

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:	<ol style="list-style-type: none"> 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:	November 2017 – October 2021
Geographical Focus:	SCORE is a global programme with country activities in Bolivia, China, Colombia, Ethiopia, Ghana, India, Indonesia, Myanmar, Peru, Tunisia and Viet Nam.
Main Intervention:	SCORE Training



Inclusive Participation

- Managers and employees are trained together with a focus on cooperation
- More than 17,000 managers and workers have jointly participated in SCORE Training
- Training participation is split evenly between middle to upper management levels (43%) and workers (57%)
- 37% of SCORE Training participants are women and 37% of SCORE Trainers are women

A Global Reach

- The ILO has partnered with 56 institutions in the delivery of training to SMEs within 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

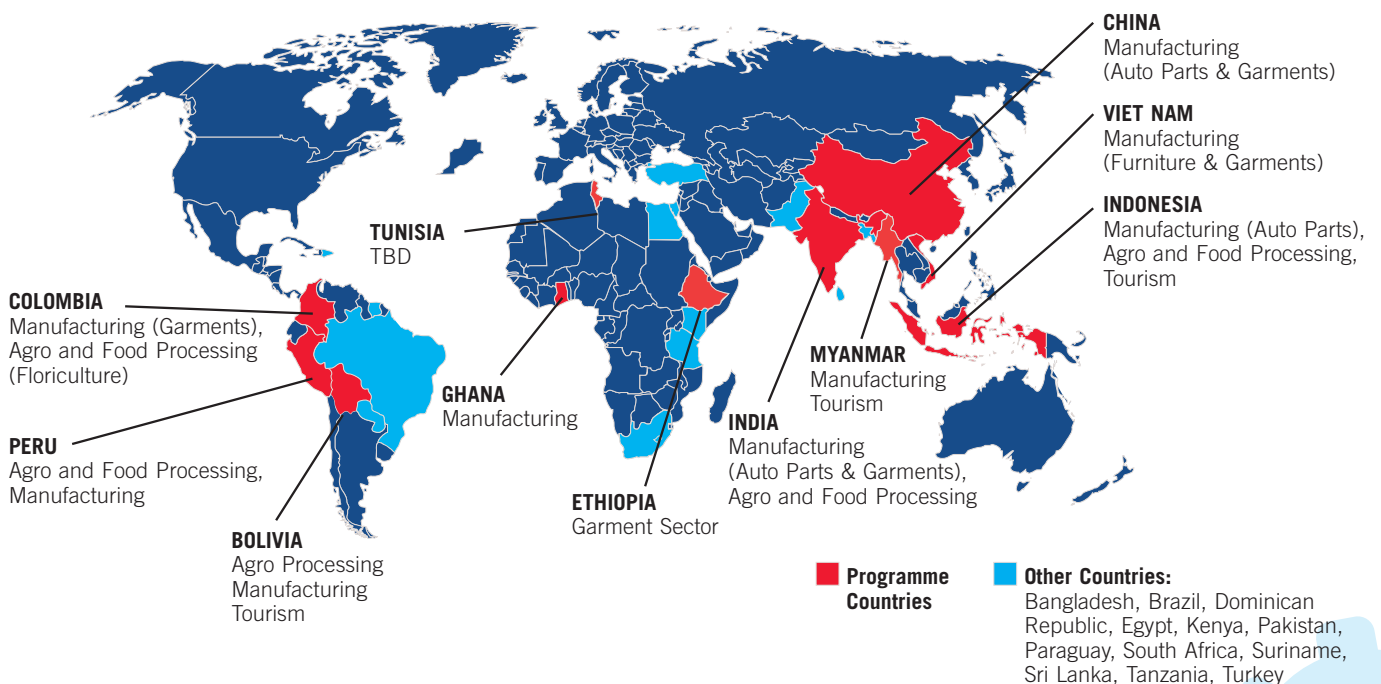
- SCORE Training has achieved a 91% participant satisfaction rate globally
- In 2015, SCORE's Monitoring and Evaluation system was audited by an external auditor who found 87% compliance with the Donor Committee for Enterprise Development standard

The SCORE Programme

Sustaining Competitive and Responsible Enterprises (SCORE) is an ILO global programme that improves productivity and working conditions in small and medium enterprises (SMEs). The key intervention of the global programme is support for the implementation of SCORE Training, which combines practical classroom training with in-factory consulting. SCORE Training focuses on developing cooperative working relations to produce shared benefits for workers and employers.

Through the programme 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 have been incorporated into the Phase II project design.





SCORE Training

Sustaining Competitive and Responsible Enterprises

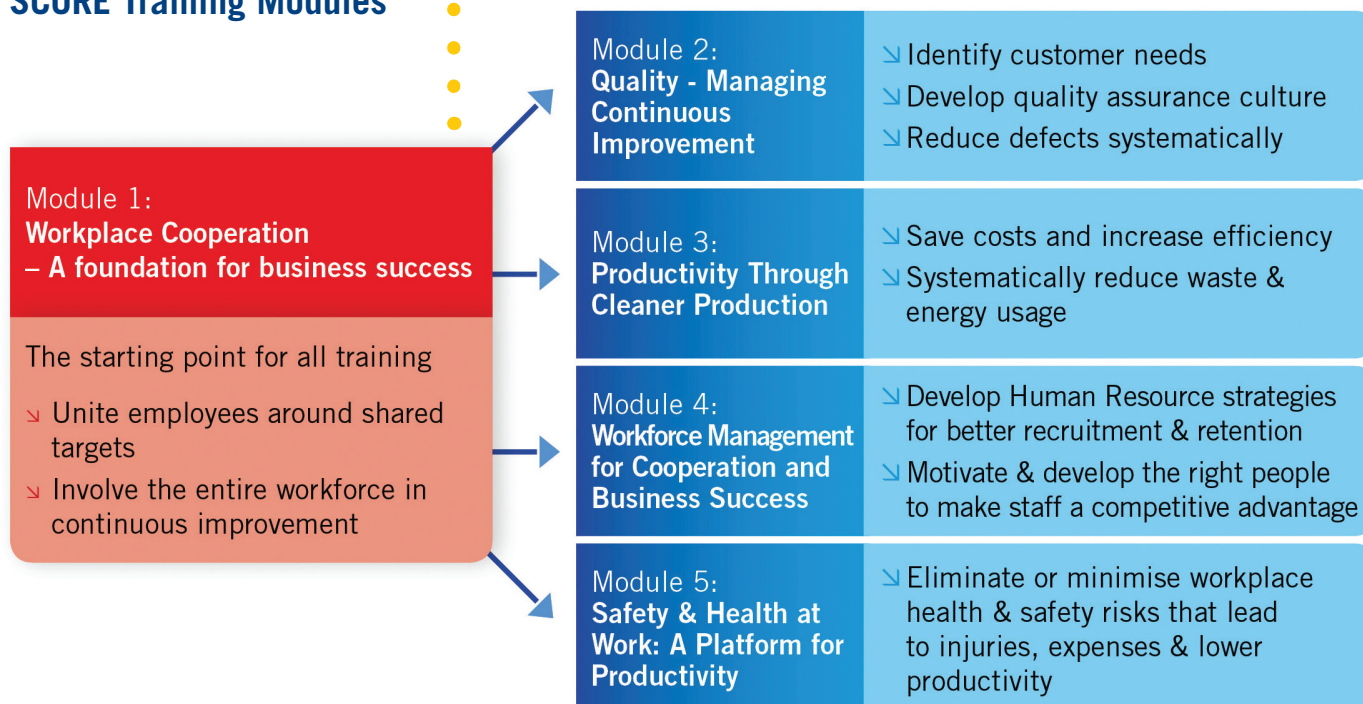
There are five SCORE Training modules covering: Workplace Cooperation, Quality Management, Clean Production, Human Resource Management, and Occupational Safety and Health. There are also Trainer and Implementation Guides that accompany these. Each module is delivered through a combination of classroom training and in-factory consultancy and led by industry experts. The consultancy visits are a unique element of the training methodology that ensures that classroom learning is put into action in the workplace.

As of July 2019, over 2,100 SMEs have received SCORE Training in 11 programme countries, representing a total workforce of over 403,000 people that have benefitted from enterprise improvements. In addition SCORE Training has been implemented in countries outside the programme, including 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 **2,100**
ENTERPRISES
trained across **15 countries**

Skills built of
over
17,000 **WORKERS AND
MANAGERS**



* Results to July 2019

For more information on the SCORE Programme or SCORE Training contact:

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Norad

