

SCORE Albania Factsheet

ILO SCORE Program 2025 Results in Albania

► SCORE Programme

Sustaining Competitive and Responsible Enterprises (SCORE) Programme of the International Labour Organization (ILO) supports the vision of the UN Sustainable Development Goals for a better, more inclusive world. Aligning with Goal 5, 8, 9 and 12, SCORE Training helps SMEs improve working conditions and processes, particularly by mainstreaming gender, promoting decent work, achieving cleaner and more sustainable production patterns, and enabling SMEs to participate in global supply chains.

The programme was launched in 2009 and is managed by a global team based in ILO Country Offices and Headquarters. The key intervention of the programme is SCORE Training, which combines practical classroom training with in-factory consulting. The SCORE Training modules cover Workplace Cooperation, Quality Improvement, Resource Efficiency, Workforce Management, Safety and Health at Work, Lean Manufacturing, Gender Equality, Responsible Business, Hospitality Coaching and Working Time.

The SCORE Training Process aims to address the individual needs of each enterprise, demonstrate lean manufacturing techniques that are proven to increase production efficiency and offer value for money training – with cost's recovered as quickly as one month.

The ILO plays a critical role in identifying and disseminating best practices, carrying out trainings, monitoring activities, performing quality control and providing technical advice on the implementation of the SCORE.

For more information visit [the SCORE Programme homepage](#)

► SCORE Programme in Albania

Partners:	Ministry of Economy, Culture and Innovation; Ministry of State for Entrepreneurship and Business Climate; ProExport, Textiles, Clothing, Leather and Footwear (TCLF) Employers Organisation, Albania Investment Development Agency (AIDA)
Donors:	Swedish Government
Pilot Sector:	The SCORE Programme continues to focus and operate in the TCLF sector in 2025
Geographical area:	The SCORE Programme was successfully implemented in the geographical areas of Tirana (3), Durrës (2), Gjirokaster (1), Fier (1), Bulqizë (1), Elbasan (1),

The SCORE Programme in Albania began in April 2022, within the framework of Business Partnership and Solutions for SDGs project that was designed to raise awareness among private sector actors about UN Sustainable Development Goals (SDGs) and in particular ways businesses can benefit from and contribute to their implementation in Albania.

The ILO has partnered with the TCLF Employers Organisation's represented by ProExport to outreach the SMEs that would benefit most from the training and fit the criterion of employing a minimum of 30 workers, and a maximum of 300.

In 2025 9 textile, clothing, leather and footwear (TCLF) companies completed the entire programme with baseline assessments, classroom trainings and follow up implementation visits – and established enterprise improvement teams, trained in SCORE Basics, consisting of advice in introducing or upgrading processes to improve the work flow, reducing energy consumption and materials waste, conducting systematic analyses of defect causes, expand the usage of Standard Operating Procedure (SOPs) as well as on the distribution of productivity gains to workers through better working conditions.

A total of nine enterprises, employing 741 workers, went through the entire SCORE Basics training and implementation cycle in 2025. All of the participating enterprises went about improving workplace condition through better employee engagement, workplace safety improvements, improving physical workspace through introductions of locker rooms, better canteens/cafeterias among other improvements. All enterprises also have in place a fully functional Enterprise Improvement Teams (EITs) which meet regularly and identify opportunities for improvement and act upon them and these teams are typically cross functional and cross hierarchical with good worker representation (over 50% in all enterprises).

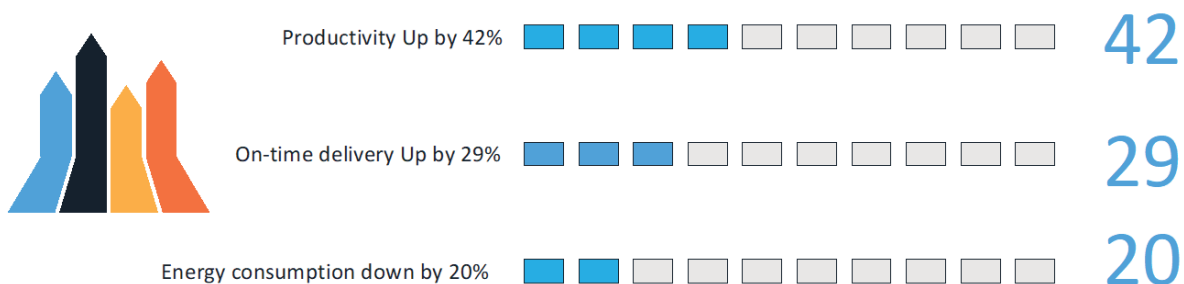
This represents a transformation in management discipline and duty of care, and has been reinforced by growing recognition that safer workplaces support stronger productivity outcomes.

5S implementation for cleaner, safer and better organized workplaces have also yielded good results in all participating enterprises.

Remarkably, across the 9 enterprises productivity, on average increased by 42%, on-time delivery to customers increased by 29% and energy consumption decreased by 20%. Defects (in-line, end-line and rework rate) had reduced by nearly 50% across the 9 enterprises. And most significantly, metrics on people involvement and engagement – such as absenteeism (down by 29%), employee turnover (down by 43%) and number of accidents (down by 50%) had shown stellar improvements. Collectively, these results show that SCORE is not simply improving systems, but building more resilient, competitive, and people-centered manufacturing enterprises across Albania.

► SCORE Results in Albania

Operational Efficiency



Quality



People



► Improvements Examples

Marika Tex

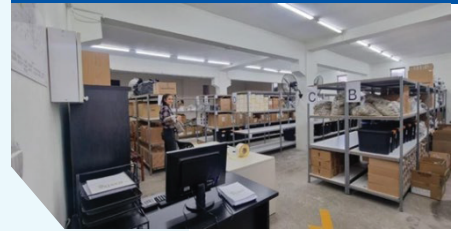
WAREHOUSE OF RAW MATERIALS

Before



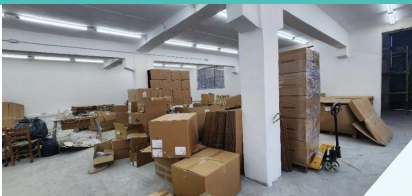
*5S Implementation to improve
workplace organization
–
and free up searching time and space*

After



5S IN THE QUALITY CONTROL OF END PRODUCTS

Before



After



MatilPro

Before



*Layout improvement
to facilitate better flow*

After



Sartex

Before



*5S implementation in
thread storage area
–
reduced average search time
from 7 mins to 1 min*

After



For more insights watch the video presenting the results of the SCORE pilot Programme in Albania: [ILO Sustaining Competitive and Responsible Enterprises \(SCORE\) Programme in Albania \(youtube.com\)](https://www.youtube.com/watch?v=...)

► What is next for SCORE in Albania

The Swedish Government will continue supporting a second phase of the “Business Partnerships and Solutions for SDGs” project, running until 2027. Going forward, the project will assist enterprises to restructure production, streamline processes, eliminate waste, and optimize the use of technology and human resource and improving the working conditions in line with the UN Sustainable Development Goals and the EU Green Agenda.

In 2026, SCORE Albania moves into its next phase of growth — expanding to a new cohort of enterprises across Tirana, Durres, Shkoder, Korce and beyond, with training rounds scheduled to begin shortly. At the same time, factories that have successfully completed SCORE Basics, including Sartex, MarikaTex and MatilPro, will advance into **SCORE Lean**, a deeper continuous improvement pathway designed to strengthen problem-solving, stabilise processes, and drive sustained productivity gains. SCORE Lean introduces tools such as **standard work**, **line balancing**, **visual management systems**, **root-cause problem solving (PDCA)** and **Obeya governance**, enabling enterprises not only to fix problems quickly, but to prevent them, optimise flow, and build a culture where improvement is daily, structured and owned by the workforce. Together, the new 2026 enrolments and the Lean advancement track for high-performing factories signal a shift from implementation to scale — and from improvement projects to ongoing capability development across Albania’s manufacturing sector.