



International
Labour
Organization



Implementation Guide for **SCORE Training**

The background features a white field with two light blue geometric shapes. One is a large triangle pointing to the right, and the other is a smaller triangle pointing to the left, located at the bottom right corner.

Implementation Guide for SCORE Training

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Implementation Guide for SCORE Training

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► Preface

It has become conventional wisdom that productivity and working conditions are intrinsically linked. The most influential research on topic, possibly until this day, dates almost 100 years back. In the 1920s, the Harvard Business School professor Elton Mayo examined productivity and working conditions at the Western Electric Hawthorne Works in Chicago. The results of these studies shed new light on the effects of fatigue and monotony on job productivity and how to control them through variables such as rest breaks, hours of work, temperature and humidity. It also became apparent that increased worker productivity and job satisfaction depended not only on the level of compensation and the physical working conditions, but also to a large extent on the workers' status within the organization, their interactions with the group, the recognition of their capabilities, and a less authoritarian leadership style.¹ These research results, ended up affecting the working conditions of millions of people.

While productivity and working conditions have improved in many countries, too many workers are still employed in low productivity jobs with harsh working conditions. Particularly workers in Small and Medium Enterprises (SMEs) are less productive than their peers in larger firms and their working conditions are inferior.² Programmes which enable smaller firms to close this productivity gap can have a big impact on a country's economic performance and affect a large number of workers, in particular in labour-intensive industries.

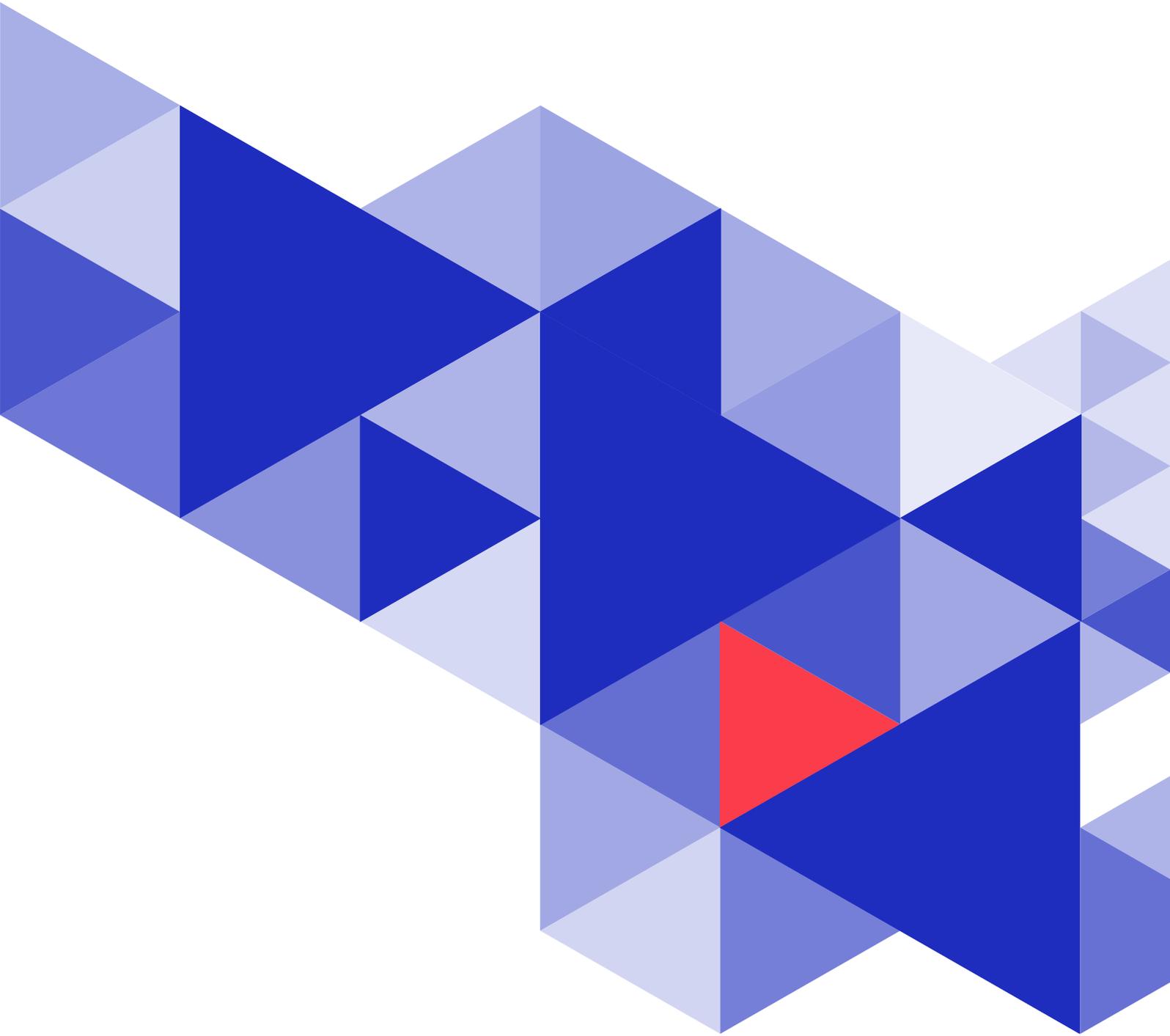
Sustaining Competitive and Responsible Enterprises (SCORE) aspires to be such a programme. It is a practical training and in-factory consulting programme that improves productivity and working conditions in SMEs. SCORE Training demonstrates best international practice in the manufacturing and service sectors and helps SMEs to participate in global supply chains. 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 International Labour Conference (ILC) endorsed the SCORE Programme twice as an effective tools for improving SME productivity and working conditions, during the 2015 ILC discussion on SMEs and the 2016 discussions on "Decent Work in global supply chains".

Interest in the SCORE Programme and SCORE Training is increasing. This guide aims to provide support in implementing SCORE Training globally and maintaining the quality standards of the programme.

1 A familiar anecdote that relates, with variations, that experiments with improved factory lighting increased the productivity of workers. The outcome seemed clear until someone turned the lighting down to below baseline, whereupon output increased still further. The moral of this tale, referred to as the Hawthorne effect, is that people change their behaviour when they think you are watching it.

2 ILO (2015): ILC report, p.12.



Contents



Preface	iii
Acknowledgements	vi
Who and what is this guide for?	vii
1. Overview of the SCORE Programme	1
1.1 What is the SCORE Programme	1
1.2 What is SCORE Training	1
1.3 Integrating working conditions into modern management practices	3
1.4 SCORE Training modules	3
1.5 The implementation strategy at a glance	6
1.6 Key actors	6
1.7 Management structures of SCORE Country Level Activities	9
2. Steps in implementing SCORE Training	11
2.1 Identify sectors or clusters	11
2.2 Identify and train implementation partners	12
2.3 Role of the implementation partner	12
2.4 Selecting implementation partners	12
2.5 Capacity building for implementation partners	13
2.6 Guidelines for material adaptation	13
3. Identify and train training providers	15
3.1 Identifying training providers	15
3.2 SCORE Trainer development	16
3.3 SCORE Trainer certification	17
3.4 SCORE Expert Trainer	18
4. Marketing, selling and organizing SCORE Training to enterprises	19
4.1 Marketing SCORE Training to enterprises	19
4.2 Organizing Training of Enterprises	21
5. Monitoring progress and document good practice	26
5.1 Theory of Change - Institutional Level	26
5.2 Defining indicators	28
5.3 Data collection process	34
5.4 Limitations of the M&E system	36
6. Appendix	37
6.1 Further resources	37
6.2 Implementation partner assessment	37
6.3 Business Plan Template	44

► Acknowledgements

This guide is based on the experience of SCORE Training providers who have implemented the programme in different countries through the various phases of the SCORE Programme.

This version revised by Pranati Mehtha, Technical Officer in the SCORE programme builds on the 2016 version authored by Stephan Ulrich, Regional Project Coordinator based in Vietnam.

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▶ Who and what is this guide for?

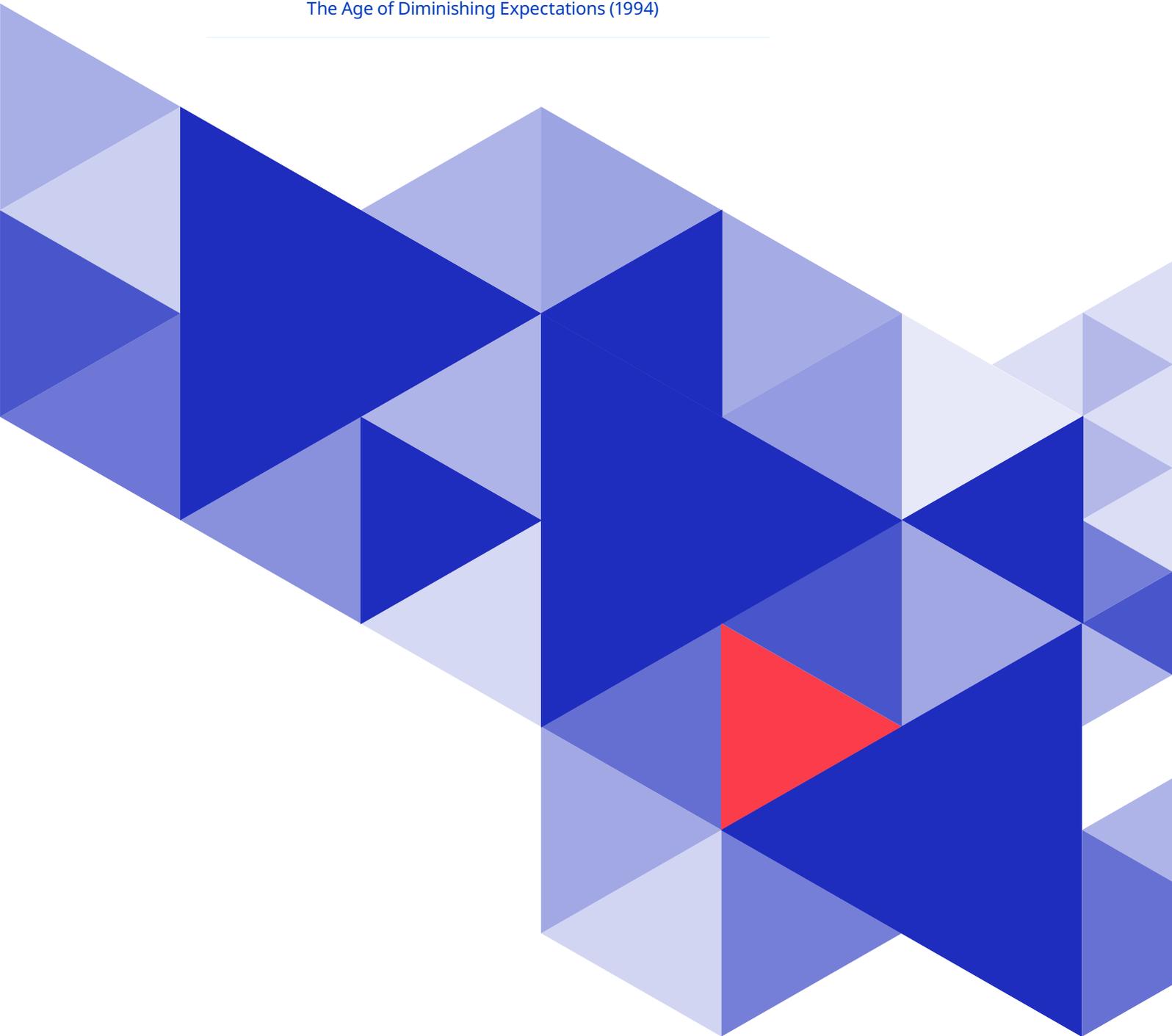
This step-by-step implementation guide is designed for staff from the ILO and other organizations such as business associations, government agencies and training providers that want to offer SCORE Training to enterprises. This guide is intended to help set up and run the training programme from inception through to successful offering of the service. It can also be used as background information for other actors who may participate in the running and organization of the programme, such as expert trainers or new programme staff.

This implementation guide is not prescriptive in nature. It intends to provide the background as well as tools and approaches required to effectively implement the programme in a new country. Meanwhile, it is left to the programme manager to adjust SCORE Training to the local context (e.g. when choosing partners, applying roles to the partners, etc.). Therefore, it is recommended that initial market research is done to gain sufficient knowledge on the supply and demand side before the launch of the training. This will assist in adjusting the training programme adequately and in line with the local context. However, while the training might require customization and adaptation to the specific context, the major steps and considerations for setting up and implementing the training programme should be the same.



“Productivity isn’t everything, but in the long run it is almost everything. A country’s ability to improve its standard of living over time depends almost entirely on its ability to raise its output per worker.”

▶ Paul Krugman,
The Age of Diminishing Expectations (1994)



▶ 1. Overview of the SCORE Programme

1.1 What is the SCORE Programme

Sustaining Competitive and Responsible Enterprises (SCORE) is a practical training and in-factory consulting programme that improves productivity and working conditions in small and medium enterprises (SMEs). SCORE Training demonstrates best international practice in the manufacturing and service sectors and helps SMEs to participate in global supply chains. The ILO assists business development organizations, government agencies, industry associations and private consultants to develop the skills needed to implement, monitor, manage and finance the training and set up a sustainable training system at the national level.

The SCORE Programme is managed globally by the ILO SME Unit in the Enterprises Department. Within the SME Unit the SCORE Programme is part of an area of work called *SME Productivity and Working Conditions*.

1.2 What is SCORE Training

SCORE Training was launched in 2009-10 through a project funded by the Swiss State Secretariat for Economic Affairs (SECO) and the Norwegian Agency for Development Cooperation (NORAD). The pilot countries were China, Colombia, Ghana, India, Indonesia, South Africa and Viet Nam. Starting 2013, the training was delivered in Bolivia and Peru as well. Ethiopia, Tunisia, Myanmar also started providing SCORE Training 2017 onwards. Over the years, the training has been implemented in other countries like Mauritius, Pakistan, Turkey and Zimbabwe among others.

Why promote productivity and working conditions in SMEs?

Put simply, productivity is a relationship between inputs and outputs. The input can be labour, capital, land, energy, materials, time, information, etc. The output is usually measured in the form of goods and services produced or rendered. Productivity rises when the same output is produced with fewer inputs, or when more output is produced with a less than proportionate increase in inputs. At the macro-economic level, productivity is the single most important determinant of a country's standard of living. Wide productivity differentials between countries are the main explanation of per-capita income differences.

The most important single driver of productivity is enterprises becoming better at what they do. At the enterprise-level, productivity gains lower production costs and help enterprises shore-up their competitiveness. In the right market environment, increased productivity leads to higher profits that can be re-invested and also distributed to workers in the form of higher wages or more jobs. In stagnant markets, jobs can be lost as a result of improvements in productivity, though more jobs may eventually get lost without gains in productivity.

Pro-SME interventions aimed at improving the productivity of enterprises mostly focus on increasing total factor productivity. This is achieved either through improvements in the quality of human resources (due to better education, vocational training, human resource management and/or working conditions) or changes in the efficiency of the production process (due to workplace innovations), or a combination of both. Another important factor influencing total factor productivity are the improvements in the quality of physical capital (due to technological innovations). However, investments in new machinery are often very capital-intensive and this impedes the extent to which SMEs, usually with limited access to finance, can rely on this route to higher productivity.

Therefore, the focus of the SCORE Training intervention is on enhancing the human resources and the production process, both of which are areas of intervention that are not overly costly and have the potential to provide quick returns. There is considerable evidence that modern management practices lead to higher enterprise productivity and ultimately to improved enterprise performance and better working conditions. A key explanation given is that the introduction of these methods has positive spill over effects on working conditions (see box below). Furthermore, current research shows that innovations in work organization, continuous workplace learning, environmentally responsible production, good labour-management relations, safe working conditions and respect for workers' rights are all very important ways to raise productivity in SMEs.

► **Table 1: Improving working conditions and productivity – what is the evidence?**

There is considerable evidence that modern management practices lead to higher enterprise productivity and ultimately to improved enterprise performance and better working conditions.

- An econometric study based on factory audits of over 800 suppliers of a global sports goods manufacturer shows that closer cooperation of the multinational enterprise with suppliers on practices such as lean manufacturing and total quality management is more strongly related to improved working conditions than the monitoring of compliance with labour standards. A key explanation given is that the introduction of these methods has positive spillover effects on working conditions.³
- A recent experimental study testing these management practices in SMEs in an emerging country shows a strong impact on enterprise productivity and performance. The experiment of rolling out consulting services on modern management practices to medium-sized textile manufacturers in India shows that there was a 17 per cent increase in productivity in enterprises participating in the programme in the first year compared to non-participating enterprises in the control group. The total increase in profits was US\$325,000 per plant per year, which meant that the cost of the intervention (US\$250,000) was already covered in the first year. After three years, many of the participating enterprises in the treatment group had opened additional production plants, indicating that additional employment was created. However, detailed data on the number and the quality of the jobs created were not collected.⁴
- There is growing evidence that confirms a link between good OSH practices and enterprise productivity, especially when these practices are an essential aspect of good business practice and quality management.⁵
- Studies further suggest that bundles of human resource management practices, often called high-performance workplace practices, are positively associated with measurements of enterprise performance such as productivity or profits.

At the same time, there are other long and short term drivers pushing for a holistic approach to enterprise consulting that is concerned with both, higher productivity, better working conditions and a concern for the environment:

- Along supply chains, leading companies are addressing labour and social conditions, and monitor these as part of their supply chain management and outsourcing practices, and put in place codes of conduct. However, these efforts seldom progress beyond the first tier of suppliers.
- An increasingly global public awareness for labour standards that is changing consumer preferences and consumption patterns focusing on the way goods and services are produced.
- Civil society groups are playing an increasingly important role to influence enterprises, both at the international and local levels.

3 R. Locke, F. Qin and A. Brause: "Does monitoring improve labor standards? Lessons from Nike", in *Industrial and Labor Relations Review* (2007, Vol. 61, No. 1).

4 N. Bloom et al.: "Does management matter? Evidence from India", in *The Quarterly Journal of Economics* (2013, Vol. 128, Issue 1).

5 R. Croucher et al.: *Can better working conditions improve the performance of SMEs? An international literature review* (ILO, Geneva, 2013).

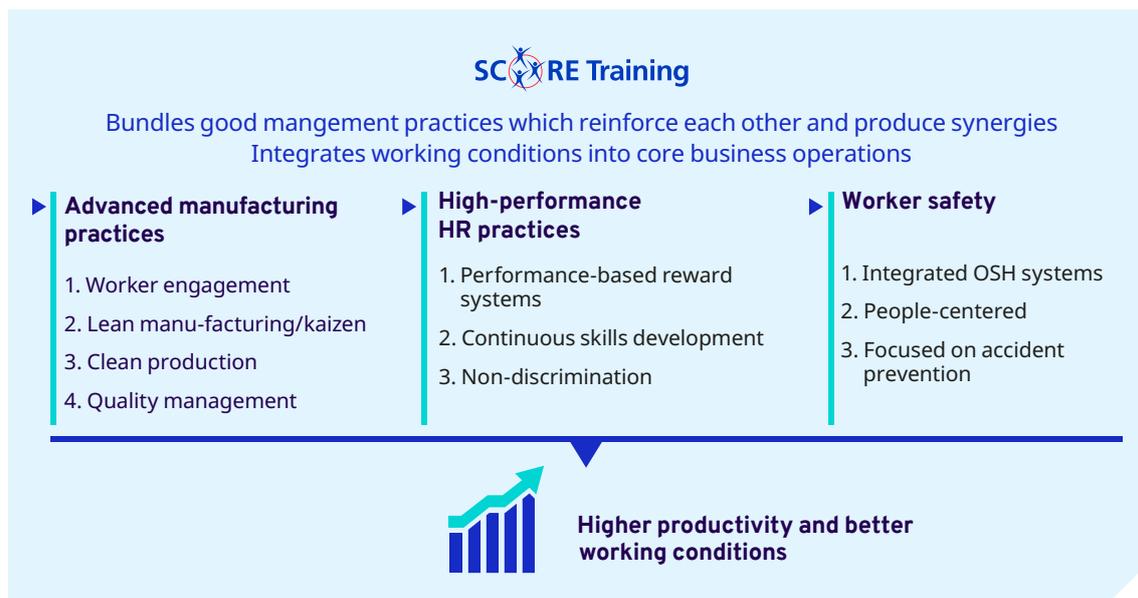
- ▶ Pressure also comes from major lending institutions as well as investors, who are adopting performance standards on environmental and social issues.
- ▶ Government procurement policies are increasingly asking companies to look at improved health and safety, welfare and other standards in contracts.

1.3 Integrating working conditions into modern management practices

A key conclusion from the evidence presented in the previous section is that a greater integration of initiatives to improve working conditions and to upgrade core management practices is needed. This systemic approach of elevating and integrating working conditions into a business's core operations can be expected to produce better results for enterprise productivity. Productivity upgrading through better people management and workplace practices is comparatively cheaper and faster than capital intensive technology upgrading through machines, plants, etc.

This evidence has been incorporated into the design of the SCORE Training package. It combines crucial elements of modern management practices with high-performance HR practices and a concern for worker safety – as shown in the graph below.

▶ **Figure 1: Integrating advanced manufacturing practices and better working conditions**



1.4 SCORE Training modules

SCORE Training includes fourteen modules which cover areas such as Workplace Cooperation, Quality Management, Clean Production, Human Resource Management, Occupational Safety and Health, Lean Manufacturing, Gender Equality, Responsible Business, Hospitality Coaching and Working Time. Most modules are delivered through a combination of classroom training (in-person or online) and in-factory consultancy, and led by industry experts. SCORE Training is facilitated by a trainer to introduce participants to the basic concepts of the topic and to provide them with an opportunity to learn about the various tools that can help them make improvements. By the end of module, enterprises develop their

own improvement plans. Classroom training is usually followed by the on-site consultations during which the trainers help enterprises to implement key productivity and working conditions improvements in the workplace. This approach allows the classroom training to be applied on-the-job and ensures that learning actually translates into action and continuous improvement.

Each module is briefly introduced in the table below.



SCORE Training adaptations

Apart from these “core” modules, the training has been adapted for specific contexts. For example, SCORE Basics was developed which covers content from all the original five modules (above) and is delivered to managers and workers in three days of classroom training, followed by three or four on-site consultations. Similarly, SCORE Training has been adapted for sectors such as tourism and hospitality through SCORE Hospitality Coaching (SCORE HoCo) and for specific target groups through SCORE Gender Equality that is aimed for better gender management in enterprises and connecting productivity, working conditions and equal opportunities for women and men. When implementing training with other ILO programmes that focus on working conditions and safety at work, SCORE Training Lean Manufacturing module - Maximising production efficiency through Lean Kaizen is used to deliver a four day training to managers and workers on purely industrial engineering techniques for productivity and quality improvement.

Enterprises initially sign up for training in Workplace Cooperation or SCORE Basics, which serves as a “teaser” to

- ▶ Introduce SCORE Training and its methodology
- ▶ Promote key ILO messages
- ▶ Achieve visible concrete improvements that benefit workers and managers (quick wins)
- ▶ Create demand for other modules

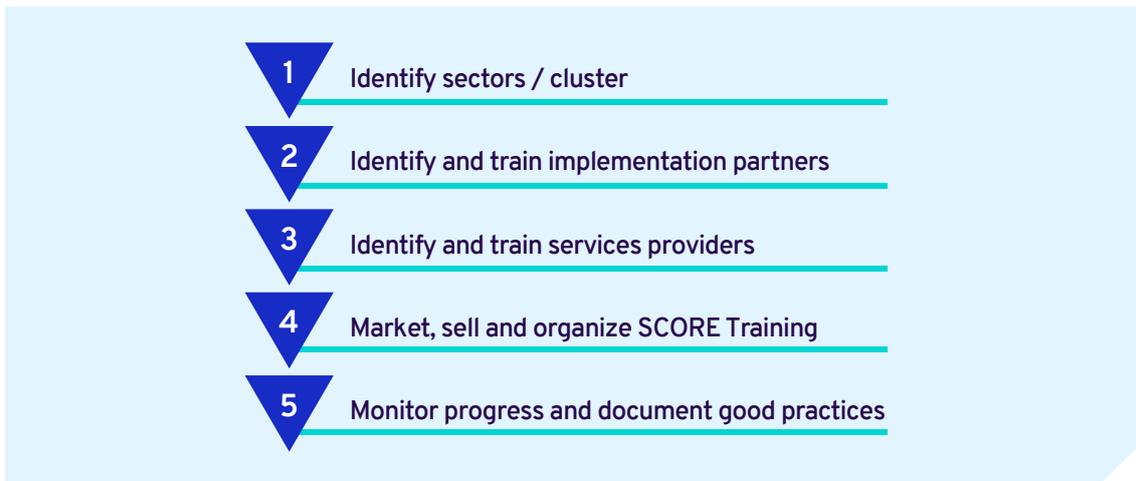
Participation in the Workplace Cooperation module or SCORE Basics is mandatory for all enterprises interested in SCORE Training. After the workshop, enterprises can sign up for any of the remaining modules based on their needs. The first workshop can thus be decisive for the success of the programme and needs to be well prepared.

1.5 The implementation strategy at a glance

Rolling out SCORE Training comprises five main steps as shown in the graph below. The five steps are only partially sequential – several of the steps need to be implemented or are on-going in parallel. The sequence can also change depending on the specific context.

The five steps are further explained in detail in the following chapters.

► **Figure 3: Strategy to roll out SCORE Training**



1.6 Key actors

ILO Headquarters Enterprises Department, SME Unit

The SCORE Programme is an ILO developed programme and is managed by the ILO Enterprises Department, SME Unit in ILO Headquarters. The SCORE Global Team, based in ILO Headquarters in Geneva, Switzerland, reports directly to the Head of the SME Unit.

SCORE Global Team

At the global level, the coordination and monitoring of SCORE activities in different countries is done by the SCORE Global Team. The Global Team is responsible for developing and updating the SCORE Training content as well as marketing the SCORE Programme at the global level to donors, governments, multinational companies to sponsor or promote SCORE Training or its key concepts. It is also responsible for tracking and assessing SCORE activities globally and ensure that the training standards are maintained.

ILO Country Office or Project Offices

At the country level, the coordination and monitoring of SCORE Training activities is the responsibility of ILO county or project offices. In some instances, SCORE Training was introduced by the ILO and then the coordination activities were progressively handed over to a national public or private entity like a SCORE Academy or trainer networks. These national entities usually signed an agreement with the ILO and act as a quality assurance system to implement SCORE activities in the country.

Decent Work Team, Enterprise Specialist

The ILO has established Decent Work Teams (DWT) on a regional basis throughout the world. These teams are composed of subject matter experts who support the ILO country offices to implement the decent work programmes in their respective countries. Most DWTs have an Enterprise Specialist who supports the enterprise work including SME development programmes like the SCORE Programme.

Implementation Partners

Implementation partners organize and market the training to SMEs. In most cases, these are industry and trade associations or employers organizations that provide this service to their members. But any organization with the mandate, commitment and outreach to enterprises can act as an implementation partner (public or private training institutes, productivity centres etc.).

Expert Trainers

Expert Trainers are international or national professionals with extensive knowledge and experience in subject areas covered by SCORE Training. Expert Trainers are expected to:

- ▶ support the adaptation of training materials to the sector and local context
- ▶ lead the ToT in the classroom and in-factory

SCORE Training Providers

Training providers, also known as SCORE Trainers, are usually individual consultants, training organizations or consulting companies with specialized staff with technical skills in the thematic areas covered by the SCORE Training modules and experience in advising enterprises in operational business matters. Training providers receive Training of Trainers (ToT) which prepares them on the technical aspects of providing the training and consulting service to SMEs.

► Roles and Responsibilities of Key Actors

Key Actor	Role	Responsibility
ILO Headquarters	Steer the overall SME development strategy	<ul style="list-style-type: none"> ► Oversee the SME Portfolio including the SCORE Programme
SCORE Global Team	Manage Global SCORE Programme	<ul style="list-style-type: none"> ► Approve trainer certification ► Maintain trainer and expert trainer database ► Support new SCORE Programmes ► Promote SCORE Training to lead buyers and connect with local implementation partners and SCORE Training Providers ► Promote SCORE Training to lead buyers and connect with local implementation partners and SCORE Training Providers ► Maintain SCORE Database ► Maintain updated global version of all SCORE Training Materials in FR, SP and ENG.
ILO Country Office or Project Office	Steers ILO Country Activities including SCORE Programme	<ul style="list-style-type: none"> ► National point of contact for inquiries related to SCORE Training
Enterprise Specialist	Represents Enterprises programmes in field	<ul style="list-style-type: none"> ► Regional technical point of contact for SCORE Programme
Implementation Partners	Market and promote SCORE Training in their respective markets.	<ul style="list-style-type: none"> ► Promote, sell and organize SCORE Training in their national or regional market. ► Hire SCORE Trainers ► Maintain quality control ► Organize Training of Trainers ► Liaison with Country Office, Enterprise Specialist and SCORE Global ► File training reports with SCORE Global ► Translate and adapt SCORE Training materials with approval of SCORE Global
Expert Trainers	Most experienced SCORE Training providers	<ul style="list-style-type: none"> ► Conduct training of trainers and recommend training candidates for certification
SCORE Training Providers	Provide SCORE Training to SMEs	<ul style="list-style-type: none"> ► Provide SCORE Training to SMEs ► Market and sell SCORE Training with Implementation Partners to SMEs ► Maintain SCORE Training quality standard ► Maintain SCORE certification by meeting minimum standards

1.7 Management structures of SCORE Country Level Activities

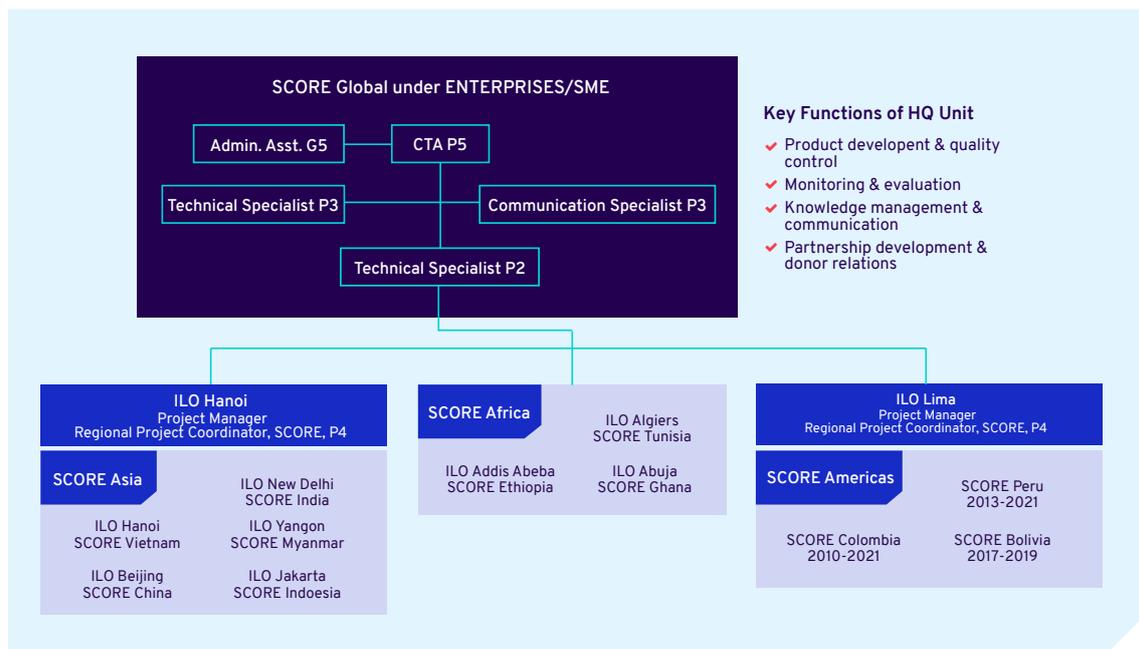
The SCORE Headquarter team is responsible for overall management of the SCORE Programme on a global level. However, at the country level, implementation of SCORE Training has a variety of structures. Typically, these can be grouped into three categories:

1. Specific SCORE Programme funded by a donor. Here, the SCORE Programme is funded by a donor or donors and has a specific country project management team that reports to the Country Director. ILO SCORE Programme will insist on stringent reporting requirements.
2. SCORE Training is delivered as a component of a larger and more complex project. In this case, there is a CTA or Project Manager who is managing a large project that is implementing SCORE Training as a component of that project. ILO SCORE Programme will insist on stringent reporting requirements.
3. A legacy SCORE Country that was a specific SCORE Programme country or SCORE Training as a component and is now operating under a national institutional partner who is responsible for the implementation of SCORE. This is the most independent mode of SCORE Training and has a minimal level of ILO oversight. ILO SCORE Programme will allow national partners to decide on reporting requirements.

In each of the three cases, SCORE Training activities including certification of trainers and implementation of a monitoring and evaluation system is coordinated and technically supported by the SCORE Headquarter Team. However, in the third case the national partners are operating at a high degree of independence and without a project management structure.

It is intended that all SCORE implementations will result in the SCORE Training being fully implemented, and owned by national partners as a result of the SCORE Programme sustainability model. In these cases, ILO is no longer in the driver seat but has empowered the national partner to manage the SCORE Programme. The result is that while SCORE Trainers will continue to be certified and report some training activities to ILO, but at a minimal level.

► **Figure 1: Example of Specific SCORE Programme Organization Chart**



► Figure 2: Example of SCORE Training embedded into a larger project



► Figure 2: Example of a SCORE Training Programme embedded in a national institutional partner



▶ 2. Steps in implementing SCORE Training

2.1 Identify sectors or clusters

SCORE Training is best offered in clusters and sectors with growth potential and a sufficient number of potential clients. Operating in specific sectors and clusters allows the implementation partners and training providers to gain cluster-specific knowledge and encourages spill-over of good practices between firms (also known as cluster-effects). Working in clusters reduces the cost of the service and allows for spill-over of good practices between enterprises. Further service such as enterprise exchange visits can be offered in clusters where enlightened entrepreneurs see the need to compete together as a cluster against other locations.

A rapid sector selection study is usually conducted by a national research organization or consultant. Consultations with social partners, impartiality, expertise and professionalism of the contracted institution are crucial.

The following selection criteria are used to identify suitable clusters:

- ▶ Firms with growth and therefore job creation potential.
- ▶ Critical number of SMEs with 50-250 employees, geographically concentrated in clusters with motivation to upgrade.
- ▶ Potential for improved competitiveness through upgrading of factory operations in areas such as quality, productivity and environmental management, labour-management collaboration, HR and occupational safety.
- ▶ Presence of lead buyers with the interest to improve productivity and working conditions in their supply chains.
- ▶ Existence of competent and committed implementation partners such as industry associations and training providers.
- ▶ Alignment with priorities, policies and programmes of government (national/local) and social partners.
- ▶ Sector selection should also pay attention to the predominance of women or men in particular sectors and specific gender-specific issues that might have to be addressed.

Resources:

🔗 [GIZ/ILO \(2015\): Guidelines for value chain selection](#)

🔗 [Michael Porter \(2000\): Location, Competition, and Economic Development: Local Clusters in a Global Economy. Economic Development Quarterly, vol 14, no.1, pp 15-34.](#)

🔗 [Wolman et al \(2010\): Clusters and cluster-based development: A literature review and policy discussion.](#)

📌 [ILO Term of Reference from previous sector/cluster studies](#)

2.2 Identify and train implementation partners

The programme identifies and trains national or local organizations with interest, the capacity and the mandate to offer SCORE Training to SMEs. These are often industry associations, government SME agencies, lead buyer enterprises or public or private training organizations.

2.3 Role of the implementation partner

As stated above, implementation partners organize and market the training to SMEs. In most cases, these are industry and trade associations or employers organizations that provide this service to their members. But any organization with the mandate, commitment and outreach to enterprises can act as an implementation partner (public or private training institutes, productivity centres etc.).

Implementation partners for SCORE Training are expected to:

- adapt the standard programme content to suit the local context, sector, culture and to incorporate relevant national laws and regulations
- market the programme to prospective enterprises
- identify and maintain a roster of training providers/trainers
- manage all programme logistics (scheduling, organization of workshops, enterprise visits, graduation ceremony, etc.)
- monitor training quality
- develop a sustainable business model for financing training
- communicate regularly with the ILO country office and ILO headquarters for programme updates, knowledge sharing and programme coordination

2.4 Selecting implementation partners

Existence of implementation partners in a sector is a relevant criterion during the sector selection process. In most cases, capable organizations are already identified at this stage. However, it is crucial that the goals of SCORE Training fit well with the vision and mandate of the potential implementation partners and that the organization has the minimum capacity necessary to offer training to SMEs.

The organization should show a credible long-term commitment towards provision of SCORE Training beyond the external funding support. Further, implementation partners need to be briefed extensively on the goals and objectives of the programme so that they know what the ILO offers and what is expected from them. The terms of the cooperation should be codified in a memorandum of understanding or a similar agreement.

Resources:

- ◆ *Organizational capacity assessment tool for implementation partners (Annex 2)*



2.5 Capacity building for implementation partners

Capacity building of the implementation partner consists of several elements:

- ▶ Development of a business plan and funding model: The ILO has assisted several partners with the development of a business plan and a funding model and can share these experiences and models with prospective implementation partners.
- ▶ Marketing of the training: The ILO has developed a set of standard marketing materials and experience with different marketing strategies which can be made available to implementation partners.
- ▶ Organizing training: Training is organized either by the implementation partner or the training service provider. Trainer guides are available for all modules that help partners organize and conduct trainings.

For business membership organizations (BMOs), there are several tools developed by the ILO that help them to strategically develop their service portfolio to members and non-members. The ILO-IOE Toolkit “Reaching out to SMEs” can help BMOs to understand and include the interests and concerns of SMEs into all aspects of the operations and activities. It further provides tools and case studies on how it can be done. The Bureau for Employer Activities (ACT/EMP) of the ILO has developed a series of guides for BMOs to manage different aspects of their business, including one specifically on the strategic development of services for members.

To ensure that implementation partners also consider gender-specific aspects in the roll-out of the training programme, specific trainings can be offered to staff to raise awareness for gender equality and the implications for the programme.

Resources:

- 📖 *ILO (2016): Implementation Guide for SCORE Training.*
- 📖 *ILO (2010): Workplace Cooperation – The Foundation of Business Success. Trainer Guide.*
- 📖 *Business plan template for SCORE Training (Annex 3)*
- 🔗 [ILO \(2012\): The Effective Employers’ Organization. A strategic approach to service development](#)

2.6 Guidelines for material adaptation

The SCORE Training materials are available as a generic global version consisting of training manuals, trainer guides and PowerPoint slides. These generic versions need to be translated and adapted to suit the local context. The guidelines below provide guidance on the material adaptation.

Globally consistent format

ILO SCORE Training is a global brand. While implementation partners need to adapt the methodology and materials to the local conditions, SCORE Training must have a consistent format for the materials. The “acid” test is that when someone picks up the materials in any country; they will immediately recognise them as being part of the ILO SCORE Training programme.

Part of the global format is the structure of the training sessions. Training in each module is structured in 7-8 sessions which cover the main content. In each session, participants are provided with the information on a specific topic of a module. Sessions include learning exercises which feed into the enterprise improvement plan developed in the last session of each module. Implementation partners are advised

to follow this modular system which allows for the course to be delivered in a shorter version or over several days if needed.

Key ILO messages need to be reflected in the local adaptations. These include references to international and national labour standards and specific issues such as gender equality concerns.

Regardless of the adaptation, the copyright for the SCORE Training materials remains with the ILO.

Local adaptation

The following areas are key for the adaptation of training materials to the local context:

- ▶ National labour laws and practices, occupational safety and health standards, environmental regulations, etc. should be well reflected in the training materials.
- ▶ Cultural norms and habits should be reflected in the text, case studies, pictures and exercises.
- ▶ Translation of materials into local languages will be required in most cases, especially as worker participation is crucial in the training. It is best to use a language that is understood by the majority of the workshop participants, including workers from minorities.

Sectoral adaptation

The following areas are key for the sectoral adaptation of training materials:

- ▶ Case studies, examples & exercises: All modules of the global SCORE Training package are populated with case studies, examples and exercises. These should be replaced with sector-specific case studies and examples.
- ▶ Laws and regulations: There are often sector-specific laws and regulations which should be referenced.
- ▶ Productivity-drivers: There are often recognized factors that drive productivity in certain sectors. These productivity-drivers should be identified and integrated into the training materials.
- ▶ Social and labour issues: Specific sectors are also prone to certain social and labour issues (for example, high employee turnover), which should be emphasized in the materials. Gender equality concerns should also be mainstreamed into the materials.



▶ 3. Identify and train training providers

Training providers are usually individual consultants, training organizations or consulting companies with specialized staff with technical skills in the thematic areas covered by the SCORE Training modules and experience in advising enterprises in operational business matters. Training providers receive Training of Trainers (ToT) which prepares them on the technical aspects of providing the training and consulting service to SMEs.

While it is more common that implementation partners sub-contract training providers for the service provision, some organizations have the capacity and mandate to be implementation partner and training provider at the same time. In this case, steps 3.1 Identifying training providers and 3.2 SCORE Trainer development are done with the same organization.

Some industry associations, for example, have their own training centres or trainers on staff which can provide the necessary expertise.

Considering nomenclature, the ILO has decided to use the term “Trainer” over the term “Consultant” for the individuals training and advising enterprises. The choice of title highlights the focus of SCORE Training on facilitating continuous business improvements rather than providing specialized one-off advice. However, “SCORE Consultant” can also be used as a title where this is more appropriate to the country context.

More detailed guidance on the process of identifying, training and certifying SCORE Trainers is provided in the documents listed below.

Resources:

◆ *ILO (2012): Training of Trainers Guide for SCORE Training*

◆ *ILO (2012): ILO Trainer Certification for SCORE Training*

3.1 Identifying training providers

Suitable training providers are in most cases commercial providers such as consulting firms and individual consultants. In some cases, NGOs, public and semi-public organizations such as vocational training centres, productivity and cleaner production centres also have qualified staff who can offer the service.

Within these organisations, it is important to identify individuals that meet the following criteria:

- ▶ **Sound technical background** e.g. as industrial engineers, quality, OSH or HR specialists. While a technical degree is preferable, experience and knowledge of business and training that was acquired through informal education should also be considered.
- ▶ **Business exposure:** Participants should be exposed to the daily routines of enterprises, preferably from running their own business, or as an employee, consultant or in another capacity. They must have a feeling for the entrepreneurial drives and drawbacks and speak the language of managers as well as workers.
- ▶ **Have experience in training adults:** Candidates should already be trainers and have experience with training adults. Although some time will be spent on how to train adults, it is important that participants have previous training exposure.
- ▶ **Age:** Age plays less of a role than experience. Trainers should have maturity and life experience to be accepted by the enterprises as trainers.

- **Language:** Future trainer should, obviously, be fluent in the language that will be used during the training.
- **Gender:** The ILO strives for gender balance amongst enterprise consultants. Encouraging the participation of female trainers is a key concern to the organization. A gender mix of trainers helps to ensure that gender equality concerns, which are also key for enterprise productivity, are addressed during the enterprise training.
- **Availability:** Trainers should be able (time-wise) and committed to provide SCORE Training if they pass all the requirements.

In many cases, implementation partners will have links to suitable training providers. Where this is not the case, implementation partners can recruit potential trainers through several channels:

- Disseminate a call for trainers/consultants through industry networks
- Advertise in the local media, preferably in industry-related magazines or channels.

Trainer Candidates are screened based on the information provided in the “Trainer Profile Form” that is submitted along with their CV. The shortlisted candidates are then invited for an interview in which they are tested for their knowledge in the areas of productivity and working conditions as well their communication skills. Trainer Candidates must obtain a minimum score to be selected for the next step.

The number of trainers/consultants that should be recruited depends on the ambition of the implementation partner in reaching enterprises. In most cases, four to eight trainers might be needed to service 20-30 enterprises in a cluster in a year. This will vary also with the availability of the business consultants. The pool of potential trainers should be larger than the actual number of trainers needed as not all candidates participating in the trainer development process might become SCORE Trainers.

3.2 SCORE Trainer development

This comprises participating in a Training of Trainers (ToT) workshop, which is followed by implementing a Training of Enterprises (ToE) cycle.

The ToT workshop facilitated by a SCORE Expert Trainer introduces Trainer Candidates to the technical content of the relevant SCORE Training module(s) as well to enterprise consulting processes. The duration of the ToT workshop is usually five days.

The ToE cycle is implemented by the Trainer Candidates under the supervision of the SCORE Expert Trainer. This allows the candidates to practice the skills learned during the ToT workshop and for Expert Trainers to assess the Trainer Candidate’s performance. In this phase, the Trainer Candidates undertake all activities normally required in a ToE cycle, such as: selecting enterprises, undertaking a baseline assessment to know the enterprise needs, designing and delivering the ToE classroom workshop, providing after training support in the form of enterprise visits/on-site factory consultations and reporting enterprise progress to the SCORE Expert Trainer.

All Trainer Candidates have to first participate in a ToT and deliver ToE in the Workplace Cooperation module or the SCORE Basics before being further trained in any other SCORE Training module. After Trainer Candidates are comfortable in either of these two training content, then they can be further trained in the other SCORE Training modules.

Since the SCORE Training modules cover many different topics and require a broad spectrum of expertise, most candidates become trainers for only 2-3 modules on average, corresponding to their experience, interest and capability.



SCORE On-Line Training of Trainer Training

The ILO has developed an on-line Training of Trainer Training, which is hosted by the ILO International Training Centre. This Training is a good review of the SCORE Programme and can be used as a refresher of the SCORE Training or as a pre-training exercise for trainer candidates before they begin their Training of Trainer programme. The On-line training is in six languages (English, French, Spanish, Chinese, Vietnamese and Indonesian Bhasa).

🔗 [The link to the on-line Training of Trainer Training \(registration is required\) is here: Course: ILO SCORE - Sustaining competitive and responsible enterprises \(itcilo.org\)](#)

3.3 SCORE Trainer certification

Upon successful completion of the ToT workshop and ToE cycle, a Trainer Candidate is recommended for certification by the SCORE Expert Trainer. A certificate of competence is issued by the ILO Global Head Quarters the first time the Trainer Candidate undergoes training in either the module on Workplace Cooperation or SCORE Basics. Thereafter, the Trainer has the right to call himself/herself as a SCORE Trainer. Subsequent training in other SCORE Training modules allow the certified Trainers to further develop their skills and allow them to provide ToEs in other SCORE Training modules as well. In limited cases, it may so happen that the Trainer Candidate needs more practice at the enterprise level in delivering SCORE Training. In such a case, the Expert Trainer will provisionally recommend the Trainer Candidate for certification and the Trainer Candidate will be allowed to conduct one more ToE. If he/she completes this ToE up to SCORE Training standards, then he/she will be recommended for SCORE Trainer certification.

SCORE Trainer Certificate is governed by the *ILO Trainer Certification for SCORE Training* guidelines. This document introduces a quality standard into the programme. The purpose of certifying Trainer Candidates in SCORE Training is to develop a reliable base of trainers who can deliver SCORE Training to enterprises at high-quality.

Certified Trainers have full access to all SCORE Training materials, including Manuals, Trainer Guides, PowerPoint presentations and the Enterprise Visit Guide. Once certified, they are listed as certified Trainers on the ILO knowledge sharing platform and are authorized to deliver the training programme in cooperation with ILO and/or implementation partners.

To maintain the status as ILO Certified Trainer for SCORE Training, a trainer must conduct at least one training of enterprises in two years and submit training records to the ILO. A trainer who is inactive, violates the ILO Copyrights or exhibits behaviour that undermines core values of the ILO will be removed from the list of certified trainers.

Training trainers is costly. To reap the benefits of the ToT investment, implementing partners should:

- ▶ keep in touch with certified SCORE trainers and have up-to-date contact information.
- ▶ provide opportunities for trainers to conduct trainings and use their newly acquired knowledge so they don't forget it.
- ▶ provide refresher trainings and organize trainer exchanges.

Resources:

- 📖 *ILO (2012): ILO Trainer Certification for SCORE Training*
- 📖 *ILO (2021): ILO Refresher Training of Trainers Training*

3.4 SCORE Expert Trainer

As stated before, Expert Trainers are international or national professionals with extensive knowledge and experience in subject areas covered by SCORE Training. Expert Trainers are expected to:

- support the adaptation of training materials to the sector and local context
- lead the ToT in the classroom and in-factory

It is important to ensure that international Expert Trainers concentrate on capacity building of trainers. International Experts Trainers should not be contracted to deliver training of enterprises (only as part of ToT during the start-up phase). Their involvement is in most cases too expensive to be recovered through the fees from participating enterprises and their primary role is to build capacity of national trainers who will remain in the country to conduct training of enterprises.

There is no continuous “career path” from certified SCORE Trainer to Expert Trainer. It is an informal title and there is no certification for Expert Trainers. The ILO reserves the right to invite Trainers to become Expert Trainer, as and when there is market demand.

Trainers that are invited by the ILO to become Expert Trainers will show the following characteristics:

- Be certified as a SCORE Trainer
- Have trained at least two ToE events in the past two years, in line with the SCORE Implementation Guide and training standards and submitted completed documentation for the training.
- Excellent feedback from clients as trainer and consultant.
- Commitment to the ILO SCORE Training programme and the ILO values, as demonstrated by holding up ILO core values. Such values are expressed in the fundamental principles and rights at work, worker participation, a concern for working conditions and gender equality.
- Contribution to material development and update.
- At least five years of experience in adult education and training and consulting in enterprises
- Availability to perform the functions of an expert trainer for the ILO or implementation partner.

Trainers fulfilling the requirements will be invited (as per market needs) to attend a special 1-2 days training.



▶ 4. Marketing, selling and organizing SCORE Training to enterprises

Many aspects need to be considered to market and sell SCORE Training. A self-paced course to assist the planning of these elements is available on the ILO SCORE programme web page. Below is a summary of considerations.

4.1 Marketing SCORE Training to enterprises

Coordinated and well thought through marketing efforts are a prerequisite for any organization to provide SCORE Training. Questions such as:

- ▶ What kind of enterprises does the organization target with the training?
- ▶ How does the organization recruit enterprises for training?
- ▶ At what price should the training be offered?

Need to be answered before training can start.

Marketing channels

There are several channels of marketing SCORE Training to potentially interested enterprises:

- ▶ advertising training in newspapers, television or more targeted media such as business magazines.
- ▶ industry associations can market the training among their members, for example on their websites or newsletters.
- ▶ some countries have made good experiences with organizing CEO breakfast meetings where an interesting guest speaker is invited to increase attendance and where in parallel the training is marketed to the CEOs.
- ▶ large national or multinational enterprises might be interested in marketing the training in their supply chains and can encourage suppliers to sign up.

The ILO has developed a range of generic marketing materials to help implementation partners with marketing. These materials can be made available upon request for translation and adaptation.

Setting a price

As a training product in a training market, SCORE Training comes with a price-tag. The price is usually based upon the following factors: training costs, market rate and business model:

- a. Costs:** The costs to conduct SCORE Training consist mainly of trainer fees, venue, and training materials etc. Implementation partners need to factor-in all costs to determine the costs per participating enterprise. Some organizations might also want to include the indirect administrative costs. The checklist below can help to determine the total costs per enterprise.

► Table 1: Checklist for calculating total costs of a SCORE Training module

Item	included?
Costs for the classroom training:	
Salaries or fees for Trainers	<input checked="" type="checkbox"/>
Costs of SCORE Training materials	<input checked="" type="checkbox"/>
Costs related to the training facility (e.g. venue, projector, computer)	<input checked="" type="checkbox"/>
Lunch/refreshments/accommodation for participants and trainers	<input checked="" type="checkbox"/>
Stationary (paper, markers, flip chart paper, pens, notepads etc)	<input checked="" type="checkbox"/>
Communication costs, e.g. telephone, internet access	<input checked="" type="checkbox"/>
Promotional costs (banner, advertising, leaflets)	<input checked="" type="checkbox"/>
Costs for enterprise visits:	
Salaries or fees for Trainers	<input checked="" type="checkbox"/>
Transportation costs	<input checked="" type="checkbox"/>
Lunch/refreshments for trainers	<input checked="" type="checkbox"/>
Total costs = Sum of all expenditures	
Costs per enterprise = total costs / number of participating enterprises	

b. Market-rate: The local market rate for business development services (BDS) will eventually determine the price of the service. It is recommended to conduct a rapid market assessment to determine current supply and prices for training. What competitors charge or the price for comparable services will influence SMEs' willingness to pay for the service. Implementation partners should think like an enterprise and find an optimal price: high enough to cover the costs but low enough so that enterprises are still willing to attend.

c. Subsidized training for SMEs: Regardless of the market rate, it is common knowledge that small entrepreneurs tend to underestimate the (longer-term) benefit of training and underinvest in training. In the academic literature, this is called a "market failure": While it would be beneficial for most enterprises to invest more in training, it is not happening because of misinformation and the market thus does not supply this service. If a cost-recovering market rate was chosen for training, smaller enterprises would be unlikely to sign-up and the target group for training would move "up-market" to medium and large enterprises.

However, it is still beneficial for the public that SMEs invest in training as it enhances their productivity and competitiveness, thus creating jobs and generating tax revenues. Also, the promotion of some parts of SCORE Training (for example social dialogue, gender equality and better environmental performance) might be more in the interest of the public than of each individual entrepreneur, which is another reason to justify subsidizing training for SMEs. In most OECD countries, SMEs pay only 30-50% of training costs.

d. Business model: Considering above arguments, there are several business models to recover the costs of training:

- ▶ Fees from participating enterprises
- ▶ Organization's membership fees
- ▶ Sponsoring by large buyers (for example as part of their corporate social responsibility or supply chain management programmes)
- ▶ Government subsidy schemes

A business model can also consist of a mix of the above strategies. As a principle, enterprises should always contribute to the costs of the training. Charging for training increases commitment by SMEs, weeds out non-committed firms and forces training providers to deliver value for money. SMEs paying for additional SCORE Training modules is a good indicator that SCORE Training leads to satisfactory results in enterprises.

It is important to stress that the aim of the SCORE programme is to enable local institutions to offer and run training programmes such as SCORE Training on their own and without donor support. From the start on, the ILO will emphasize ownership of the training product by implementation partners and transfer responsibility for the training programme early on. Coordinating organizations therefore need to develop a business model which allows them to offer the services on a cost-covering basis.

Selling training

Once enterprises have signed-up implementation partners need to have administrative systems in place to bill clients and administer the payments. This might require the development of new forms and processes which should be established professionally so that all financial transactions are executed to the satisfaction of the client.

4.2 Organizing Training of Enterprises

Organizing training of enterprises can be the responsibility of the implementation partner or the training provider. It is recommended to schedule training dates at least three months in advance to allow for sufficient time to advertise and to have enough time to prepare.

a. SCORE on-site introduction and baseline assessment visit

This is a ½ day visit by Trainer Candidates under the supervision of the Expert Trainer or independently if he/she is a certified SCORE Trainer. During this visit, the Trainer should introduce SCORE Training to the enterprise on the site; answer all the questions the enterprise might have regarding the training programme; provide the enterprise with the necessary information and training materials; meet with the CEO and the senior managers to get their full commitment and start building a relationship with managers and workers; and collect baseline data of the enterprise using the SCORE "Baseline Assessment Form".

b. Classroom training

Each module is introduced by a two-day workshop facilitated by a trainer to introduce participants to the basic concepts of the topic and to provide them with an opportunity to learn about the various tools that can help them make improvements in the subject area. When implementing the SCORE Basics, the duration of the training is usually three days. The end result of the classroom training is the Enterprise Improvement Plan in which enterprise participants formulate key improvement ideas that they would like to implement at their workplace.

Participants

Up to four participants from each enterprise attend the workshop, preferably those who work in the area covered by a module

SCORE Training is designed for **both workers and managers**. It is strongly recommended that two managers and two workers attend each module. This is the best way to start or increase open communications between workers and managers. It ensures that workers are learning first-hand about the new concepts that will affect their work environment and allows workers to be involved from the very beginning in a programme of broad-based organizational improvement. Firms might be reluctant to bring workers along to the training and should be encouraged and reminded to do so.

To ensure consistency across the programme, it is important to have one manager, ideally the CEO/owner, from each factory who attends all module workshops the enterprise signed-up for. This way the participant can tie in previous learning and explain any concepts that new participants may not be familiar with. Experience shows that attendance of senior managers is a key factor in ensuring that enterprise improvement projects are being implemented.

► Table 2: Who should attend each module

Module	Suggested participants
 Workplace Cooperation	<ul style="list-style-type: none"> ► General manager, ► Production, quality and HR manager ► Workers
 Quality Improvement	<ul style="list-style-type: none"> ► General manager ► Quality manager ► Workers
 Resource Efficiency	<ul style="list-style-type: none"> ► General manager ► Productivity, environment/ Production Manager ► Workers
 Workforce Management	<ul style="list-style-type: none"> ► General manager ► HR manager ► Workers
 Safety & Health at Work	<ul style="list-style-type: none"> ► General manager ► Production, safety manager ► Workers

 <p>Hospitality Coaching</p>	<ul style="list-style-type: none"> ▶ General Manager ▶ Operations manager and HR manager ▶ Workers
 <p>Gender Equality</p>	<ul style="list-style-type: none"> ▶ General Manager ▶ HR Manager ▶ Workers
 <p>Lean Manufacturing</p>	<ul style="list-style-type: none"> ▶ General Manager ▶ Production, Quality and HR Manager ▶ Workers
 <p>COVID-19 Safety & Health at Work</p>	<ul style="list-style-type: none"> ▶ General Manager ▶ Production, Quality and HR Manager ▶ Workers
 <p>COVID-19 Business Continuity Planning</p>	<ul style="list-style-type: none"> ▶ General Manager ▶ HR Manager ▶ Workers
 <p>Score Basics</p>	<ul style="list-style-type: none"> ▶ General Manager ▶ Production, Quality and HR Manager ▶ Workers
 <p>Factory Improvement Toolset (FIT)</p>	<ul style="list-style-type: none"> ▶ General Manager ▶ Production, Quality and HR Manager ▶ Workers
 <p>Responsible Business</p>	<ul style="list-style-type: none"> ▶ General Manager ▶ HR Manager

Training materials

All participants should have a copy of the Participants Manual and be encouraged to share it with other colleagues at the enterprise.

Participating enterprises should receive the training materials ahead of the training. Ideally, trainers bring them along during the first enterprise visit (the baseline assessment visit which takes place before the first workshop).

Resources:

- 📖 *ILO (2021): SCORE Module: Workplace cooperation – the Foundation of Business Success - Participants Manual*
- 📖 *ILO (2021): SCORE Module: Workplace cooperation - Trainer guide*
- 📖 *ILO (2021): SCORE Trainer Guide – How to conduct enterprise visits*

Training venue

Classroom training should take place in a suitable training environment:

- Ideally training institutes or public buildings with adequate facilities.
- Training venues are preferably located near industrial areas so that entrepreneurs and managers are more likely to attend.
- Managers AND workers should feel comfortable in the venue. Avoid fancy conference centres or hotels as some workers might feel intimidated in such an environment.
- Avoiding expensive venues also helps keeping the costs for training low.

Trainers should be familiar with the training venue before the training. They should ensure that the room layout can be organized in a way that allows for participatory group work.

If an enterprise has a training room available in their own compound, the training with workers and managers can take place at the enterprise itself. This will allow the trainer the opportunity to take the participants to the shop floor and demonstrate the theoretical concepts being discussed in the training.

On-site enterprise consulting

After the classroom training, trainers provide on-site enterprise consulting to help enterprises take action and implement the Enterprise Improvement Plans. Trainers conduct three or more enterprise visits (depending on the agreements made) after classroom training. The purpose of the enterprise visits are to identify areas for improvement and brainstorm with managers and workers on possible improvements and solutions for issues. Trainers coach the enterprises i.e. help enterprise to solve their problems relying on their own expertise. Good practices implemented by the participating enterprises should be documented in the “Progress Assessment Form” and disseminated for replication.

Graduation ceremony and good practices sharing event

At the end of the training cycle, there can be a graduation ceremony and a good practice sharing event, where all companies that participated can take part. The anticipation of this event can motivate participating enterprises to implement their improvement projects and foster healthy competition. Improvement project presented by enterprises can inspire entrepreneurs in the audience to implement further improvements. External parties such as buyers, associations, donors and the general public can be invited; the event can also be linked to job fairs or similar events, as appropriate.

► Marketing SCORE Training at an award ceremony



In India, the programme used an award ceremony to market the SCORE Training Programme to enterprises. Champion Components Ltd., an SME based in Faridabad that had participated in the Ministry of Micro, Small and Medium Enterprise (MoMSME) Lean Manufacturing Competitive Scheme as well as in SCORE Training and completed five modules. The company received the Prime Minister's MSME National Award 2013 under the 'lean' category in a ceremony.

Champion Chairman, Mr. S.C.Bhatia receiving the national award from Prime Minister Dr. Manmohan Singh and Sh K.H.Muniyappa (Minister MSME)

► 5. Monitoring progress and document good practice

It is nowadays considered standard practice that interventions should start with articulating a theory of change about how activities are expected to lead to outputs, outcomes, and eventually development impact. A results chain is a useful tool to visualize a theory of change. Every step in the results chain must be logical and realistic, based on current knowledge and common sense, that is realistic and leads to the desired changes. It is impossible to monitor progress if it is not clear what an intervention intends to achieve and how the achievement should unfold.

A generic results chain for the enterprise-level is included in the graph below. For most programmes, the results chain will follow a similar logic but should be more detailed.

Please refer to the SCORE Monitoring and Evaluation Guide.

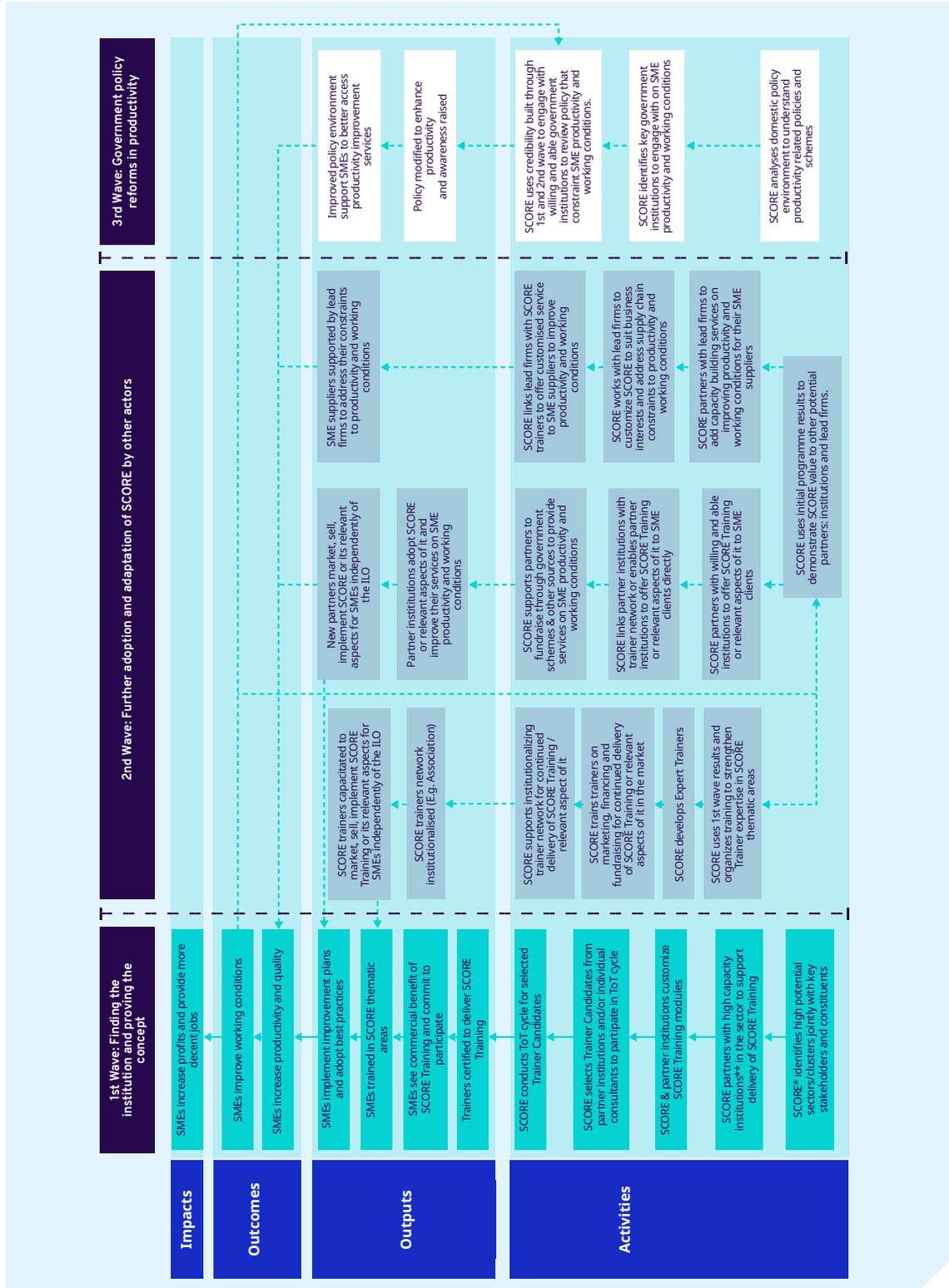
5.1 Theory of Change - Institutional Level

The long term sustainability vision of the SCORE Programme is to transfer the provision of SCORE Training or relevant aspects of it to local institutions such that they take full responsibility of managing all aspects of the training, which will assure quality and technical sustainability as well as cost-recovery of the training from enterprise, lead buyer and public contributions.

The results chain at the institutional level articulates how this long term sustainability vision is to be achieved in project countries. It builds on project experience and is divided into three waves:

- 1st wave outlines the approach followed when the SCORE Programme is launched in a country or when the Programme ventures into a new sector in a country. The Programme starts with selecting sectors or industrial clusters with potential to grow, improve working conditions and participate in domestic and international supply chains. Key to sector/cluster selection is the presence of institutions and service providers with potential to provide SCORE Training or relevant aspects of it and in-factory counselling to enterprises in the sector/cluster. The Programme partners with these institutions and service providers and builds their capacity to deliver SCORE Training or relevant aspects of it with a commercial approach to enterprises such that enterprises can implement improvements taught through the training and increase productivity, quality and working conditions leading to more profits and jobs.
- 2nd wave seeks to build on the 1st wave results where the Programme works on consolidating the network of SCORE trainers from institutions as well as private service providers and strengthens their capacity to market the Programme to prospective enterprises and to mobilize non-ILO funds to implement SCORE Training or relevant aspects of it. Additionally, in the 2nd wave, the SCORE Programme seeks to demonstrate that the training model is replicable on a larger scale with other institutions and even lead firms. It therefore, expands partnership with other large national institutions which have the capacity, financial means and outreach to offer SCORE Training or relevant aspects of it across the country and ultimately embed SCORE Training or relevant aspects of it in their regular service portfolio. At the same time, the SCORE Programme expands collaboration with multinational enterprises/lead firms that want to improve social compliance and performance of SMEs in their supply chains by providing them SCORE Training or relevant aspects of it.
- The SCORE Programme's policy work is to mobilize national governments to support interventions that promote SME productivity and working conditions. More stable and substantial government support will only materialize if SME productivity, working conditions and the importance of SMEs as job creators and drivers of a productive transformation of economies can be made a focus of attention for policy makers. In the 3rd wave, the SCORE Programme uses evidence generated from SCORE interventions in the 1st and 2nd waves as well as research on policy environment to inform government agencies on better policies to support the development objective of the SCORE Programme.

► Figure 3: SCORE Training - Theory of Change and Results Chain: Institutional Level



*SCORE = SCORE Programme

**Institutions can be productivity centres, chambers of commerce, employer association or other organization offering training.

5.2 Defining indicators

After having a clear idea of the intervention model, programmes need to identify indicators that will measure whether intended changes are taking place at each level in the results chain. This step requires knowledge of what indicators exist, whether it is feasible to collect them, and whether they will provide the information that programmes need to assess the performance and impact of the intervention.

For SCORE Training, the ILO has formulated indicators that track changes in management and working condition practices and operational indicators to track improvements. Where applicable, indicators are disaggregated by sex. A table of indicators are shown on the next page.

► Table 3: Key Performance Indicators used in SCORE Training

1 st wave: Finding the institution and proving the concept		Indicators
Activities	SCORE identifies high potential sectors/clusters jointly with key stakeholders and constituents	<ul style="list-style-type: none"> ► Presence of sector studies ► Selection of one or two sectors based on data and discussion with stakeholders and constituents
	SCORE partners with high capacity institutions in the sector to support delivery of SCORE Training	<ul style="list-style-type: none"> ► MoUs, letters of engagement between the ILO and institutions
	SCORE & partner institutions customize SCORE Training modules	<ul style="list-style-type: none"> ► SCORE training modules translated and adapted for local context
	SCORE selects Trainer Candidates from partner institutions and/or individual consultants to participate in ToT cycle	<ul style="list-style-type: none"> ► Trainer Candidates selected based on SCORE Trainer Criteria
	SCORE conducts ToT cycle for selected Trainer Candidates	<ul style="list-style-type: none"> ► ToT workshops and practice ToEs organized
Outputs	Trainers certified to deliver SCORE Training	<ul style="list-style-type: none"> ► Nr of certified SCORE Trainers (Nr of women)
	SMEs see commercial benefit of SCORE Training and commit to participate	<ul style="list-style-type: none"> ► Nr of enterprises trained
	SMEs trained in SCORE thematic areas	<ul style="list-style-type: none"> ► Nr of enterprises that successfully complete classroom and in factory consulting
	SMEs implement improvement plans and adopt best practices	<ul style="list-style-type: none"> ► Nr or % of enterprises that apply 5S ► Nr or % of enterprises that use notice boards ► Nr or % of enterprises that use Employee Suggestion Schemes ► Nr or % of enterprises that hold daily employee-manager meetings ► Nr or % of enterprises that have upgraded worker facilities ► Nr or % of enterprises that collect customer feedback ► Nr or % of enterprises that have a quality policy ► Nr or % of enterprises that analyse defects ► Nr or % enterprises that use SoPs ► Nr or % of enterprises that monitor resource use ► Nr or % of enterprises that conduct machine maintenance ► Nr or % of enterprises that experience improvement in delivery time ► Nr or % of enterprises that reward good performance ► Nr or % of enterprises that pay at least the minimum wage ► Nr or % of enterprises that pay overtime correctly

Outputs	SMEs implement improvement plans and adopt best practices	<ul style="list-style-type: none"> ▶ Nr or % of enterprises where working hours are respected ▶ Nr or % of enterprises where training is provided regularly ▶ Nr or % of enterprises that have complaints procedure ▶ Nr or % of enterprises that have OSH committee ▶ Nr or % of enterprises that have an OSH policy ▶ Nr or % of enterprises that use risk assessments ▶ Nr or % of enterprises that have emergency exit routes ▶ Nr or % of enterprises where accidents and near misses are tracked ▶ Nr or % of enterprises that analyse the root cause for accidents
2nd wave: Further adoption and adaptation of SCORE by other actors		Indicators
Activities	<p>SCORE uses 1st wave results and organizes training to strengthen Trainer expertise in SCORE thematic areas</p> <p>SCORE develops Expert Trainers</p> <p>SCORE trains trainers on marketing, financing and fundraising for continued delivery of SCORE Training or relevant aspects of it in the market</p> <p>SCORE supports institutionalizing trainer network for continued delivery of SCORE Training / relevant aspect of it</p>	<ul style="list-style-type: none"> ▶ Nr of (additional) Trainers certified per country (Nr of women) ▶ Nr of existing Trainers trained in other SCORE modules per country (Nr of women) ▶ Nr of Expert Trainers developed per country (Nr of women) ▶ Training organized to develop the capacity of SCORE training providers to market, sell and implement SCORE Training independently of the ILO (individual reporting) ▶ Nr of business plans developed with support from SCORE Programme to provide SCORE Training ▶ Discussions to create a quality assurance system (network of trainers, central implementation partner in charge of SCORE post project or similar arrangement (individual reporting))
Outputs	<p>SCORE trainers network institutionalised (E.g. Association)</p> <p>SCORE trainers capacitated to market, sell, implement SCORE or its relevant aspects for SMEs independently of the ILO</p> <p>SMEs trained in SCORE thematic areas</p> <p>SMEs implement improvement plans and adopt best practices</p>	<ul style="list-style-type: none"> ▶ One quality assurance system created/registered per SCORE country ▶ % of training cost covered through non-ILO resources ▶ % of training delivered with high independence ▶ Satisfaction level of SMEs with the training ▶ Nr of enterprises trained ▶ Nr of enterprises that successfully complete classroom and in factory consulting ▶ Nr or % of enterprises that apply 5S ▶ Nr or % of enterprises that use notice boards ▶ Nr or % of enterprises that use Employee Suggestion Schemes ▶ Nr or % of enterprises that hold daily employee-manager meetings ▶ Nr or % of enterprises that have upgraded worker facilities

<p>Outputs</p>	<p>SMEs implement improvement plans and adopt best practices</p>	<ul style="list-style-type: none"> ► Nr or % of enterprises that collect customer feedback ► Nr or % of enterprises that have a quality policy ► Nr or % of enterprises that analyse defects ► Nr or % enterprises that use SoPs ► Nr or % of enterprises that monitor resource use ► Nr or % of enterprises that conduct machine maintenance ► Nr or % of enterprises that experience improvement in delivery time ► Nr or % of enterprises that reward good performance ► Nr or % of enterprises that pay at least the minimum wage ► Nr or % of enterprises that pay overtime correctly ► Nr or % of enterprises where working hours are respected ► Nr or % of enterprises where training is provided regularly ► Nr or % of enterprises that have complaints procedure ► Nr or % of enterprises that have OSH committee ► Nr or % of enterprises that have an OSH policy ► Nr or % of enterprises that use risk assessments ► Nr or % of enterprises that have emergency exit routes ► Nr or % of enterprises where accidents and near misses are tracked ► Nr or % of enterprises that analyse the root cause for accidents
<p>Activities</p>	<p>SCORE uses initial programme results to demonstrate SCORE value to other potential partners: institutions and lead firms.</p> <p>SCORE partners with willing and able institutions to offer SCORE Training or relevant aspects of it to SME clients</p> <p>SCORE links partner institutions with trainer network or enables partner institutions to offer SCORE Training or relevant aspects of it to SME clients directly</p> <p>SCORE supports partners to fundraise through government schemes & other sources to provide services on SME productivity and working conditions</p>	<ul style="list-style-type: none"> ► MoUs, letters of engagement between the ILO and institutions ► Certified SCORE Trainers conduct training for partner institutions (individual reporting) Staff from partner institutions trained and certified as SCORE Trainers (individual reporting) ► Training organized to develop the capacity of SCORE training providers to market, sell and implement SCORE Training independently of the ILO (individual reporting) ► Nr of business plans developed with support from SCORE Programme to provide SCORE Training

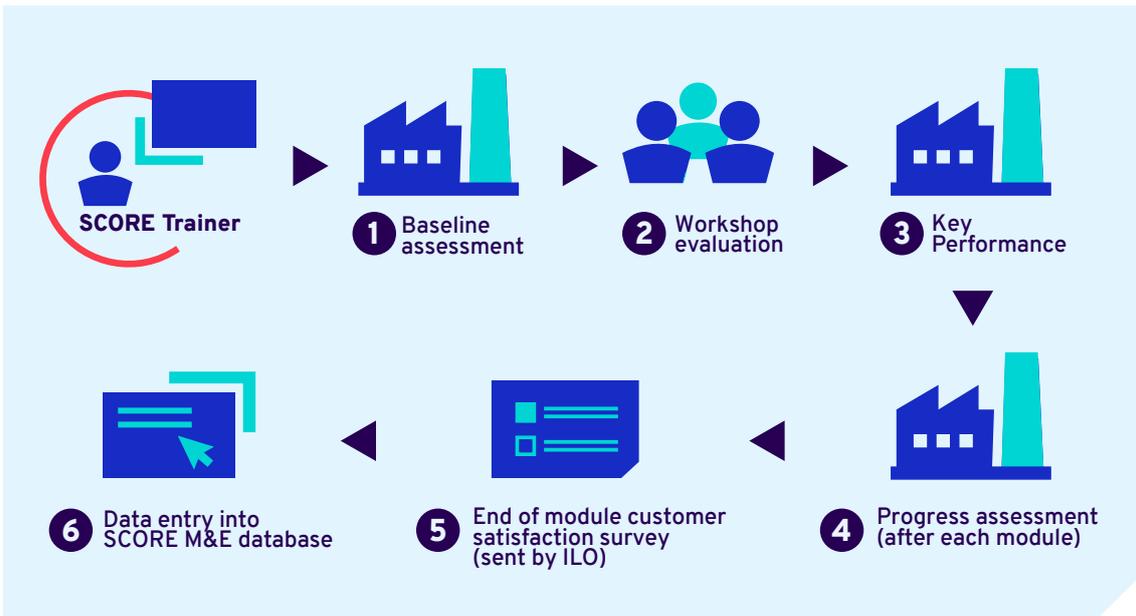
Outputs	Partner institutions adopt SCORE or relevant aspects of it and improve their services on SME productivity and working conditions	<ul style="list-style-type: none"> ▶ Nr of partners that provide SCORE Training in their business development services portfolio or have adopted parts of SCORE Training in their existing public training programmes
	New partners market, sell, implement SCORE or its relevant aspects for SMEs independently of the ILO	<ul style="list-style-type: none"> ▶ % of training cost covered through non-ILO resources ▶ % of training delivered with high independence ▶ Satisfaction level of SMEs with the training
	SMEs implement improvement plans and adopt best practices	<ul style="list-style-type: none"> ▶ Nr or % of enterprises that apply 5S ▶ Nr or % of enterprises that use notice boards ▶ Nr or % of enterprises that use Employee Suggestion Schemes ▶ Nr or % of enterprises that hold daily employee-manager meetings ▶ Nr or % of enterprises that have upgraded worker facilities ▶ Nr or % of enterprises that collect customer feedback ▶ Nr or % of enterprises that have a quality policy ▶ Nr or % of enterprises that analyse defects ▶ Nr or % enterprises that use SoPs ▶ Nr or % of enterprises that monitor resource use ▶ Nr or % of enterprises that conduct machine maintenance ▶ Nr or % of enterprises that experience improvement in delivery time ▶ Nr or % of enterprises that reward good performance ▶ Nr or % of enterprises that pay at least the minimum wage ▶ Nr or % of enterprises that pay overtime correctly ▶ Nr or % of enterprises where working hours are respected ▶ Nr or % of enterprises where training is provided regularly ▶ Nr or % of enterprises that have complaints procedure ▶ Nr or % of enterprises that have OSH committee ▶ Nr or % of enterprises that have an OSH policy ▶ Nr or % of enterprises that use risk assessments ▶ Nr or % of enterprises that have emergency exit routes ▶ Nr or % of enterprises where accidents and near misses are tracked ▶ Nr or % of enterprises that analyse the root cause for accidents

Activities	SCORE partners with lead firms to add capacity building services on improving productivity and working conditions for their SME suppliers	<ul style="list-style-type: none"> ► Nr of proposals presented to lead buyers ► Nr of lead buyers that request specific meeting, information sessions, training
	SCORE works with lead firms to customize SCORE to suit business interests and address supply chain constraints to productivity and working conditions	<ul style="list-style-type: none"> ► Presence of customized materials and/or training
	SCORE links lead firms with SCORE trainers to offer customised service to SME suppliers to improve productivity and working conditions	<ul style="list-style-type: none"> ► Nr of lead buyers sponsoring SCORE Training in their supply chains
Outputs	SME suppliers supported by lead firms to address their constraints to productivity and working conditions	<ul style="list-style-type: none"> ► Nr of lead buyers promoting SCORE Training in their supply chains
3rd wave: Government policy reforms in productivity		Indicators
Activities	SCORE analyses domestic policy environment to understand productivity related policies and schemes	<ul style="list-style-type: none"> ► Presence of policy analysis and mapping
	SCORE identifies key government institutions to engage with on SME productivity and working conditions	<ul style="list-style-type: none"> ► Institutions approached for meetings/ consultations (individual reporting)
	SCORE uses credibility built through 1 st and 2 nd wave to engage with willing and able government institutions to review policy that constraint SME productivity and working conditions.	<ul style="list-style-type: none"> ► Nr of policy makers and social partners trained ► Inputs provided by ILO to policies/schemes related to SME productivity and working conditions (individual reporting)
Outputs	Policy modified to enhance productivity and awareness raised	<ul style="list-style-type: none"> ► Nr of policies (incl. schemes) launched with ILO support/input (individual reporting)
	Improved policy environment support SMEs to better access productivity improvement services	<ul style="list-style-type: none"> ► Nr of SMEs that access support through policies related to SME productivity and working conditions (individual reporting)
Outcomes	SMEs increase productivity and quality	<ul style="list-style-type: none"> ► % of enterprises that improve productivity ► % of enterprises that reduce defects ► % of enterprises that reduce energy consumption ► % of enterprises that reduce materials usage ► % of enterprises that reduce waste
	SMEs improve working conditions	<ul style="list-style-type: none"> ► % of enterprises that reported reduction in worker complaints ► % of enterprises that reported reduction in accidents ► % of enterprises that reported an increase in wages ► % of enterprises that reported a reduction in absenteeism ► % of enterprises that reported a reduction in labour turnover
Impact	SMEs increase profits and provide more decent jobs	<ul style="list-style-type: none"> ► % of enterprises that report cost savings Job creation in enterprises trained (% women) Job losses in enterprises trained (% women)

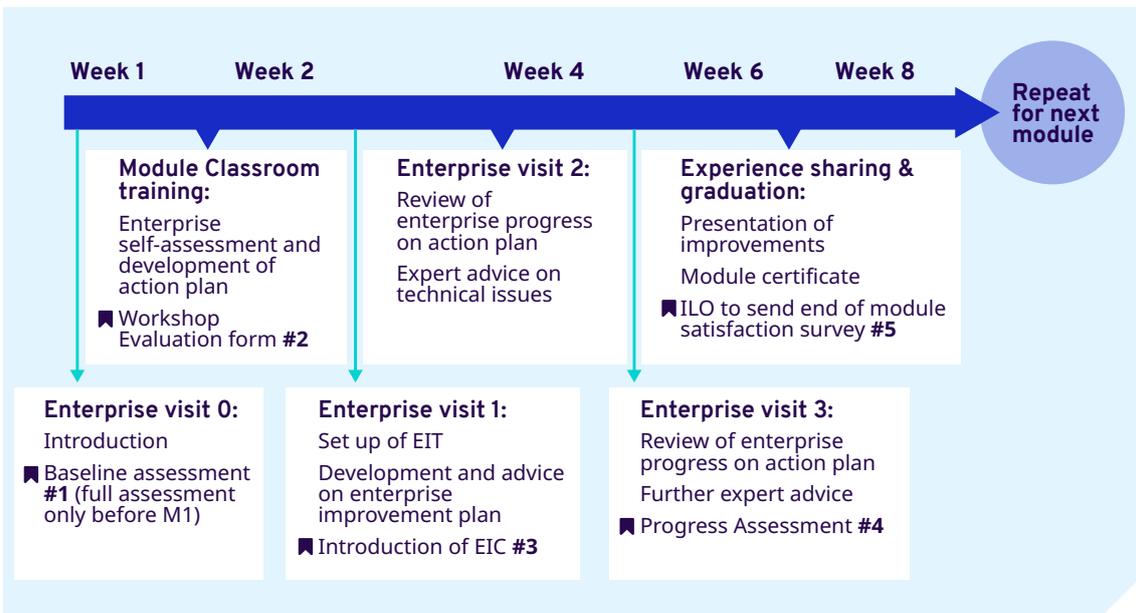
5.3 Data collection process

The process to collect the data for the indicators above is built as much as possible into the training intervention so that no additional monitoring work should be necessary. Figure 4 visualizes the data collection process and Figure 5 describes the standard training intervention for a training module and the corresponding data collection tools to be used.

► Figure 4: Visualization of data collection process



► Figure 5: Sequencing of training and forms (#) to be used



Collecting baseline data

Baseline data for the SCORE Training programme refers to data which describes the state of an enterprise before the training. Without baseline data there is no objective way of knowing whether enterprises are better off after the training intervention.

Trainers collect baseline data of the state of an enterprise during the first enterprise visit (**enterprise visit 0**) which takes place before the first training workshop.

Before-pictures are also part of the baseline data collection. While selected before/after pictures are by no means representative for overall project progress, they are a simple tool to visualize project impact and can function as training materials at the same time. Development of before/after videos should also be considered.

📌 Form to be used: **#1 Baseline Assessment Form (BLA)**

Workshop evaluation

After each classroom workshop, the objective of the workshop evaluation is to evaluate the satisfaction of the participants and to determine, which sessions and aspects of this workshop are working well, and what sessions and aspects need to be improved. This will help to make the workshop better for future participants.

📌 Form to be used: **#2 Workshop Evaluation Form**

Enterprise Indicator Card (EIC) and Key Performance Indicators (KPIs) (Optional)

During the module workshop and enterprise visit 1, trainers instruct enterprises in the use of the SCORE Enterprise Indicator Card (EIC) which consists of a set of Key Performance Indicators (KPIs) relevant to the training. Enterprises are asked to report these indicators on a monthly basis and submit to the trainer (though ultimately this remains a voluntary action – whether the enterprise complies relies in most cases on the relationship the trainer is able to build with enterprise staff).

📌 Form to be used: **#3 Enterprise Indicator Card (EIC):**
That form has to be send by the enterprise to the trainer at the end of each month.

Module Progress Assessment

After completion of a module (during the final visit in most cases), the trainer completes the Module Progress Assessment Form. The objective is to track improvements in the enterprise against the baseline assessment.

📌 Form to be used: **#3 Progress Assessment Form (PAF):** The form covers the same areas as the base-line assessment form to show which areas the enterprise improved.

End-of-module customer satisfaction survey

After completion of all training activities, the ILO or the institution contracting the service provider send out a customer satisfaction surveys to verify trainer performance and enterprise satisfaction with the training. To keep transparency, this form should not be send out by the trainer directly.

📌 Forms to be used: **#4 End of module satisfaction survey**

Data entry into SCORE M&E Database

Trainers enter the M&E data from enterprises into the database to monitor training progress and enterprise-level results.

► [See the SCORE Database user guide](#)

5.4 Limitations of the M&E system

No M&E system is perfect. A practical M&E system always needs to balance the cost and burden of data collection with the added value of data availability. There are a few challenges with the setup of the SCORE Training M&E system concerning the amount of data collected, the way it is collected and how it is analysed. Some key issues include:

- **Non-availability:** Many enterprises and especially SMEs don't monitor KPIs that should be collected. SCORE Training module Workplace Cooperation contains some training on collecting, measuring and analysing KPIs.
- **Seasonality:** some indicators such as labour turnover can be affected by seasonality. The month in which the baseline assessment is conducted could by chance be a particularly good or bad month for an indicator.
- **Quantification of cost savings is particularly difficult:** Only a few improvement projects such as selling inventory or scrap material lead to one/off cost savings. Other improvements such as reduction of defects, waste, personnel etc. are more difficult to quantify: for example in the case where an employee suggestion leads to reduced use of textile fabric of 500 sqm per day equivalent to USD 150, for certain number of days or months (at USD 3,600 per month) should this cost saving be attributed to the training intervention?
- **Lack of post-training data:** The programme collects enterprise KPIs only as long as enterprises are enrolled in training. Therefore, for enterprises that only complete one module, there is only data for three months which is insufficient to capture potential changes in enterprise performance, in the longer term period.



▶ 6. Appendix

6.1 Further resources

The global ILO SCORE website contains general project information and links to country programmes.

- 🔗 [GIZ/ILO \(2015\): Guidelines for value chain selection](#)
- 🔗 [Michael Porter \(2000\): Location, Competition, and Economic Development: Local Clusters in a Global Economy. Economic Development Quarterly, vol 14, no.1, pp 15-34.](#)
- 🔗 [Wolman et al \(2010\): Clusters and cluster-based development: A literature review and policy discussion.](#)
- 📌 ILO (2010): Workplace Cooperation – The foundation of business success. Trainer guide.
- 🔗 [ILO-IOE \(2005\): Reaching out to SMEs – An electronic toolkit for employers' organizations](#)
- 🔗 [ILO \(2012\): The Effective Employers' Organization. A strategic approach to service development](#)
- 📌 ILO (2012): A training of trainers guide for SCORE Training
- 📌 ILO (2012): ILO Trainer certification for SCORE Training

6.2 Implementation partner assessment

The form below can be used to assess the capacity of potential implementation partners to offer SCORE Training to SMEs.

Section A – General information			
Org Name			
Address			
Date Established		Telephone	
Web site	www.	Fax	
District Office Locations			
Services	Country-wide	Yes / No	Locations
President / DG / CEO	Mr/Ms		
	e-mail	Direct #	
Contact Officer	Mr/Ms		
	Designation		
	e-mail	Direct #	
Bankers			
Auditors			
Profile / Brochure & Vision, Annual Report, Mission and Primary Goals / Objectives to be submitted.			

Section B – Governance and secretariat

Board of Directors *Please describe incl. number of members, names and links to companies.*

Management *Please provide names and roles.*

Number and type of staff	Nr. of graduates/ professional staff:	Nr. of admin staff:
--------------------------	---------------------------------------	---------------------

Departments *Please provide organisational structure / chart if available or list departments (with staff distribution) here.*

Budget and annual turnover *Please provide annual budget/revenues*

Sources of income *Please list sources of income (incl. income from training)*

Section C – Membership representation information

Industry Sub Sectors (%) *Please list the key industries making up your members*

Membership	Total Registered		Active (paying) Membership
	Sectors	Manufacturing	Service
	Employing 50-250	Manufacturing	Service

Outreach to non-members *Are any of your services also open to non-members? If yes, how many non-members are using them on a regular basis?*

Section D – Presence in social dialogue bodies

Please list the social dialogue bodies/committees in which your organization represents the interests of your members

1.

2.

3.

4.

5.

Section E – Programmes and projects with partners in the past 3 years

Please list the main programmes and projects you implemented in the past 3 years (own or in collaboration with governments institutions, employers organizations, worker organizations, UN agencies, donors etc.)

1.

2.

3.

4.

5.

Section F – Services offered in the last 3 years							
In what areas are you offering services at the moment and how often (#) per year?	Training			Consulting			Description:
	Yes	No	#	Yes	No	#	
Taxes and regulation							
Industrial relations							
Legal advice							
Occupational safety and health related							
Human resource management							
Discrimination							
Finance							
Marketing							
Trade /export-related							
Production/ quality (manufacturing)							
Quality related (service sector)							
Research & development							
Communication							
General management (e.g. leadership)							
Supervisory development							
Worker development							
Service outreach							
Nr. of companies having participated in services in the last year	Total:			SMEs:			
	Members:			Non-members:			
Nr. of persons using services	Training:			Consulting:			
Total revenues from services and evolution	Total:			From SMEs:			
References may be called for and interviews conducted to ascertain quality of the BDS provided.							

Section G – In-house Training facilities and resources				
Membership database in CRM modus	Yes	No	Description	
System for participants registration	Yes	No		
System for satisfaction surveys	Yes	No		
Training / Lecture Rooms	#	Capacity(s)		
Notebook computers	#	Available for Project	Yes	No
Printers	#	Available for Project	Yes	No
Multi-media units	#	Available for Project	Yes	No
White boards	#	Available for Project	Yes	No
Flipchart boards	#	Available for Project	Yes	No
Overhead projectors	#	Available for Project	Yes	No
Digital cameras	#	Available for Project	Yes	No
Mics and sound system	#	Available for Project	Yes	No
Comments:				

Section H – SME Resource persons matrix					
Name (Mr/Ms)	Area(s) of Expertise	Employment Experience (years)			
		Manufacture	Service	Training	Consulting
1.					
2.					
3.					
4.					
5.					
6.					
7.					
8.					
9.					
10.					
Detailed Resume's may be required to be submitted upon request.					



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SCORE Training *in brief*

SCORE Training is a modular training package and methodology developed by the ILO SCORE Programme. The Training is used to improve productivity, employee-manager cooperation, and working conditions within small and medium-sized enterprises (SMEs). SCORE Training focuses on developing cooperative working relations that benefit employees and business. It also promotes international best practices in the manufacturing and service sectors, to help SMEs to participate in global supply chains.

The SCORE Training modules cover Workplace Cooperation, Quality Management, Clean Production, Human Resource Management, Occupational Safety and Health, Lean Manufacturing, Gender Equality, Responsible Business, Hospitality Coaching and Working Time. There are also Trainer and Implementation Guides that accompany these. Most modules are delivered through a combination of classroom training (in-person or online) 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.

Section I – Partnership feasibility towards sustainability (briefly explain)

How do you think SCORE Training will fit with your current BDS portfolio?

How will your top management commit to offering SCORE Training (including implementation and results)?

How do you plan to allocate a dedicated staff to managing SCORE Training?

How do you plan to market SCORE Training?

How do you plan to ensure maintaining the specified guidelines, quality and reporting requirements of SCORE Training, are effectively implemented?

Should your organisation be selected, what is the best time (date / period) to commence training?



Section J – Financial feasibility towards sustainability (briefly explain)

How do you plan to recover costs and make SCORE Training a sustainable and viable product?

Pilot Project - %	Year 1 - %	Year - 2%	Year - 3%

Are you able to attract and secure support funding from other sources such as government training support schemes, sponsoring etc?

Section K – Detailed proposal and budget

You are required to submit a detailed project proposal and a budget (at least 3 years) outlining your interest and strategy in terms of Sections I & J above including any other pertinent aspects.

Planned submission (dd/mm/yyyy)

Actual submission (dd/mm/yyyy)

Revised submission 1 (dd/mm/yyyy)

Revised submission 2 (dd/mm/yyyy)

You may request for information or clarifications on the ILO-SCORE project as needed.

Section L – Sign offs and review

ILO	Implementation partner
Name of Assessor – 1	Officer - 1
Mr/Ms	Mr/Ms
Position	Position
Name of Assessor – 2	Officer - 2
Mr/Ms	Mr/Ms
Position	Position
Date	Date
Review by ILO	
Reviewed by Mr/Ms	
Position	Date

6.3 Business Plan Template

Main elements of a Business Plan for SCORE Training

This format contains main elements of a business plan to more effectively market SCORE Training by the various associations participating in the programme. The questions included in the different blocks parts will help participants to develop the required contents. *The parts written in italics are annotations.*

A. Description of the Product: SCORE Training

Briefly describe the SCORE Training, highlighting

1. *The distinctive features of SCORE Training and*
2. *The key selling points*

Be specific on how you plan to adjust the standard training programme.

B. Target Group

Annotation: The target group for SCORE Training programme is predefined. Within the cluster and sector, you could further refine your target. You should identify companies which could potentially benefit from SCORE Training.

Some criteria for those include:

- *SMEs who are growing too fast to be able to address needs for internal changes*
- *SMEs who are lacking comprehensive internal management system*
- *SMEs who are committed to change and improvement*
- *SMEs who are part of global supply chains and are under pressure to comply with international standards and workplace practices*
- *Any SME that is willing to pay the price of training*
- **Characterise your target group: what is their main business? Are they mainly engaged in job work? In contract manufacturing? In manufacturing with own brand and marketing?**
- **Do they have experience with training?**
- **What is their main interest in training?**
- **Do you pretend to attract only members or non-members as well? And if yes, what are the main differences between them?**

It can be worthwhile for you to identify additional target groups in order to expand the training service portfolio and to generate more income. Those could be:

- *Large national or multinational enterprises might be interested in marketing the training in their supply chains and can encourage suppliers to sign up.*
- *Other industry associations or groups of enterprises in the cluster or sector, as well as beyond it, who would spread the word to yet more SMEs.*
- *Potential sponsors of SCORE Training Programme such as Government training funds or bilateral donors*
- **Do you want to address these target groups as well?**

C. Catchment Area (as to be seen in session 2)

- ▶ What do you consider as area of training? The town where your BMO is located and known? Places nearby as well? A whole region?
- ▶ Where will the training mainly take place?

D. Analysis of Competitors (as seen in session 1)

- ▶ What are your main competitors in the training market?
- ▶ What are their main clients?
- ▶ Which kind of training do they offer? What are main contents? How long does the training last? Which methodology do they use?
- ▶ What do you know about their reputation? Do you know of any feedback being positive or negative on concrete results and benefits of the training?

E. Business & Funding Model

Describe your business model (basic models are: cost-covering without profit making, making profit with training / cross-subsidization with other sources / training without fees)

- ▶ How many trainings you pretend to offer per year in total and per module? You can attach a training plan* if you already advanced in planning.
- ▶ Will you apply one or a mix of these business models?
- ▶ Will you keep the business model or do you plan adaptations after some time?
- ▶ How much does one module cost? Please calculate the costs for workshops and factory visits for one module. *(You might have to calculate costs separately per module as they are different)*
- ▶ What is the break-even point of one training module?
- ▶ At which price do you plan to offer the training to your customers?
- ▶ Will there be different prices for members and non-members?
- ▶ Where do the funds for the training come from? How are they to be used? Please elaborate a finance plan for SCORE Training using the given format.

F. Promotion Strategy

Describe your promotion strategy to market SCORE Training

- ▶ Which communication channels you will use predominantly to address you target group?
- ▶ What will be the main message? How is it different from your competitors?
- ▶ What marketing materials will you need?
- ▶ Do you plan to offer a rebate scheme for large customers?

*Developing a training plan

Although SCORE Training is demand-based and only implemented if a minimum number of enterprises is on board, the associations should not wait until it occurs to start planning the training. Based on the individual calculations on the number of training that realistically can be co-ordinated, it is recommended to prepare a list of forthcoming SCORE Training events and publish it on the association's website, include it in the promotional material, use it for marketing action etc.

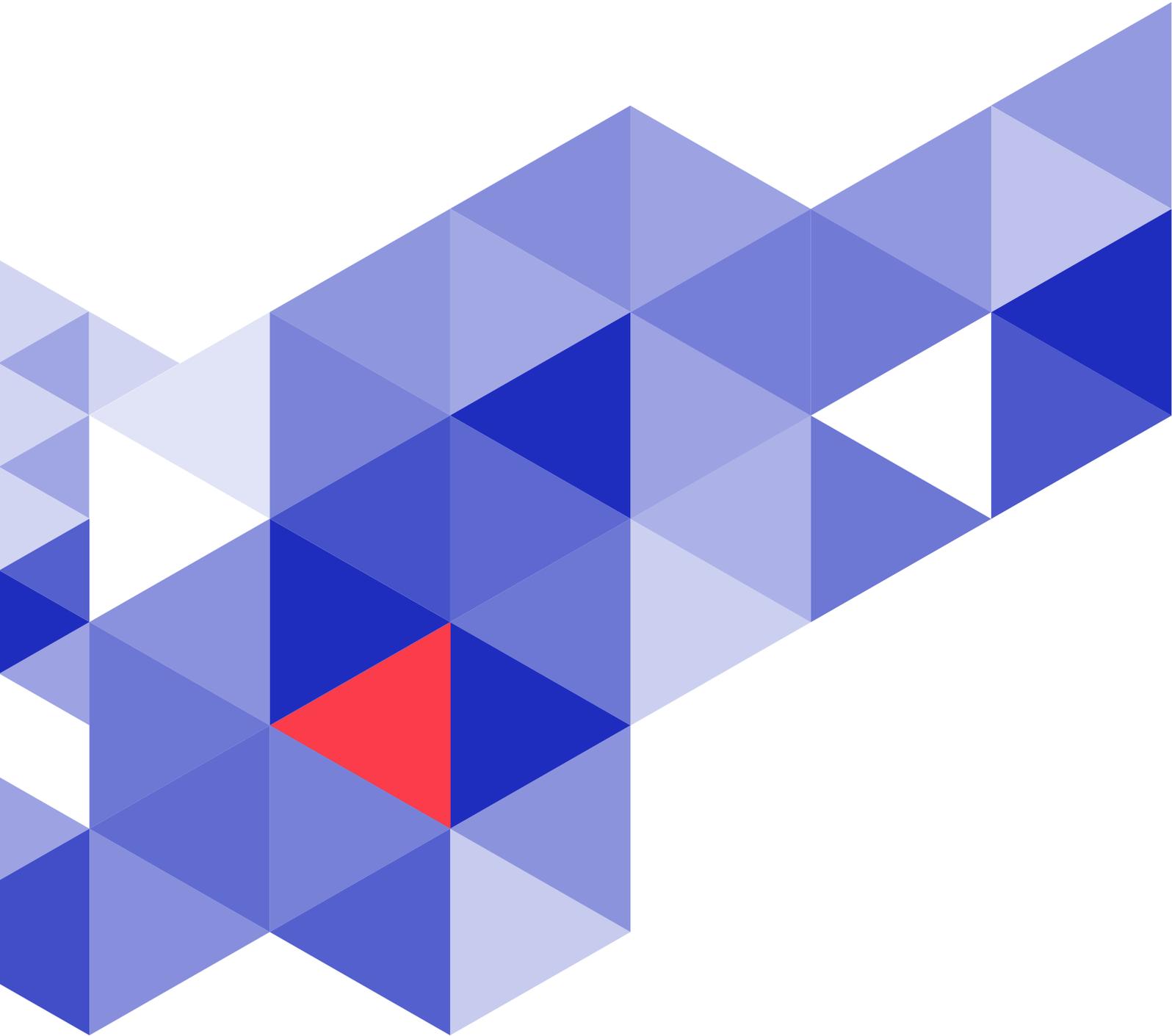
The following table is a generic example and should be specified for SCORE Training together with participants.

► **Table 2.1: Example of a Semi-annual Training Plan**

Name of Organisation Trainings Offered During 1 st Half of 20xx					
No.	Date	Topic	Lecturer / Trainer	Venue	Fee (Members/ Non-members)
1	30 Jan. 9am-5pm	Marketing for Wood-Working MSME	Dr. Singh Institute for Marketing	Industrial Association	1,000 INR 1,500 INR
2	03 March 10am-4pm	Purchasing in the wood-processing industry in Central India	Mr. Khan Association abc	Hotel abc	2,000 INR 2,500 INR
3	22 May 5pm-9pm	Price Calculations – Examples and typical errors	Ms. XY Enterprise zzz	Convention Centre fff	1,000 INR 1,500 INR
4	17 June 5pm- 8pm	Changes in Credit Schemes for MSME	Mrs. Bhat Bank 123	Bank 123	500 INR 750 INR

The following rules of thumb can be set down for seminar planning and programs:

- At the outset, one should plan to hold at most 4 seminars per half year. The resulting cycle of 6 weeks per seminar is appropriate for most organizations.
- Do not plan any training during or shortly before or after a festival season as drop outs are bound to happen.
- SCORE Training seminars last two days. Most entrepreneurs will be reluctant to stay away for longer from their business.



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