



SCORE Phase IV

One of SECO's flagship programmes to foster more and better jobs in small and medium enterprises (SMEs). It provides on-the-job training for workers and managers to improve working conditions and productivity in SMEs.

The Sustaining Competitive and Responsible Enterprises (SCORE) Programme helps SMEs to create more and better jobs, and to participate in global supply chains. The SCORE Programme is implemented by the International Labour Organization (ILO) and financed by the Swiss State Secretariat for Economic Affairs (SECO) and the Norwegian Agency for Development Cooperation (NORAD).

Rationale

SMEs account for two-thirds of all jobs worldwide and make crucial contributions to income generation. Despite this, in developing and emerging economies, they are often far less productive than larger firms, provide inferior working conditions and struggle to comply with labour and environmental standards. SMEs are thus less likely to participate in global supply chains and draw on their potential for growth and job creation. By providing practical classroom training combined with in-factory consulting services, SCORE Training helps SMEs to overcome these challenges. The programme also designs and implements interventions aimed at developing SMEs' capacity to participate in national and global supply chains. It builds partnerships with national institutions and export promotion programmes, as well as international lead buyers and import promotion agencies to identify key bottlenecks to SMEs' participation to global markets, and introduce interventions aimed at lifting these barriers. The project continues to engage with lead buyers and consortiums to share the best practices of SCORE Training and supply chain upgrading and encourage them to purchase SCORE Training from national partner organizations to support SMEs in their supply chains.

The SCORE approach

In order to ensure a long-term and sustainable impact, the programme capacitates local service providers (consulting companies, industry associations and government agencies) to provide SCORE Training to SMEs. SCORE Training consists of five modules:

- Workplace Cooperation
- Quality Improvement
- Resource Efficiency
- Workforce Management
- Safety & Health at Work

SECO country/region

Global, Bolivia,
Ethiopia, Myanmar,
Tunisia

Executing agency

International Labour
Organization (ILO)

Duration

2022-2024

Total budget

CHF 6,361,008

SECO contribution

CHF 3,316,893



Each module is delivered through a combination of joint classroom training for managers and workers and in-factory consultancy led by industry experts. The consultancy visits are a unique element of the SCORE Training methodology, which ensures that classroom learning is put into action in the workplace.

In 2019-20, the SCORE Programme added six new modules to the training portfolio in response to additional demand. They are:

- COVID-19 Safety & Health at Work
- COVID-19 Business Continuity Planning
- Lean Manufacturing
- Hospitality Coaching
- Gender Equality
- Responsible Business

The SCORE Programme is active in different sectors in four countries (Bolivia, Ethiopia, Myanmar, and Tunisia). In addition, SCORE Training is used in other countries such as China, Indonesia, Viet Nam, Peru, Turkey, Egypt, India, and Pakistan to support various ILO private sector development projects.

Results so far

As of January 2022, a total of 3,946 SMEs and 45,899 enterprise staff received SCORE Training, representing a total workforce of 641,293 people that benefitted from enterprise improvements. Participating enterprises promoted social dialogue between managers and workers and improved working conditions at the enterprise level, as follows: 45% of enterprises reported reduction in worker complaints, 39% reported reduction in absenteeism and 36% reported increase in wages. Additionally, SCORE Training enhanced occupational safety and health (reduction of accidents by up to 38%). The evaluations showed that better working conditions improved productivity (up to 70% of firms reported cost savings), increased quality (up to 54% of firms reported reduction in defects) and improved environmental impact (up to 44% enterprises reduced energy consumption and water use). As a result, SMEs recorded growth and created a total of 15,099 new jobs.

Objectives and activities for Phase IV

Phase IV of the SCORE Programme ensures that SCORE Training is sustainable at the national level by meeting specific needs of local SMEs and through full integration into the national economic development framework. Phase IV is designed as an exit phase and will complete the hand-over of the SCORE methodology to national implementation partners in a few remaining countries that were added to the global programme at a later stage. The programme continues to support private and public implementation partners to develop capacities of SMEs to improve productivity, working conditions and access to national and global supply chains, through business development services.

How to get involved

Over 102 lead buyers have so far promoted SCORE Training and 54 have sponsored delivery of the training to their suppliers. How can you engage with the SCORE Programme and improve working conditions and productivity in your suppliers?

- Partner with the ILO SCORE Programme to train your suppliers
- Access SCORE Training through a brand consortium or network, such as the Ethical Trading Initiative (ETI), Partner Africa, and Business Social Compliance Initiative (BSCI)
- Engage a certified SCORE Trainer directly
- Have your staff trained as SCORE Trainers
- Collaborate with other brands to attract funds for supply chain development

Further information and contact details

For more information, you can visit our website: <http://www.ilo.org/empent/Projects/score>

You can also write to us on: scoreglobal@ilo.org

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