Lessons from three years SCORE

Geneva
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SCORE - Sustaining Competitive and Responsible Enterprises
Based on past & present ILO programmes on LMC, working conditions and productivity

- Higher productivity and a better place to work – An ILO action manual, 1988
- SIYB, EYB, IWEB & OSH Programmes (WISE etc.) since the 90ies
- Programme for the Promotion of Management and Labour Cooperation (PROMALCO) in the Caribbean, 2001-2005
- Factory Improvement Programme (FIP) in Asia, 2001 – 08 (Better Factories/Better Work)
- CSR in the Chinese textile industry, 2008-09
- R189 Job Creation in SMEs (1998)
- ILC Conclusions on the Promotion of Sustainable Enterprises (2007)
Rationale behind SCORE

Productivity

Good working conditions

Key to growth, sustainability, better wages, more jobs.

Workplace cooperation
A modular training programme...

Module 1: Workplace Cooperation

Module 2: Quality Management

Module 3: Productivity and Cleaner Production

Module 4: Human resource management

Module 5: Safety and health at work
...combining classroom training and in-factory consulting

- Managers and workers jointly participate in classroom training

- Follow-up onsite leads to tangible improvements in SMEs
Better use of materials, facilities, machines and people

- Enterprise Improvement Teams drive change
- Quick and visible results through Module 1
- Committed SMEs take additional modules
Where SCORE is being used

- **China**
  - Garments
  - Machine and Auto parts

- **Vietnam**
  - Furniture

- **India**
  - Auto and machine parts

- **Indonesia**
  - Auto parts & others

- **Ghana**
  - Fruit processing

- **South Africa**
  - Ecotourism lodges

- **Colombia**
  - Textile
  - Flowers

- **TVET Bangladesh**
  - TVET project
Results from SCORE Phase I

- Supported 19 institutions to provide SCORE training to SMEs
- 255 trainers trained (31% female)
- 284 enterprises and 2,256 enterprise staff trained (33 % female)
- Employing more than 50,000 people (scale)
  - 75-80% of SMEs adopt good practices
  - 40-50% of SMEs report cost savings due to SCORE training (such as energy savings and reductions in defects)
  - 16% less accidents and 3.6% less absenteeism in SMEs
- When seeking scale must also seek fairness – equal access to benefits
PPPs with COOP and BSCI in China

- MNEs sponsor SCORE training for their suppliers
  - ILO provides training tools and facilitates training delivery

- Some lessons
  - Low demand from suppliers as training is voluntary and only 50% subsidized
  - Suppliers not clustered -> high travel costs
  - MNEs want to see large suppliers included in training
  - MNEs want to see improvements on areas of non-compliance
Social Marketing - changing the mindsets

- Campaigns in Jakarta and Makassar
- Supported by constituents /labour inspectors
  - Workshops, posters, radio capsule, radio talkshows, brochures, flyers, T-shirts, Twitter
- Preliminary campaign results:
  - 86% inspired by campaign
  - 82% read the brochures
  - 46% inspired to change behaviour
- How can we make the tools more effective?
Lessons learned

- Focus on formal enterprises => meets demands of unions and employers
- Workplace collaboration => ILO’s competitive advantage!
- Delivery through local consultants and institutions is key...
- ...but SME support programmes require public sector co-funding
- Gender mainstreaming not enough – results require specific activities
Open questions

- How to «sell» a social agenda in a commercial training product?
  - How to increase impact on gender equality?
  - How to promote key ILS?

- How to increase outreach beyond enterprises trained
  - How to make social marketing more effective?
  - How to collaborate with labour inspectors?

- How to operate in lower-income countries?
  - Fewer potential clients
  - No public sector support for SME training
Lessons learned from the ILO SME intervention review (GPO 1)

- Lots of ILO activities on working conditions & productivity in SMEs
- Not all areas of working conditions are equally addressed
- Better coordination and concentration needed
- Good practices need to be shared more widely
- Most interventions end when donor funding ends
- Little is known about impact
- Stronger orientation on private sector needs required
SCORE Phase II - deliverables

Based on 20 Million USD for 2013-2017 from SECO and NORAD:

- 30 partner institutions embed SCORE training into their SME service portfolios
- SCORE trainers train 800 SMEs, 3200 workers and managers, on SCORE modules in eight countries
- 80% of SMEs report costs savings, reduction in absenteeism, employee turnover, defects, waste per month
THANK YOU!