PROJECT BRIEF

Sustaining Competitive and Responsible Enterprises (SCORE)
Programme at a Glance

Development Objective: SMEs in national and global supply chains have improved productivity and working conditions and provide decent work.

Immediate Objectives:
1. Public and private implementation partners have embedded SCORE Training in their national programs and budgets for SME development.
2. Lead buyers support suppliers through SCORE Training.

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

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

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

Duration: Phase 4: 1 January 2022 – 31 December 2024

Geographical Focus: SCORE is a global programme with country activities in Bolivia, Ethiopia, Myanmar and Tunisia.

Main Intervention: SCORE Training

SCORE Training

- Inclusive Participation
  - Managers and employees are trained together with a focus on cooperation
  - More than 33,700 managers and workers have jointly participated in SCORE Training
  - Training participation is split between middle to upper management levels (39%) and workers (61%)
  - 40% of SCORE Training participants are women and 42% of SCORE Trainers are women

- A Global Reach
  - The ILO has partnered with 56 institutions in the delivery of training to SMEs in 11 countries
  - Training packages have been translated into 15 languages and adapted to several manufacturing sectors as well as the service sector

- Quality Monitoring & Evaluation Systems
  - SCORE Training has achieved a 93% participant satisfaction rate globally
  - In 2015, SCORE’s Monitoring and Evaluation system was audited by an external auditor who found 87% compliance with The Donor Committee for Enterprise Development standard
The SCORE Programme

Sustaining Competitive and Responsible Enterprises (SCORE) is an ILO global programme that improves productivity and working conditions in small and medium enterprises (SMEs). The key intervention of the programme is SCORE Training, which combines practical classroom training with in-factory consulting. The Training demonstrates best international practice in the manufacturing and service sectors and helps SMEs to participate in global supply chains. SCORE Training focuses on developing cooperative working relations resulting in shared benefits for enterprise owners and those who work there.

The ILO is assisting government agencies, training providers, industry associations and trade unions in emerging economies in Africa, Asia, and Latin America to embed SCORE Training into their SME services. It is also developing partnerships with lead buyers to encourage them to integrate SCORE Training into their CSR programmes.

Countries where SCORE Training has been implemented

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

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

The programme also ensures and promotes gender equality in the workplace. To highlight the programme’s efforts on gender equality, specific gender indicators were incorporated into the project design.
The SCORE Training modules cover Workplace Cooperation, Quality Improvement, Resource Efficiency, Workforce Management, Safety and Health at Work, Lean Manufacturing, Gender Equality, Responsible Business, Hospitality Coaching, and Working Time. Some modules also respond to crises such as the Covid-19 pandemic. There are also Trainer and Implementation Guides that accompany these. Training formats vary, most modules usually include a one/two-day classroom training for managers and workers, followed by on-site consultations with industry experts that help to put the training into action in the workplace, some are self-paced online. The consultancy visits are a unique element of the training methodology that ensures that classroom learning is put into action in the workplace.

As of October 2021, over 3,100 SMEs have received SCORE Training in 11 programme countries, representing a total workforce of about 533,000 people that have benefitted from enterprise improvements. In addition, SCORE Training has been implemented in countries outside the programme, including Dominican Republic, Kenya, Turkey, and Sri Lanka.

The SCORE Training Process

SCORE Training Modules
SCORE Results

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

- Over **3,100 ENTERPRISES** trained across **24 countries**
- Skills built of over **33,700 WORKERS AND MANAGERS**
- Up to **72%** COST REDUCTIONS
- Up to **56%** INCREASED PRODUCTIVITY
- Up to **46%** BETTER WORKPLACE COOPERATION
- Up to **46%** REDUCED LABOUR TURNOVER
- Up to **46%** REDUCED ABSENTEEISM
- Up to **44%** SAFER WORKING ENVIRONMENT
- Up to **50%** REDUCTION IN WORKER COMPLAINTS
- Up to **39%** INCREASE IN WAGES
- Up to **58%** DEFECT REDUCTION
- Up to **48%** ENERGY SAVINGS
- Up to **55%** LESS WASTE
- Up to **56%** INCREASED PRODUCTIVITY
- Up to **39%** BETTER WORKPLACE COOPERATION

*Results to December 2021

Get in touch

If you would like to find out more about SCORE Training and how it could help your business, we look forward to hearing from you.

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