invested money. They also gave back jobs to the American auto workers. As is well known, the auto industry was the backbone of the US economy. There used to be a saying: What's good for General Motors, is good for the American economy.

The following is an imagineered interaction with an ailing American auto unit.



**Cleanliness sensitizes
workers to detect errors.
Accidents occur when
something fails. A failure is a
flag for poor quality**



On the first day, all workers (current and sacked) were requested to assemble in a large hall. Two Japanese managers were to address them. In keeping with tradition the address was precise.

The first started with: “Your jobs are secure for the next ten years”. The de-motivated employees seemed to have woken up with this electric shock. All this in a hire-fire economy!

“However, you will now have to manage the 100 square feet you occupy. So, as a first step, as you leave the room, I am requesting my colleague (bowing to the second manager) to distribute a can of white paint and a brush to each of you. Go tidy up the space you occupy”.

A week later, the plant looked as sparkling white as an operation theatre. Gone were the days of battle ground dark colors. That was the first lesson the workers learned on Quality Management: Housekeeping practices to build a quality culture. Cleanliness sensitizes workers to detect errors.

The following week, the two managers again assembled the workers in the same hall. The hall had been painted by this Japanese twosome.

“Have there been any accidents in the plant?” Long silence. Finally, an episode.

“Oh you mean there’s been an incidence of eye-burn last year. That should never happen.”

Following this interaction, the two managers nominated themselves to a team and requested the Plant-In-Charge, Human Resource Manager, Maintenance Manager, and a worker to join in. This team of seven jointly addressed the eye-burn problem using the Juran methodology: Symptom to Cause to Remedy. The second lesson was successfully demonstrated: Safety. Accidents occur when something fails. A failure is a flag for poor quality.

The by-product of the first two lessons were subtle but most important. Give back dignity to the workers.

The Japanese had softly demonstrated through three actions: We care.

By now the workers were actually enjoying coming to work. They arrived earlier, just-in-case, and did not hesitate to complete their assigned tasks before leaving for the day. They had migrated from clock-watchers to task-achievers.

With some acquired American humor, the Japanese twosome pointed out that the material flow in the plant was like spaghetti.

Let us streamline the flow for minimal human intervention. Industrial engineers took charge. The plant was shut for 30 days to improve the flow of material.

How were the workers engaged? They were taught Problem Solving and the application of Quality Tools!!

The Japanese twosome had demonstrated that Quality Management is agnostic to national cultures. The American auto units once again delivered successful outcomes, the Japanese way.

Lessons Learned



Challenges can be met through Quality Management



Quality Management is not capital intensive



Build a quality culture through Housekeeping



Build a quality culture through Safety



Treat the workers with dignity



Higher human intervention in a process increases the opportunities for failures



Leaders should work on important problems

QUALITY RISK ASSESSMENT (QRA) TO COVER ISO 9001:2015



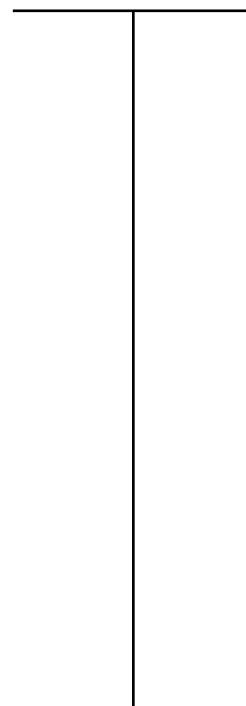
Mr. Deepak Bandyopadhyay
General Manager, Sysman Consultants, New Delhi

ISO 9001:2015, Quality Management Systems – Requirements (the latest version of the standard), has a new concept namely “Actions to address risks and opportunities” in clause 6.1. Guideline on this is conspicuously absent in the standard. In spite of the fact that three years have elapsed, this requirement has not set in clearly amongst the quality professionals. All sorts of beating around the bush are going on, oblivious of following factors:

- a. The hazards or impediments in the way to achieve quality
- b. Criticality and magnitude of the hazards and the consequential risks to quality
- c. Their impact on the organization’s own quality performance

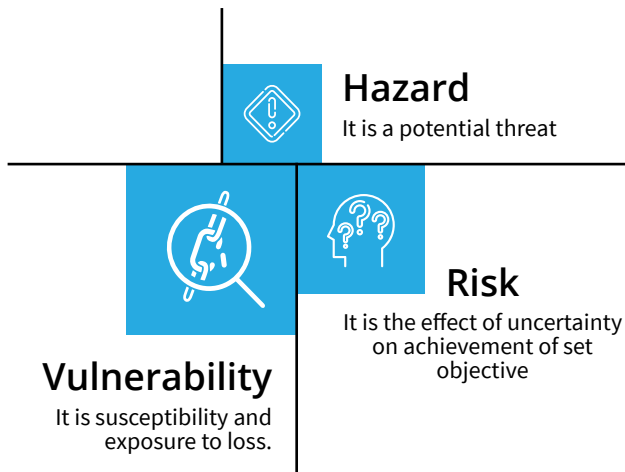
I have made a modest attempt to bring out the intended meaning of this requirement in ISO 9001:2015, on the basis of his own experience, perception and understanding of the subject matter, in consonance with other management systems such as Environment Management System (EMS), Occupational Health and Safety Management System (OHSMS), etc. Further, the contents of this paper are also complemented by the information contained in author’s own paper on QRA presented at the “International Seminar on Quality” organized by Asia Quality Network held in 2010.

The success of any system depends on identification of risks on a rational basis and managing those in a well thought-out fashion. At present, in many organizations, there is a system in vogue which includes attaching some score or weightages for each activity in each area



Hazard, Vulnerability and Risk

These three words are common, look synonymous but intrinsically different as may be seen below:



A suggested method for Quality Risk Assessment

Risk assessment may be done by reflecting on the following criteria which may be kept in mind while examining an activity to assess the possible apparent and not-so-apparent quality risks:

Legal Concern (LC) refers to the applicable (i) statutory requirements, (ii) regulatory requirements, (iii) Judicial orders (like the recent judgement of Supreme Court on banning fire crackers and permitting green crackers) and (iv) orders issued by governmental functionaries like District Magistrates, local Police Chief and local Fire Chief, which are obligatory for compliance in production and/or in delivery of services.

Business Concern (BC) refers to the cost aspects of processes (including equipment), use of materials, technology, human skill, time adjustment, etc, which may have financial implications. It is obvious that economic viability is essential in any activity of an organization to remain sustained and continually improve further.

Competitor Concern (CC) refers to the threats from competitors in regard to business strategy (innovative activities), marketing techniques, propaganda, etc. Rat race in business

practices is twisting the scenario and even existence of the organization gets jeopardized

Note – Currently a situation is emerging, where an unsuspecting industry is elbowing out a giant in the market. Some examples below:

- a. Nokia has cornered Sony, Canon and Nikon in the camera business. Reason being, cameras in cell phones are outselling the stand alone cameras.
- b. Airtel has won over HMV and other music recording companies by selling caller tunes (that play for 30 seconds) posing economic challenge to music companies in their sale of music albums. This is consistent with the fact that Airtel is not in music business. Now, even Airtel is facing challenge from Jio.
- c. HMV (and other music recording companies) had defined its market as audio. Apple as a computer maker has both audio and video capabilities to the disadvantage of HMV.
- d. Kodak defined its business in film and camera. Sony has come up with digital technology. In digital camera the two markets are perfectly meshed to the disadvantage of Kodak.
- e. Airlines and hospitality industries are facing challenge from HP and Cisco, who are providing facilities for videoconferencing. Executives are resorting to videoconferencing on account of shrunk travel budget as well as to conserve time.
- f. Samsung had its own camera as well as cell phone, but now its camera business has vanished due to changed market demands.
- g. Local taxi service is facing challenge from internet based cabs like Ola, Uber, Meru, etc.
- h. Today, internet based food delivery services like Zomato, Swiggy, etc are facing serious challenge from the new entrant Uber Eats.
- i. The price of personal computer has dropped from lakhs of rupees to only few thousands of rupees.
- j. Today films and cricket are two passions in India. The two markets were distinctly different. Till recently cricket was fundamentally 5-day test cricket or at best

50 over cricket. Now comes the IPL and the film market had a great setback. IPL brought cricket down to 20 overs. Suddenly an IPL match is almost equivalent to a 3-hour movie. Cricket has become competitor to films. On the eve of IPL matches movie halls run empty. Film distributors have to sequence the releases of films so as not to clash with IPL matches.

- k. Black and white photos and movies, fountain pens, mechanical and electronic typewriters have all vanished from the consumer market and are gasping at antique shops or are decorating the shelves of museum.
- l. Alarm clock has been pushed out of market by cell phone alarm.
- m. The private courier service providers are eating into the business of the state owned postal service in India.

One never knows in which bush the competitor is hiding in the industrial jungle! These competitors are difficult to detect and thus, even more difficult to beat. By the time they become apparent, they have already gone past and far ahead. Continuous innovative changes in respect of quality are the only alternative for organizations to stay on in business.

Emergency Concern (EC) refers to sudden upsurge in demand in the market or the reverse of it that is a sudden fall in demand or a sudden alteration in the customer or legal requirements, which may upset the production or service delivery processes. It is imperative for an organization to meet such challenges in an effective manner. A single, solitary, precise and concise methodology cannot be recommended and the organization has to use its available innovative talents and knowledge base.

Social Concern (SC) refers to the social obligations or organization's own concern for the society. Generally, this concern is independent of economic parameters. Organizations may deploy their time and money for benevolence and philanthropy and this is partly covered by legal requirement of Corporate Social Responsibility (CSR). Dedicated actions in this help the organization to build a good social image for itself and hence a more stable market and customer loyalty.

Corporate Rivalry Concern (CRC) refers to corporate rivalry and has too many uncertainty elements. Rival organizations

at times resort to subversive industrial espionage and counter-commercial activities against each other to annihilate an organization.

Administrative Concern (AC) The following characteristics/elements are in the realm of the administrative aspects of the organization. Their effectiveness in the organization has direct effect on the quality, therefore, are important in respect of product development, product delivery and customer delight:

- i. **Physical (AC-P)** – This refers to the state of available electrical, mechanical, chemical, biological or electronics equipment and infrastructure. This essentially relates to the technical administration (maintenance and capacity augmentation activities) of the organization and its utility services and availability, for the delivery of its products and services. In short these are the key enabling elements.
- ii. **Sensory (AC-S)** – This refers to smell, touch, appearance, aesthetic appeal, etc, of the product. This essentially relates to the external parameters of the product, which may attract or repel a customer. In short, these are the elements for market capturing.
- iii. **Behavioural (AC-B)** – This refers to courtesy, honesty, truthfulness or meticulousness, etc, of workmen and executives at work place. This helps internal cordiality and hence enables the organization to avoid internal feuds and disruption in activities/processes. A harmonious interpersonal ambience is always conducive for uninterrupted production and delivery of quality product and service.
- iv. **Temporal (AC-T)** – This refers to punctuality, reliability, availability, etc of the personnel in manufacture, maintenance and service. This is mainly related to the cultural status or demographic serenity of the workmen and executives at work place (especially those in the marketing and servicing departments, who are at the interface with the customers). This has potential for better work programme and delivery schedules and better image building of the organization in the marketplace and hence ensures a customer loyalty.

- v. **Utility or functional potential (AC-U)** – This refers to the extent of usefulness of the product (or services) for the intended purpose. If the product exceeds the expectations of the customers at no additional cost make the product more alluring for the customers and enhance customer delight. An efficient and friendly after-sales service is strength in any organization.
- vi. **Financial (AC-F)** – This refers to profit margin (difference between cost of product delivery and its selling price in the market), only sustains an organization. Therefore, the organization has to pull down the cost of product delivery to have a reasonably good profit margin, for economic sustenance and continual improvements in technology in use.
- vii. **Misogyny (AC-M)** – This refers to the tendency to be anti-woman, which robs a management of the opportunity of utilizing the potentials of the specific talents of the women workers.
- viii. **Information technology (AC-IT)** – This refers to the computer crime, a victim organization may lose part or all its information/data bank data to an unscrupulous adversary; may be a competitor or a miscreant.

- iv. Emergency concern (EC)
- v. Social concern (SC)
- vi. Corporate rivalry concern (CRC)
- vii. Administrative concern – Physical (AC-P)
- viii. Administrative concern – Sensory (AC-S)
- ix. Administrative concern – Behavioural (AC-B)
- x. Administrative concern – Temporal (AC-T)
- xi. Administrative concern – Utility (AC-U)
- xii. Administrative concern – Financial (AC-F)
- xiii. Administrative concern – Misogyny (AC-M)
- xiv. Administrative concern – Information technology (AC-IT)

The above is indicative and not comprehensive but surely can provoke to act upon.

Cost, price and value – market sustainability

“Cost” incurred in production and/or delivery of a service is a FACT

“Price” is a POLICY of the organization with respect to its market strategy and profit target

“Value” is an OPINION of the customers about the product or service; air is free but its value is immense

Therefore, to maintain continued sustainability, due attention is needed for building up a good customer opinion. To summarize, the above bring to fore the following concerns in respect of the quality of product or service or both, in an organization:

- i. Legal concern (LC)
- ii. Business concern (BC)
- iii. Competitor concern (CC)

Prioritization of risks and risk and its management

In respect of risks, the following are normal ways, for adaptation in isolation or in combination:

- a. **Avoid** – Avoid the activity to manage the risk, but can we always avoid that activity?
- b. **Transfer** – Transfer the risk by outsourcing that activity, but will it be economical or ethical (especially in the areas of physical injury)?
- c. **Mitigate** – Mitigation it is post event action and has time constraint. A delayed mitigation may nullify the purpose.
- d. **Accept** – Accepting a risk can be short time and subjective. It may not be always in the best interest of the organization. It is prudent to reduce the risk to an acceptable level.

The success of any system depends on identification of risks on a rational basis and managing those in a well thought-out fashion. At present in many organizations, there is a system in vogue which includes attaching some score or weightages for each activity in each area, mostly in (i) qualitative and/or (ii) delivery terms and then deciding a cut-off point to label the significant ones which need urgent attention. This process has the following uncertainty elements, which renders the assessment unscientific:

- a. The score attachment is normally based on the whims and fancy of the departmental head or some higher-ups, irrespective of its technical validity or acceptability; the lower level personnel may give a better alternative but they seldom venture to suggest.
- b. From time to time the score formula gets altered with change in the higher echelon personnel and the risk assessment may change radically, for betterment or otherwise.
- c. Other vital concerns or risks as listed above get into oblivion and the problems either remain or magnify with passage of time.

Since (a) consultation with and (b) participation of – all concerned in an organization are time tested tools for improvement, it would be advisable to constitute small groups to deliberate on each risk as perceived through the analysis of above listed 14 concerns and decide how to manage them in a prioritised manner.

An example of risk management

At present the risk assessment is done on a case-to-case basis in an ad-hoc manner and seldom as a matter of system. Further, the following examples of two risk management exercises in respect of a garment industry will illustrate that a temporary solution does not yield a lasting result:

- a. Some garment manufacturers do style wise market risk analysis of garments. In all confirmed ship-styles before bulk goods are made, some product engineering and analysis are done and if any risk in market is perceived, they avoid that garment in production without venturing into exploring the hidden possibilities. For instance a customer wants white tee shirt with a red collar in cotton; this garment is risky in marketing on colour-fastness issue. On explaining the matter to the customer; who on understanding agrees to changes in cotton composition from pure cotton to cotton polyester, the colour-fastness risk gets resolved and the risk is thus liquidated and an international market comes within reach.
- b. In dispatches where rejections happen frequently, say in a three months period, damage claims are made by the buyers and the subcontractor or the supplier is blacklisted.

Risks in an offbeat activity – election

In a democracy, election is an intensely sensitive activity and susceptible to a lot of controversies. It has its own share of risks and therefore, deserve due strategic precautionary actions to control them during the following stages in an election:

Pre-election stage

- a. **Institutional framework** – covering Chief Election Commissioner (CEC), Chief Election Office (CEO) of states and other functionaries, office infrastructure, constitution of a team of election officers, etc.
- b. **Planning and implementation** – covering timely financing, fidelity of electoral rolls, Electronic Voting Machine (EVM) security management, logistic and legal readiness, etc .
- c. **Personnel management** – covering education and training.
- d. **Voter registration** – covering motivation of election personnel, eligibility, digital security of electoral roll and its updating,

During election stage

- a. Control of electoral campaign – includes restricting public space defacement and publicity, enforcement of code of conduct, poll schedule announcement, media communication, nomination, withdrawal and security, symbol allotment, ensuring level playing field during campaign period.
- b. Voting operation on election day – management of polling booths, management of postal ballot, conduct of a free, fair and peaceful poll, counting hall security and management,
- c. Sealing of strong room after storage of EVMs pending counting of votes.

Post-election periods

- a. Counting – covering counting hall security and management, deployment of counting personnel, counting of vote, postal ballot management, etc.
- b. Verification of election result and result declaration.
- c. Election expenditure returns – for audit on an early future date.
- d. Resolution of election petitions by competent persons in an accepted method.

Opportunities

At times, a process of risk response may lead to situations where the flood gates of opportunities open up, such as hugely better economy and utilization of resources, innovating alternate methodology, more efficient work practice and identifying better market. These are the opportunities and can be harnessed in an imaginative manner. As a thinker had said – “Opportunities are like sunrise, if you wait too long, you can miss them”, we must harness them sooner than later. Some sources of opportunities are:

From within the organization:

- a. Supply chain
- b. Products and services as available
- c. Process as in vogue
- d. Application of quality tools like 6-sigma, kaizen and 5S exercises
- e. Technology as developed in-house
- f. Identification of new market

From beyond the organization:

- a. Customers
- b. Competitors
- c. Complementors (advisors, enablers, consultants and other knowledge partners)
- d. Suppliers of materials and equipment
- e. Emerging technologies and scientific developments elsewhere
- f. Influences and thought shapers
- g. Political and social forces
- h. Changes in legal requirements

Formulation of objective

After the process of identification of risks and discovery of opportunities, SMART objectives may be formulated for each of them and then these need to be monitored and reported for its status review and reassessment.

Risk-Opportunity (R&O) Cycle

Another manifestation of PDCA Cycle:



Some National and International Efforts in R&O Management

The two latest examples are as follows:



National Effort

It is the “Zero Effect Zero Defect (ZED) Scheme” launched by Ministry of Micro, Small and Medium Enterprises (MSME), Government of India, to help the production units to combat two major risks, namely adverse effect on environment (E) and defects in products (D) to zero (Z) level. The activities under this Scheme are gradually gathering momentum under the stewardship of Quality Council of India.



International Effort

- a. “East Asia Summit” in Singapore held on 14 November 2018 to promote intergovernmental cooperation to combat common problems in economic, political, security, military, educational and socio-cultural areas amongst the 10 member nations.
- b. To tackle Information technology (AC-IT) concern, some countries have developed legislations like in USA, they have Florida Computers Crime Act, 1978 and US Federal Computer Fraud & Abuse Act, 1986.

Conclusion

The author is hopeful of triggering of a thought process in the quality-fraternity and evolution of a suitable QRA methodology for inclusion in the next version of ISO 9001.



NEED AND THE CONCEPTUAL MODEL FOR CONTINUOUS QUALITY IMPROVEMENT (CQI) SYSTEM IN HOSPITAL INDUSTRY

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CQI system cannot be implemented in a short period; it is a long journey of a hospital. It should not be forced by anybody. It should be accepted, engaged, learned and facilitated by every healthcare provider, leader and the management of the hospital

Quality Standards Implementation System in hospitals provides insight on the structure, process, outcome and serves as instrumental indicators to improve healthcare services. As a consequence, evaluating the quality systems in the hospital is important and implements ways of Continuous Quality Improvement (CQI) more efficiently in order to reduce the differences in the operational process, its outcome and sustainability of quality systems. CQI is a continuous “lifting of the bar” of quality system in the hospital. It leads to service excellence.

Overall hospital CQI should be a goal and the main objective of hospitals is to achieve success in their healthcare services beyond the accreditation. CQI system cannot be implemented in a short period; it is a long journey of a hospital. It should not be forced by anybody. It should be accepted, engaged, learned and facilitated by every healthcare provider, leader and the management of the hospital. The leadership culture should be progressively nurtured within the hospital. Processes improvement, smooth

operations, patient satisfaction and the employee satisfaction can be achieved through the implementation of quality systems and the CQI system in the hospital. Few hospitals’ management need implementing quality system just for getting accreditation, other hospitals want to be leading providers of the world class healthcare services through their CQI efforts.

Quality systems are needed for high quality care and patient safety by credential healthcare professionals. There should be a Structured Quality Improvement programme based on the continuous monitoring of patient care services by a designated employee in quality department, management, staff in all the functions and at all the levels. Quality improvement includes analysis of the performance and the systematic efforts to improve the performance. CQI system provides the continuous patient satisfaction rates, employees’ satisfaction through continuous learning, skill development, better working environment, gaining leadership skills and ownership of processes.



There is an increasing attention on enhancing the quality of life through the Quality Council of India (QCI), and hospitals accreditation in India through the International Organization for Standardization (ISO) and National Accreditation Board for Hospitals & Healthcare Providers (NABH), a major focus on quality systems implementation and quality improvement by hospital managers and healthcare providers is the key to enhance the quality and safety of healthcare services. Once the hospital is quality services certified, it is very important that it should focus on sustainability of quality systems and that the hospital staff should be continuously motivated for CQI to reach higher levels of healthcare quality. The training frequency for personnel on Quality Management Systems needs to be augmented. Similarly, monitoring frequency should be increased which brings out continuous quality care and in turn proves that quality system is in place.

Need for CQI in Hospitals

As per Insurance Regulatory and Development Authority of India (IRDA) notification, all such providers offering cashless services for allopathic treatment shall meet with the pre-accreditation entry-level standards laid down by NABH or such other standards or requirements as may be specified by the authority from time to time within a period of two years from the date of notification. Then only maximum number of hospitals started implementing quality systems.

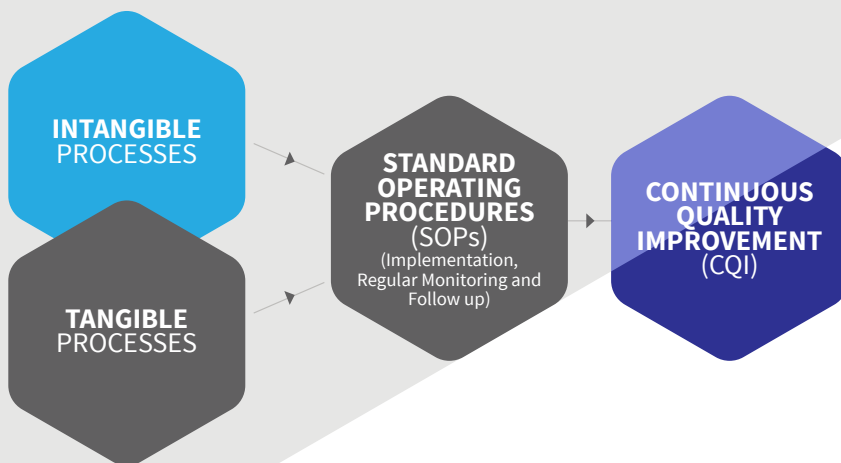
- a. IRDA came up with the recent change of guidelines where it has directed about 33,000 empanelled hospitals to obtain the NABH entry-level certification and this has to be done in the next two years. Since

NABH accreditation is completely voluntary, only a few hospitals choose to obtain the quality certification.

- b. This is an important step to ensure quality. For patients, it means increased safety and better quality. So far this was only voluntary but by ensuring accreditation, it is a regulatory guideline that has been mandated. One has to fulfill basic requirements at the entry level to be able to empanel themselves under various insurance schemes. **As of now, all over India, 1203 healthcare organisations have been accredited and 1555 healthcare organisations have been certified by NABH.** Stakeholders in the industry say that it is not only safe for patients but also for employees, since it certifies that the hospital is a safe place to work at. The entry-level rules are very basic and fundamental and are expected to be followed by all the hospitals.

Conceptual Model

This write-up addresses a conceptual model which includes intangible processes and tangible resources as a base to formulate Standard Operating Procedures (SOPs) which results in achievement and maintenance of CQI in hospitals through regular monitoring.



Intangible Processes

Processes in hospitals involve both clinical and managerial task, volumes of data and a large number of patients and employees. Processes in hospital are complex and dynamic. Hospital processes require the coordination of all the departments and employees including doctors.

Intangible processes include the factors such as leadership, team supervision, processes, procedures and practices, services, key indicators, safety, team work and effective communication. Efforts for processes improvement are necessary because they play a major role in reducing costs and enhancing work efficiency. To achieve quality improvement, hospitals need to implement and follow standard processes.

Tangible Resources

Tangible resources include the factors of hospital equipment and safety systems, training, selection, placement and manpower monitoring. To achieve quality improvement, hospitals need to utilize standard resources.

Standard Operating Procedures (SOPs)

Hospitals try to provide the best possible healthcare services to its patients. Standard Operating Procedures (SOPs) of each

department constitute a manual which significantly determines the standard functions of a hospital. As a base of intangible processes and tangible resources, the hospital leaders or the quality personnel and the management together should create SOPs based on the hospital functions to be implemented across the hospital. Once they have been implemented, it is the responsibility of all the departmental heads to continue and modify any changes required as per the hospital functions. SOPs are categorized into technical, strategic and structural factors.

Continuous Quality Improvement (CQI)

CQI can be achieved through regular monitoring and by proper follow up of intangible processes, tangible resources and SOPs. This leads to the best clinical quality, patient experience and patient satisfaction, PDSA cycle progress, quality improvement and organizational development. It is the responsibility of HODs of all the departments to follow up the continuity and regularly monitor the work status as per the implemented SOPs. The head of the hospital needs to involve head of all the departments in planning the implementation.

Implications For Use

Implication involved in CQI in NABH pre-accredited entry-level hospitals can be drawn from the findings generated in this research. Based on the factors, a range of strategies can be adopted by healthcare providers with the aim of CQI which helps them to achieve patient satisfaction, employee satisfaction and the hospital development in a sustainable manner.

In the present economic scenario, the demand for healthcare quality is increasing amongst the general people of India. Therefore, healthcare providers are concerned about the quality standard of their service to ensure patient satisfaction. Overall hospital CQI should be a goal and the main objective of hospitals to achieve success in their healthcare services beyond the accreditation.

CQI in hospital industry is more important to sustain the quality standards for healthcare excellence through a set of factors which includes leadership, team supervision, processes, procedures, services, key indicators, safety, team work, effective communication, security practices, office environment, training, selection, placement and manpower monitoring, technical, strategical and structural factors, clinical quality, patient experience and patient satisfaction, PDSA cycle progress, quality improvement, organizational development.



THE BEST PRESCRIPTION IN HEALTHCARE: REWARDS & RECOGNITION

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Amid many competing priorities and day-to-day staffing challenges that already exist in healthcare system, what can a healthcare organizations do to recognize their staffs, make them feel valued, and, more importantly, have them want to stay? With healthcare being one of the fastest growing industries, many healthcare organizations face challenges in more ways than before in employee engagement and empowerment. That's why more than ever, healthcare organization must consider employee recognition as part of their overall strategy.

Healthcare systems face tremendous pressure: changing **government regulations, tightening of reimbursements, and an increasingly tight labor market.**

Providing quality healthcare to patients depends on engaged and empowered employees. It is more important now than ever to understand why staff members leave, and how you can attract and retain talented nurses, physicians and other staff. Interacting with patients can be stressful and as insurance reimbursement assumes greater importance on the business side, health care workers are being asked to perform tasks more efficiently and with fewer resources. Consistent and sustained recognition or high-quality work is an important but often overlooked way to maintain high levels of workforce satisfaction.

While the current labor situation in the healthcare industry is certainly driven by the inherently stressful responsibilities of the employees and the aging of baby boomers, the high turnover rate is also caused by a reason that can be controlled – employee recognition and satisfaction. Underappreciated and overworked employees will never be able to perform to their best. A successful rewards and recognition program decreases turnover, improves



**A successful rewards
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outcomes and promotes the
core values of hospitals**

outcomes and promotes the core values of hospitals. Staff members are more engaged, work harder, and are likelier to stay when they receive strong recognition, they also provide better patient care.

One suggestion is to consider implementing a formal rewards & recognition program into healthcare organization strategic plan. Key tactics might include training for front line nurse managers, Physicians and other staffs promoting a peer to peer recognition program, nominating staff for external awards, and conducting an annual survey to determine what healthcare staff value, how they want to be recognized, and how they want to recognize their peers.

A formal recognition program would need to be reevaluated on a regular schedule and be flexible to respond to comments and suggestions from a multigenerational workforce. Taking it a step further, an organization may want to consider forming a recognition committee. This would allow the staff in healthcare organization to be directly involved in the development of the recognition program, review feedback from their peers, and put actions into place.

Employee engagement strategies move the spear for employee satisfaction and retention. Healthcare organization should use

rewards & recognition programs and combine them with the proper tools, education and empowerment methods to ensure that their employees are engaged with their work. Execution is paramount for new initiatives to take hold. Recognition programs in the healthcare industry should be balanced between value- and performance-based initiatives

In the long run, adopting a formal reward and recognition program, while requiring a small time and financial commitment, which can pay major dividends in terms of greater staff engagement, employee satisfaction and better patient experiences.





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Bleed Size : 21.6 cms x 29.3528 cms
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Other Informations

Language : English
Frequency : Quarterly

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