# Sustaining Competitive and Responsible Enterprises (SCORE) Phase II

## Programme at a Glance

### Immediate Objectives:

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

### Partners:

- Ministries of Labour, Employers Organisations, Trade Unions, Business Development Service Providers, Private-Sector Partners, ILO Programmes, UN Industrial Development Organisation (UNIDO), and National Cleaner Production Centres private-sector partners.

### Donors:

- Government of Switzerland, State Secretariat for Economic Affairs (SECO) and Government of Norway, Norwegian Agency for Development Corporation (Norad).

### Ultimate Beneficiaries:

- Workers and managers in Small and Medium Sized Enterprises (SMEs), including small exporters and subcontractors in industries with high job creation potential and significant decent work deficits. The targeted SMEs have approximately 50 – 250 employees.

### Duration:

- January 2014 – September 2017

### Geographical Focus:

- SCORE is a global programme with country activities in China, Colombia, Ghana, India, Indonesia, Peru, South Africa, and Viet Nam.

### Main Intervention:

- SCORE Training

## Inclusive Participation

- Managers and employees are trained together with a focus on cooperation
- More than 7,000 managers and workers have jointly participated in SCORE Training
- Training participation is split evenly between middle to upper management levels (51%) and workers (49%)
- 30% of SCORE Training participants are women and 35% of SCORE Trainers are women

## A Global Reach

- The ILO has partnered with 28 institutions in the delivery of training to SMEs in 44 clusters within 8 countries
- Training packages have been translated into 9 languages and adapted to several manufacturing sectors as well as the service sector

## Quality Monitoring & Evaluation Systems

- SCORE Training has achieved an 88% participant satisfaction rate globally
- In 2015, SCORE’s Monitoring and Evaluation system was audited by an external auditor who found 87% compliance with the Donor Committee for Enterprise Development standard
The SCORE Programme

Sustaining Competitive and Responsible Enterprises (SCORE) is an ILO global programme that improves productivity and working conditions in small and medium enterprises (SMEs). The key intervention of the global programme is support for the implementation of SCORE Training, which combines practical classroom training with in-factory consulting. SCORE Training demonstrates best international practice in the manufacturing and service sectors and helps SMEs to participate in global supply chains.

SCORE Training focuses on developing cooperative working relations resulting in shared benefits.

The ILO is assisting government agencies, training providers, industry associations and trade unions in emerging economies in Africa, Asia and Latin America to offer SCORE Training to enterprises.

The ultimate outcome for the SCORE Programme is to have national institutions independently providing SCORE Training to SMEs to improve working conditions, productivity, and competitiveness.

Countries where SCORE Training has been implemented

At the enterprise level, SCORE Training helps build systems to increase productivity while simultaneously improving the quality of jobs through better working conditions, including promoting respect for the Fundamental Principles and Rights at Work (FPRW).

At the policy level, the SCORE programme promotes international labour standards, social dialogue and tripartism through its training programme for policy-makers and social partners. All project activities are governed through national or global tripartite advisory committees.

The programme also ensures and promotes gender equality in the workplace. To highlight the programme’s efforts on gender equality, specific gender indicators have been incorporated into the Phase II project design.
There are five SCORE Training modules covering: Workplace Cooperation, Quality Management, Clean Production, Human Resource Management, and Occupational Safety and Health. There are also Trainer and Implementation Guides that accompany these. Each module is delivered through a combination of classroom training and in-factory consultancy and led by industry experts. The consultancy visits are a unique element of the training methodology that ensures that classroom learning is put into action in the workplace.

As of December 2016, over 1,000 SMEs have received SCORE Training in 8 programme countries, representing a total workforce of over 240,000 people that have benefitted from enterprise improvements. In addition SCORE Training has been implemented in countries outside the programme, including Bolivia, Turkey, and Ethiopia.

The SCORE Training Process

- Personalised Business Assessment
- Modular Classroom Training
- Implementation supported by on-site consultancy
- Ongoing Monitoring & Impact Assessment
- Results Tracking

SCORE Training Modules

Module 1: Workplace Cooperation – A foundation for business success

The starting point for all training:
- Unite employees around shared targets
- Involve the entire workforce in continuous improvement

Module 2: Quality - Managing Continuous Improvement

- Identify customer needs
- Develop quality assurance culture
- Reduce defects systematically

Module 3: Productivity Through Cleaner Production

- Save costs and increase efficiency
- Systematically reduce waste & energy usage

Module 4: Workforce Management for Cooperation and Business Success

- Develop Human Resource strategies for better recruitment & retention
- Motivate & develop the right people to make staff a competitive advantage

Module 5: Safety & Health at Work: A Platform for Productivity

- Eliminate or minimise workplace health & safety risks that lead to injuries, expenses & lower productivity
SCORE Results

Since its inception in 2010, the SCORE Programme has achieved the following results*:

**Over 1,000 ENTERPRISES** trained across **15 countries**

**Skills built of over** **8,000 WORKERS AND MANAGERS**

- **Increased Productivity** up to 50%
- **Cost Reductions** up to 91% of enterprises
- **Defect Reduction** up to 64% of enterprises
- **Energy Savings** up to 44% of enterprises
- **Better Workplace Cooperation**
- **Better Working Environment**
- **Less Delays**
- **Absenteism** up to 48% of enterprises
- **Less Waste**

* Results to December 2016

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