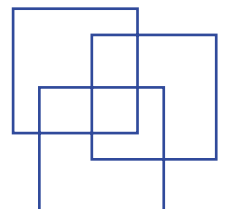


Phase II Final Report 2017



SCORE
Sustaining Competitive
and Responsible Enterprises

PHASE II FINAL REPORT 2017

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Abbreviations

ANDI	National Association of Employers of Colombia
APINDO	Employers' Association of Indonesia (Asosiasi Pengusaha Indonesia)
BEDO	Business and Export Development Organization
BIFA	Binh Duong Furniture Association
CAMIND	Departmental Chamber of Industries of Cochabamba
CCITU	Chamber of Commerce, Industry and Tourism of Ucayali
CDE-USAT	Centre for Business Development of Santo Toribio de Mogrovejo Catholic University
CEC	China Enterprise Confederation
CEPB	Confederation of Private Entrepreneurs of Bolivia
CGT	General Confederation of Labour
CITEmadera	Technological Innovation Centre for Wood
COB	Bolivian Workers' Union
COFIDE	Development Finance Corporation
CONFIEP	National Confederation of Private Enterprise Institutions
CSID	Centre of Supporting Industries Development
CTA	Science and Technology Centre of Antioquía
DANIDA	Danish International Development Agency
DCED	Donor Committee for Enterprise Development
ECDC	Eastern Cape Development Corporation
ETI	Ethical Trading Initiative
FICCI	Federation of Indian Chambers of Commerce and Industry
FPA	Forest Products Association of Binh Dinh
HAWA	Handicraft and Wood Industry Association of Ho Chi Minh City
ILO	International Labour Organization
M&E	monitoring and evaluation
MDPI	Management Development and Productivity Institute
MNE	multinational enterprise
MoU	memorandum of understanding
MSME-TDC	Micro, Small and Medium Enterprises Technology Development Centre

Norad	Norwegian Agency for Development Cooperation
NTAC	national technical advisory committee
OECD	Organisation for Economic Co-operation and Development
OSH	occupational safety and health
SANParks	South African National Parks
SAWS	State Administration of Work Safety
SCORE	Sustaining Competitive and Responsible Enterprises
SECO	Swiss State Secretariat for Economic Affairs
SENA	National Learning Service
SME	small and medium-sized enterprise
SOI	Sentra Otomotive Indonesia
STCCI	Sekondi-Takoradi Chamber of Commerce and Industry
STSG	SCORE Training Solutions Ghana
UNIDO	United Nations Industrial Development Organization
VCCI-HCMC	Viet Nam Chamber of Commerce and Industry, Ho Chi Minh City

REPORT INFORMATION	
<p>This report functions as the ILO Technical Cooperation Progress Report (TCPR). It covers results achieved in the eight SECO/Norad funded project countries (China, Colombia, Ghana, India, Indonesia, Peru, South Africa, Viet Nam) and Bolivia (funded by the Norwegian Ministry of Foreign Affairs).</p>	
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Preface

Decent working conditions are the foundation for good business performance and increased productivity, as well as providing workers with the opportunity to work in safety, earn a decent wage, and prosper. Many aspects of decent work are codified in the International Labour Organization (ILO) Conventions and in national laws, but the journey to full compliance is often slow. This is particularly the case in many small and medium-sized enterprises (SMEs, firms with less than 500 employees), where employers too often see complying with labour law and standards as a cost burden, rather than recognizing it as a competitive advantage.

Over the last eight years, through enterprise training and consultancy, capacity building for worker and employer organizations, experience sharing, and research, and in collaboration with national and sectoral partners, the Sustaining Competitive and Responsible Enterprises (SCORE) programme has been working to demonstrate that there is a viable and sustainable way for SMEs to be more competitive, meet international standards, and bring mutual benefit to SME owners and workers.

SCORE is an ILO global programme that improves productivity and working conditions in SMEs. The main intervention of the global programme is SCORE Training, which combines practical classroom training for employees and managers with in-factory consulting. SCORE Training demonstrates best international practice in the manufacturing and service sectors and helps SMEs to participate in global supply chains. Through the programme, the ILO assists government agencies, training providers, industry associations and trade unions in emerging economies in Africa, Asia and Latin America to offer SCORE Training to enterprises.

Globally nearly 1,400 enterprises representing over 300,000 workers have taken SCORE Training since the programme began and it is continuing to expand into new sectors and clusters, both within programme countries and beyond. Bangladesh, Kenya, Maldives, Myanmar, Sri Lanka and Turkey have all used SCORE Training with funding by other donors.

Perhaps as a reflection of this growing demand, the programme has also received recognition within the ILO and by its constituents. On two occasions, the International Labour Conference has endorsed SCORE Training as an effective programme for improving SME productivity and working conditions.

The first endorsement was given during the June 2015 International Labour Conference discussion on SMEs and employment creation, where it was concluded that “the ILO should develop models aiming at scaling up interventions, such as SCORE, that can be integrated into national policies and programmes, based on social dialogue and informed by solid impact assessments”. The SCORE programme responded to this call, while simultaneously conducting three impact assessments to better understand how SCORE Training improves business performance and working conditions in participating firms. The conclusions of these studies have been affirming: “SCORE Training has had a positive impact on enterprises. Enterprises took actions in accordance with the enterprise improvement plans developed during the SCORE modules. The most significant

impact of SCORE Training flows from kaizen programs instituted under Module 1 and quality management systems implemented under Module 2. Improved manufacturing practices have resulted in better working conditions, lower defect rates, and lower production costs.”¹ The programme has also launched a more substantive three-year impact assessment in Peru, which will yield further evidence in 2018.

The second endorsement came during the discussion at the International Labour Conference, 2016, on global supply chains, during which the constituents called upon the ILO to “assess the impact and scalability of development cooperation programmes such as SCORE ... to address decent work challenges in global supply chains”.²

Three independent global programme evaluations have also confirmed the validity of the SCORE intervention approach and the effectiveness of the programme. The Phase I midterm evaluation found that “the SCORE programme is recognized as a meaningful approach to support SMEs to become more sustainable and to contribute to the building of decent workplaces”.³

This report marks the end of Phase II. Looking ahead to Phase III, the SCORE programme will focus on ensuring that SCORE Training is incorporated into the national economic development strategies in programme countries and that the learnings are more broadly shared at the global level. In this way, the business case for decent work will become more widely understood.

The SCORE programme has been made possible by the generous support of the Swiss (SECO) and Norwegian (Norad) governments. Additionally, the highly dedicated team of experts in Geneva and in the field have contributed to the success of the SCORE programme.



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1. E. Oldsman: SCORE Viet Nam: Impact assessment. Final report, 18 March 2017 (Nexus Associates, Inc., 2017).

2. International Labour Conference 2016: Draft conclusion on the global supply chain discussions.

3. BSD Consulting: Independent mid-term evaluation of the ILO SCORE programme (2011), p. 5.

Executive summary

Overview

Small and medium-sized enterprises (SMEs) account for two-thirds of all jobs worldwide and make crucial contributions to income generation. However, in developing and emerging economies, most SMEs are far less productive than larger firms, provide inferior working conditions and generally struggle to deliver the required product qualities and quantities to successfully participate in industry supply chains.

The ILO Sustaining Competitive and Responsible Enterprises (SCORE) programme is building the evidence base that productivity can be upgraded through more effective people management, improved work processes and better workplace practices, guided by fundamental principles and rights at work. The gains in productivity achieved through the programme's interventions – particularly SCORE Training – have, in turn, provided opportunities for enterprise growth and job creation.

Overall achievements of the SCORE programme

The achievements of SCORE Phase II (2014–17), presented in this report, build on the foundations and partnerships established during Phase I (2009–13). Overall, for the period from 2009 to 2017, data relating to SCORE programme indicators reveal that:

- A total of 1,400 SMEs (19% women-owned) have participated in SCORE Training, representing a total workforce of 300,000 workers in 15 countries (nine SCORE countries and other partner countries).
- From these SMEs, over 10,500 managers and workers (33% female and 51% workers) have directly participated in SCORE Training.
- A total of 48 institutions from the public and private sectors became implementation partners for the delivery of SCORE Training to SMEs.
- From these implementation partners, 530 consultants (35% female) have been trained to conduct the SCORE Training and consulting intervention.
- Over 1,200 representatives (36% female) from governments, employer organizations and trade unions have participated in workshops on topics related to sustainable enterprises.

Objectives of SCORE Phase II

SCORE Phase I focused on assisting government agencies, training organizations, industry associations and trade unions to offer SCORE Training to SMEs. With a drive to increase sustainability, SCORE Phase II has placed increasing emphasis

on the transfer of the SCORE methodology to key partners. The immediate objectives of the programme therefore aimed at (1) industry associations and training institutions market, sell and organize SCORE Training for SMEs on a cost-recovering basis; (2) service providers deliver effective SCORE Training and consulting to SMEs; and (3) increased awareness of responsible workplace practices at the local, national and global level.

Highlights of Phase II

At global level, data collection relating to SCORE Phase II activities has been based on key performance indicators. Two of these have a clear sustainability focus, as they assess the number of institutional implementation partners and the financial contributions from partners, institutions and lead buyers. In all nine SCORE countries, the programme teams were able to forge strategic partnerships with key institutions from the public and private sectors. Key implementing partners have included the Chinese State Administration for Worker Safety, the Federation of Indian Chambers of Commerce and Industry, the Colombian Ministry of Commerce, Industry and Tourism, and the Ghana Management Development and Productivity Institute. Overall in Phase II, a total of 607 trainers have been trained in the SCORE methodology, with 181 becoming certified trainers (36% female).

In terms of financial contributions across all countries, a total amount of US\$3.6 million was raised. Further, the average cost recovery reached 43%, and six of the nine countries are meeting or exceeding their targets for the end of Phase II. In long-established SCORE countries such as China and Colombia, cost recovery has reached over 90%. By placing an emphasis on the creation of ownership among partner institutions, the SCORE programme has built the capacity of national organizations and transferred increasing amounts of responsibility for direct delivery of SCORE Training to its partners in each country. During Phase II, 82% of SCORE trainings for SMEs were organized and delivered with medium or high independence from the ILO.

The SCORE programme's efforts to work more closely with lead buyers should also be noted. During Phase II, a total of 32 lead buyers have promoted SCORE Training to their suppliers and provided subsidized fees for suppliers joining SCORE Training.

Through a collaboration between the ILO and the Organisation for Economic Co-operation and Development, a course on SME productivity and working conditions for policy-makers was developed and pilot-tested in four cities: Bangkok (September 2016), Turin (March 2017), Jakarta (May 2017), and Lima (October 2017). The course creates new linkages with policy-makers from ministries and government agencies that play an important role in setting and implementing SME policies and programmes.

At the start of Phase II, a gender strategy was updated and country teams have been supported to identify country-specific targets in order to improve female participation at all levels, from attendance as a participant in classroom training to recognition as an expert trainer.

Lessons learned

Eight years of SCORE implementation, together with regular evaluations and impact assessments, has resulted in the emergence of a number of relevant lessons. Some of these lessons learned are directly related to SCORE Training, whereas others relate to the strategic orientation of SCORE.

As this report shows, SCORE Training is continuously expanding to new sectors and countries. One of the most critical factors for scaling up is to build the capacity of national SCORE partners to implement training independently from the ILO. Targeted efforts are needed to build the capacity of partners, while maintaining a consistent SCORE brand. A balance between partners taking ownership and maintaining a degree of global quality control is considered essential for as long as SCORE is implemented under the flag of the ILO.

Better opportunities for sustainability can also be achieved by reaching out to SMEs through their supply chains and lead buyers, both large domestic companies and multinationals. Lead buyers can facilitate outreach to a large number of relevant SMEs and contribute funding to cover the training costs of their suppliers. Pilots with buyer consortiums in China, Colombia and India have offered promising results and are being used to inform strategies in all countries in Phase III.

SCORE's monitoring and evaluation system has been able to collect systematic data on training activities and outputs, however the collection of reliable and useful data on outcomes has been more difficult. Given challenges of firm heterogeneity and data quality, a more flexible approach is being developed to enable the selection of indicators relevant to each firm's operations and improvement plan. This approach can also be used to build the evidence-base of SCORE's impact through before and after case studies of participating SMEs.

Looking ahead to Phase III

Phase III aims to drive SCORE Training further towards sustainability and scale. The long-term sustainability vision is to transfer the provision of SCORE Training to local institutions and to ensure cost recovery from enterprises, lead buyers and public contributions. The lead buyer strategy will become a particular focus as a source for scale-up. Preparatory actions for both sustainability goals have already started during Phase II. These efforts will be intensified and are now explicitly outlined in the immediate objectives of Phase III.

1. What is the SCORE programme?



1.1 Increasing decent work, productivity and sustainability in SMEs

Sustaining Competitive and Responsible Enterprises (SCORE) is an International Labour Organization (ILO) global programme that improves productivity and working conditions in small and medium-sized 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 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. The five SCORE modules cover workplace cooperation, quality management, clean production, human resource management, and occupational safety and health. Each module includes a 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.

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 offer SCORE Training to enterprises (figure 1). The SCORE programme is managed by a global team based in ILO country offices and headquarters, supported by the Governments of Norway and Switzerland.

Figure 1. SCORE countries and target sectors: Global distribution



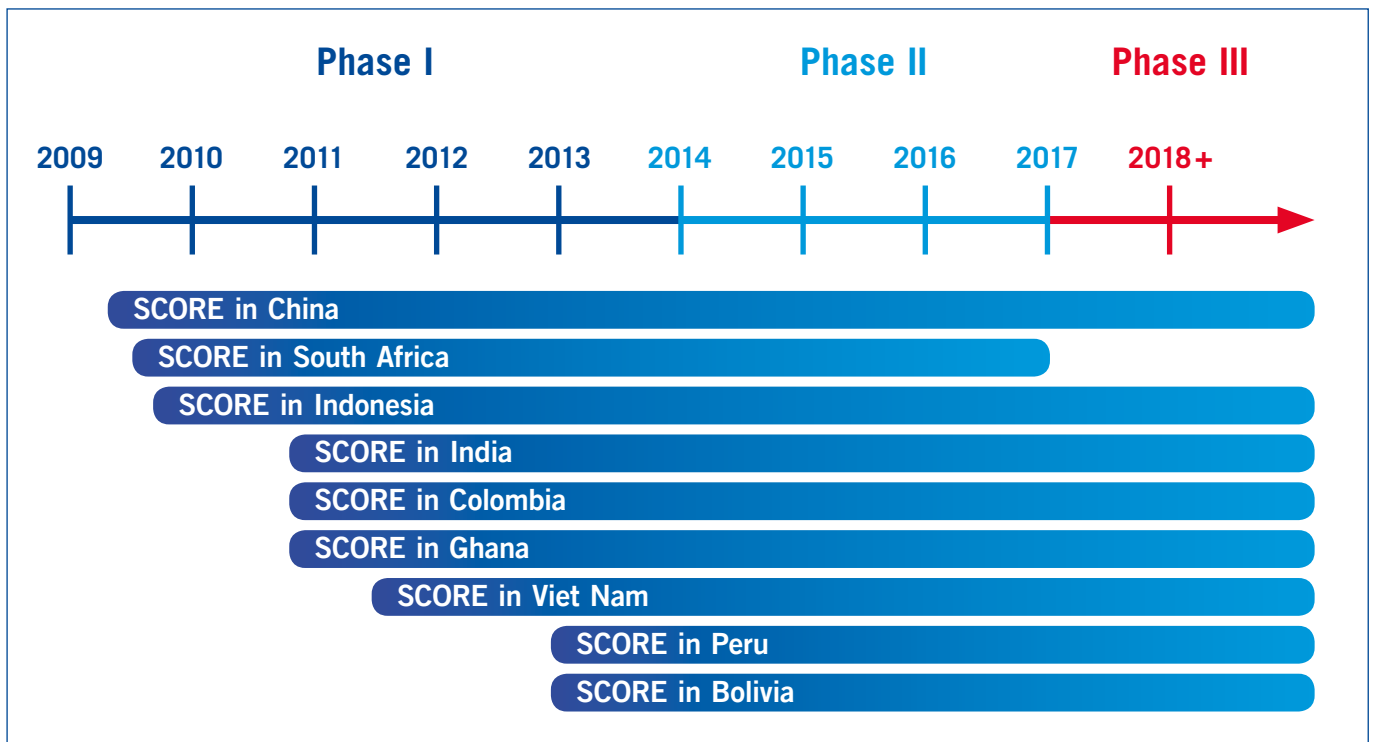
1.2 SCORE programme timeline

In 2009, the SCORE programme began by developing and testing the new SCORE Training modules in China, with a focus on the garment sector. South Africa and Indonesia soon followed, bringing new languages and adaptations of training materials for SMEs in the auto part and tourism sectors. Across Phases I and II, nine countries have rolled out the training in a range of manufacturing and service sectors, including the agro-industry, food processing, furniture and floriculture (figure 2). The materials have been translated into nine languages – English, Spanish, Bahasa, Chinese, Vietnamese, Tamil, Hindu, Marathi, and Burmese.

In Phase III, India and South Africa will leave the programme and three new countries will be added: Ethiopia, Myanmar and Tunisia.

Outside the programme, ten additional countries have piloted or rolled out SCORE Training as part of other programmes or national initiatives: Bangladesh, Egypt, Ethiopia, Kenya, Maldives, Myanmar, Paraguay, Peru, Sri Lanka and Turkey. This demand provides evidence that SCORE Training is increasingly recognized as an effective tool for SME development. Active interest in SCORE Training is also being expressed in the Central America and the Caribbean region. This may lead to new pilots in Phase III.

Figure 2.
SCORE countries:
Implementation in Phases I, II and III



2. Phase II objectives and results



With a drive to increase sustainability, SCORE Phase II has placed increasing emphasis on the transfer of the SCORE methodology to key partners. The country-level and global-level strategies and activities are mutually supportive and reliant. Before presenting the country-level achievements in more detail in section 3, section 2 provides an aggregated overview of the results achieved.

2.1 Phase II objectives

The ultimate development objective of SCORE Phase II is for national institutions to provide SCORE Training independently from the ILO and donor funding to improve the working conditions, productivity and competitiveness of SMEs. This means that a key focus throughout Phase II has been placed on increasing the technical, institutional and financial sustainability of SCORE Training delivered by partners at the country level.

The three immediate objectives of the programme have reflected this drive:

- Objective 1: Industry associations and training institutions market, sell and organize SCORE Training for SMEs on a cost-recovering basis
- Objective 2: Service providers deliver effective SCORE Training and consulting to SMEs
- Objective 3: Increased awareness of responsible workplace practices at the local, national and global level

In addition to the above objectives, the promotion of gender equality and non-discrimination is embedded in all ILO-led programmes and is a strong cross-cutting theme in all SCORE programme work.

2.2 Monitoring of results

Progress within the SCORE programme is kept under review in three main ways:

- **Monitoring and evaluation data.** The programme conducts enterprise baseline and progress assessments and tracks a set of key performance indicators for each firm participating in training.
- **Impact assessments.** The programme has commissioned three independent impact studies in Ghana, India and Viet Nam during Phase II (with more planned for Phase III).
- **Evaluations.** The programme has been subjected to three independent global programme evaluations and three country-specific evaluations since 2010, two of which occurred during Phase II.

Monitoring and evaluation (M&E) activities are tracked in a global database in close to real time. Key performance indicators at the enterprise level have been designed to reflect the SCORE theory of change. Further analysis of these is contained in section 3. Gender-disaggregated data are provided wherever relevant.

2.3 Progress towards Phase II objectives

OBJECTIVE 1:

Industry associations and training institutions market, sell and organize SCORE Training for SMEs on a cost-recovering basis

As mentioned above, the long-term development objective of the SCORE programme is to ensure the sustainability of SCORE Training in each country. Objective 1 reflects the fact that such sustainability can only be achieved by engaging national partners (public and private) that have an independent mandate to support SMEs in the promotion, implementation, funding and monitoring of SCORE Training.

Building strong partnerships

SCORE country programmes have worked since their start to create strong **institutional partnerships** with public and private training institutes and business membership organizations. These partnerships are typically formalized through the signing of memorandums of understanding (MoUs). In Phase II, all countries signed new national MoUs, bringing the total to 33 (target: 30) (table 1). Overall, during Phases I and II, these partnerships have enabled SCORE Training to expand its reach to a total of 49 industry clusters in nine countries (target: 43).

In Phase II, **partnerships with multinational enterprises (MNEs)** have been developed across all countries (see section 4). A global inventory of contacts with multinationals and lead buyers has been created and shared across country teams. To support the increased focus on attracting MNEs as partners, an MNE flyer has been developed alongside an “on-boarding” presentation for the corporate audience.

SCORE teams in China, Colombia, Peru and Viet Nam have completed a mapping of buyers involved with SMEs that have participated in SCORE Training, and other countries will complete this process in Phase III. Partners and service providers in both Indonesia and Viet Nam have benefited from training on how to better promote SCORE Training, which includes a stepwise approach to identifying MNEs for whom SCORE Training would be a valuable tool to use with suppliers. This training will be made available for delivery in other countries in Phase III. In China, the Ethical Trading Initiative-United Kingdom (ETI-UK) formed a consortium of eight major United Kingdom brands and 17 suppliers in China to provide SCORE Training at the national level.

Following on initial partnership work in Phase I, SCORE and Better Work (an ILO-International Finance Corporation programme) developed a closer **ILO internal partnership strategy** in 2017 that will see the programmes working together to deepen and expand their impact by leveraging complementarities. The strategy is centred around four objectives that relate to enterprise service provision: building buyer engagement, research, influencing policy, and operational collaboration. The strategy will involve both global and country-level components and is coordinated by a joint team from both programmes. Implementation has begun at the national level and will be fully rolled out in Phase III.

Table 1.
SCORE programme training partners

Partner	N°.
Government training organizations	10
Employer organizations	6
Industry/sectoral associations	11
Private, licensed training organizations	6
Total active partners (target: 30)	33

Although trade union presence in SMEs is generally low, during Phase II, **trade union representatives have provided valuable support** in a number of ways, including encouraging training participation where present at enterprise level, referring unionized SMEs, promoting the training through their membership networks, and, in some countries, becoming SCORE trainers.

Overall, 32% of the SMEs that participate in SCORE Training are unionized (with 25% covered by a collective agreement). These figures are driven significantly by data from China and Viet Nam, with SMEs in such countries as Colombia, India and Peru being largely non-unionized (figure 3).

Trade unions, like employer and business organizations, are important actors in the world of work. Key elements of their mandate – to improve working conditions, encourage dialogue between workers and managers, and ensure that workers’ interests and concerns are heard – are strongly reflected in the SCORE programme and in the SCORE Training modules.

Financial sustainability of training

In Phase II, the programme has worked to build up training cost recovery. A series of six-month targets were set as steps towards the achievement of the final ideal: 100% recovery of direct training costs by the end of all phases.

Table 2 shows how the **training cost recovery** situation has developed over Phase II. All countries have made significant progress since the end of Phase I. Average cost recovery reached 43% and six of the nine countries are meeting or exceeding their targets for the end of Phase II (highlighted rows). In long-established SCORE countries such as China and Colombia cost recovery has reached over 90%, while countries such as Bolivia, Peru and South Africa have more than doubled their rates since 2014.

Weak cost recovery levels in 2016 in Ghana were fuelled by the fact that Module 1 on workplace cooperation had been offered for free as a “loss leader” in the hope that enterprises that benefited during the training would then become fee-paying customers for later modules. As this approach proved unsuccessful, the country changed the model and demanded fees from Module 1, with an immediate positive impact on recovery levels. Colombia showed strong growth in 2016, which it maintained in 2017, as a result of raising training funds through government schemes offered by the Ministry of Commerce, Industry and Tourism for the development of suppliers.

Figure 3. Union representation and collective agreements in SMEs trained, 2010–17

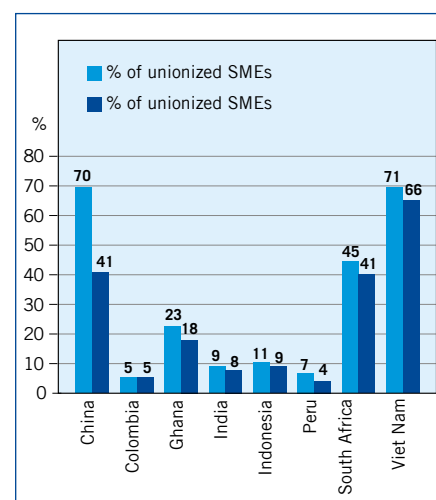


Table 2. Evolution of cost recovery as % of direct training costs

Country	Phase II target	2013	2014	2015	2016	2017
China	70%	38%	28%	57%	84%	95%
Colombia	82%	51%	50%	47%	91%	90%
Ghana	60%	29%	24%	29%	9%	54%
India	55%	38%	35%	41%	47%	58%
Indonesia	55%	50%	43%	17%	41%	62%
Peru	50%	16%	30%	35%	44%	49%
South Africa	48%	8%	7%	47%	52%	46%
Viet Nam	50%	31%	19%	32%	38%	45%
Bolivia ¹	n.a.	n.a.	0%	0%	45%	57%

¹ Note: Bolivia was funded through a separate agreement with the Norwegian Agency for Development Cooperation (Norad) and therefore no targets were set for Phase II.

The cost recovery rates in table 2 represent a combination of funding sources: fees paid by participating SMEs, sponsorships, grants, public budgeted funds and in-kind contributions (for example, provision of training rooms and transport for trainers). During Phase II, the support for training coming from public and private funds steadily increased, reflecting a programme strategy to reach out to MNEs and private business groupings, both directly and via implementing and training partners. As a result, 48 different institutions and MNEs are now contributing to training costs with direct finance or in-kind support (compared to 17 in Phase I), to a total value of US\$3.6 million. Figure 4 shows contributions from institutions and lead buyers received during Phase II, 2014–17.

Figure 4. Contributions received from institutions and lead buyers during Phase II, 2014–17 (US\$ thousands)

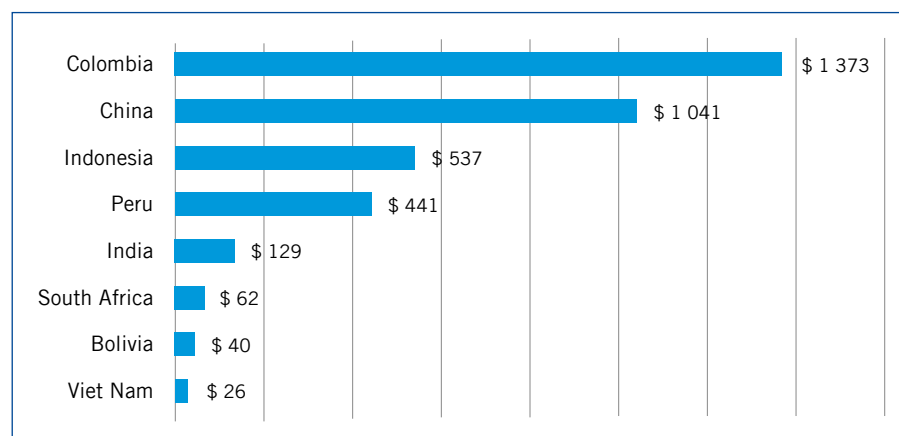


Figure 5. SCORE project brochure



Promoting the SCORE brand

A brand style guide has been developed at the global level to ensure that **SCORE Training has a unified brand across all countries**. An expanded suite of communication materials has been developed in collaboration with countries, including a set of brochures designed to address SMEs in different sectors, as well as a global brochure (figure 5).

At the same time, the sharing of nationally developed materials back to the global office and on to other countries has been strengthened with good effect. For example, pre-training posters developed in Colombia were adapted to global needs in Geneva and are now being used in three other countries, and a poster developed to promote gender-equal recruitment practices in Viet Nam was translated into Chinese, Spanish and Vietnamese and launched for International Women’s Day, 2017. The sharing of electronic print files enables each country to adapt the core text and images to their country context and audience.

Media brief folders are also in the final stages of development and a new SCORE Training banner has been created using the brand iconography, and is being used across the countries for national events.

The **SCORE global website** has been upgraded and is regularly updated to highlight themes linked to world days through topical case studies and videos. With the support of the SCORE global office, all countries have updated local web pages, and local Facebook sites are now active on these platforms as a means to network and engage SCORE trainers and partners. E-cards are available on Facebook and Twitter, as well as in print, which highlight results at the enterprise level. A Flickr account has also been created and will be opened to the public during Phase III as a visual insight into SCORE’s work. National teams are uploading their best-quality photos directly to the platform.

OBJECTIVE 2:

Service providers deliver effective SCORE Training and consulting to SMEs

This objective is important for two reasons. First, because the programme is keen that as many SMEs and SME workers as possible benefit from participation in SCORE Training; and second, because when the programme ends the future delivery of SCORE Training and its impact within SMEs will rely on the skills of local and national training service providers. The future success of these training providers in promoting, attracting fees for, and delivering SCORE Training can only be assured by maximizing their experience and training while the programme is running. This is also the time during which the reputation of SCORE Training is being built. It must be seen as a viable, attractive and high-quality product by the end of the programme to be financially sustainable.

SCORE Training reaches SMEs

A total of 1,386 SMEs have participated in SCORE Training over both phases (target: 1,144). These SMEs represent a total workforce of 296,705, and 19% are owned by women (up from 16% in Phase I). During Phase II, 1,017 SMEs were trained across all countries. From these SMEs, 7,615 managers and workers jointly participated in classroom training in Phase II, bringing the total number of individuals trained to date to 10,526 (33% female and 51% workers). Figure 6 shows the numbers of SMEs participating in SCORE training by country in Phases I and II.

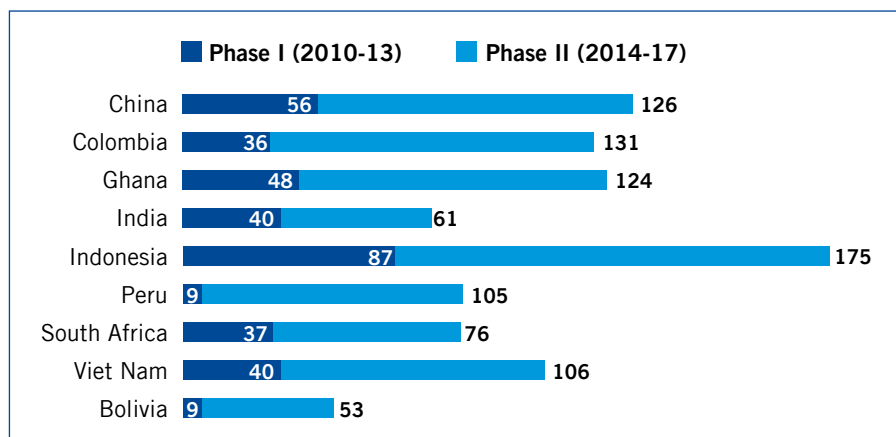
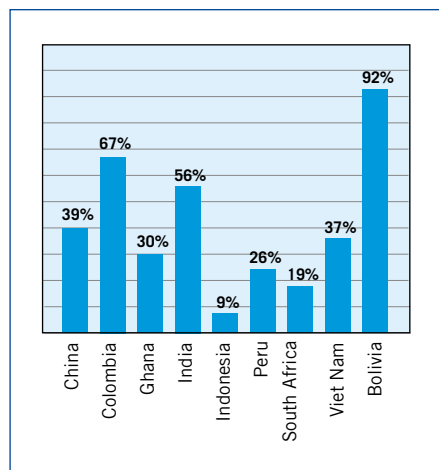


Figure 6.
SMEs participating in SCORE training, by country, Phase I and Phase II

Training satisfaction rates have been consistently high throughout the programme period: 88% of participants have rated the training as good or very good (target: 75%). Strategic partnerships with international training service providers (such as TÜV Rheinland and SGS) have helped to guarantee the quality and strengthen the brand reputation of SCORE Training in the relevant countries.

Despite these high levels of appreciation and the benefits experienced in enterprises, it is not easy to persuade SMEs to undertake training, and even more difficult to motivate them to take more than one training module. Module 1 on workplace cooperation is the first module that all enterprises take (and the only compulsory module). Enterprises are then encouraged to take further modules according to the needs and priorities they identify with the help of the SCORE

Figure 7.
SMEs taking more than one SCORE
module: Phase II, 2014–17



trainer. Through research on take-up of other training, the programme adopted a target of a minimum 30% take-up of at least one additional module.

As shown in figure 7, six countries have met or exceeded this target in Phase II. On average, 35% of SMEs have taken at least one additional module. In reality, the percentage fluctuates in all countries year on year (with up to 35% variance). This is because the take-up of additional modules is strongly influenced by the subsidies (sponsorships, grants or donor funds) available at the time, and by each country’s strategy to meet local training demands. For example, the focus in Indonesia is on delivering a short course that covers content from all five SCORE modules, meaning the percentage of SMEs taking more than one module (9%) should be expected to be low and to reduce over time. On the other hand, the majority of SCORE Training in Bolivia has been delivered through a package of Modules 1 and 5, resulting in a high percentage (92%) of SMEs taking more than one module.

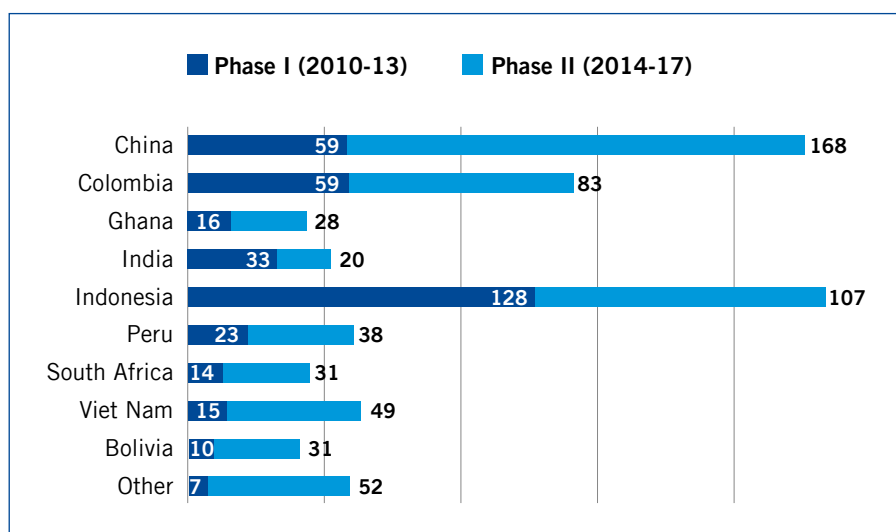
Trainers, expert trainers and training independence

A total of 607 trainers have been trained in Phase II, bringing the total to date to 929 (37% female) (figure 8). Over Phase II, 206 trainers (36% female) have been certified (target: 99 and 29% female). The programme has nearly reached its global target regarding expert trainers, with 34 now being recognized (target: 35).

In Phase I, the programme often hired trainers and organized enterprise training directly, while relying on two global expert trainers to train and certify trainers. This approach was helpful in setting consistent standards but made the process slow and expensive. In Phase II, SCORE implementation partners have been encouraged and supported to organize training and contract trainers directly, reducing ILO involvement in basic training organization. National certification processes were introduced in 2015 – involving key partners and local programme staff in certification decisions – as a complementary move that both sped up trainer certification and increased national responsibility for ensuring training quality.

Over Phase II, 82% of SCORE trainings for SMEs were organized and delivered with medium or high independence from the ILO by partners.

Figure 8.
Trainers trained in SCORE countries,
Phase I and Phase II



Building the evidence of training impact

To evaluate the impact of SCORE Training, the programme commissioned a series of independent impact studies to look in detail at a subset of firms that participated in SCORE Training in Ghana, India and Viet Nam. Data were collected through the programme's regular M&E system, and supplemented through qualitative and quantitative research in factories to observe changes. The impact studies found evidence that SCORE Training has led to significant results at each stage of its theory of change. SCORE Training increased the knowledge and attitudes of managers and workers, led to the adoption of advanced management practices, and contributed to positive changes in SME productivity measures, including defect detection rates, waste produced and delivery times. The evidence from these studies is being shared across countries and with policy-makers to increase the evidence base showing that improvements in SME productivity and working conditions are complementary objectives.

OBJECTIVE 3: Increased awareness of responsible workplace practices at the local, national and global level

Objective 3 aims at increasing the awareness and understanding of relevant actors at local, national and global level about the importance of SMEs and the difficulties they face in becoming more productive and relevant players in global markets. Hence, it focuses on dialogue and capacity building, eventually contributing to the creation of a more favourable business environment for SMEs.

National technical advisory committees (NTACs)

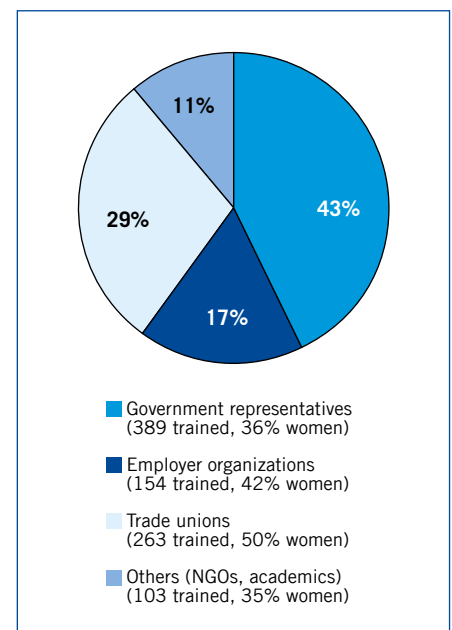
A committee of relevant national and sectoral partners supports and guides the programme in each programme country. Across the nine SCORE countries, 89 NTAC meetings have been held over both phases (target: 95). For country-specific and political reasons, these meetings cannot always be organized.

Building capacity and awareness of tripartite constituents

During Phase II, 909 policy-makers, labour inspectors and constituents have participated in events and training workshops organized or facilitated by the programme. The percentage of female participation in these events is 43% (an increase from 25% in Phase I). Over both programme phases, a total of 1,371 tripartite constituents have been trained in a range of topics. In 2017, examples have included gender workshops in Ghana organized for trainers, implementation partners and for NTAC members, a "quality circle competition" organized by a SCORE India corporate partner (Simpsons Ltd), and participation of wood sector partners and enterprises in an international sectoral trade event. Figure 9 presents information on training of tripartite constituents in Phase II, 2014–17.

Phase II has also marked the beginning of a partnership between the ILO and the Organisation for Economic Co-operation and Development (OECD). Brokered by the SCORE programme, this partnership has focused on the creation and delivery of a course on SME productivity and working conditions for policy-makers. The course was piloted in Bangkok in September 2016, and attracted 32 senior officials from agencies responsible for SME policies in Asia, including

Figure 9. Tripartite constituents trained in all countries, Phase II, 2014–17



ministries of industry, ministries of SMEs, planning agencies, productivity boards, and ILO constituents. This has since been followed by courses in Turin, Italy (March 2017), Jakarta, Indonesia (May 2017), and Lima, Peru (October 2017), and further courses are planned for Phase III.

CASE STUDY 1.

Productivity and working conditions in SMEs: A course for policy-makers

The SCORE programme has developed a course to expand the skills and knowledge of policy-makers and practitioners for designing effective interventions on SME productivity and working conditions. The course outlines key concepts and measurements of productivity, and discusses the relations of productivity, wages and employment. It provides an overview of SMEs in terms of their contribution to employment and growth, and the specific challenges this segment face in terms of productivity and working conditions. Key mechanisms of productivity growth are presented, highlighting drivers and constraints at the macro, meso and micro level, and reviewing evidence to inform the policy-making process. Horizontal and vertical policy measures are discussed, with particular attention being paid to SME-targeted policies and firm-level interventions in the form of support services. The linkages of productivity and working conditions are highlighted throughout the course, as well as being addressed in a session dedicated to mechanisms for gain sharing. The SCORE methodology and results are presented and their contributions to key social and economic objectives are articulated.

The first regional course was delivered in Bangkok in September 2016, with promising outcomes. A total of 32 senior-level officials from 11 countries participated, representing agencies responsible for SME policies, including ministries of industry, ministries of SMEs, planning agencies, and ILO constituents. The range of participating institutions confirms the value of the collaboration with the OECD, and the course was instrumental in establishing contacts with potential new national partners.

Participants demonstrated keen interest and engagement throughout the programme, and training evaluation results indicate high satisfaction with the course, with an average score of 4.42 out 5. The course generated significant interest in further engagement, in particular with the SCORE programme, and produced several opportunities for follow-up collaboration. In Indonesia, for example, the programme has led to stronger cooperation with other government agencies, which are now participating in the SCORE advisory committee meetings and considering funding SCORE Training.

2.4 Gender equality

Women face strong barriers to accessing the labour market and combating disparities once inside it. With SMEs playing a predominant role in employment and job creation, and with almost a third of formal SMEs owned by women, gender equality has always been seen as a key component of the SCORE programme. During Phase I, the SCORE programme sought to work in a mix of male- and female-dominated sectors and to target women-owned or managed SMEs, to mainstream gender in all training and to gather sex-disaggregated data as a means to drive balanced participation.

In 2014, the programme gender strategy was updated in close collaboration with all field staff, and country teams were supported to identify country-specific targets in order to improve female participation at each level, from attendance as a participant at classroom training to recognition as an expert trainer. To ensure gender-related issues are addressed in training and in improvement plans drawn up by enterprise improvement teams, the programme also introduced an indicator to track the number of gender-related initiatives included in improvement plans. Examples could include such things as upgrading privacy in changing areas, creating family-friendly policies, communicating a clear stand on zero tolerance for harassment or setting up sensitive complaint systems. Detailed guidance and support was provided to staff teams and trainers to enable them to bring enterprise improvement team members on board with gender equality efforts.

The programme M&E system ensures that data collection is sex disaggregated, specific gender-relevant indicators are included, and results are monitored as an integrated part of quarterly country project reviews.

Awareness raising on gender is integrated into discussions with social partners. Lifting the capacity of partners to apply gender equality principles is regarded as an important factor for sustainability.

Overall in Phase II, 39% of the 607 trainers trained in SCORE countries were women (average 37% over both phases). While this is an increase from 33% in Phase I, the percentages slightly decreased in three countries – China, Colombia and Peru (figure 10). Fluctuations can also be observed over time: the percentage of female trainers trained increased between 2014 and 2016 (from 33% to 43%), but fell in 2017 to 35%.

Women made up 31% of the 181 trainers certified over Phase II, and 33% of trainers certified in 2017 alone. In Phase III, the programme will work to increase these levels by ensuring that female trainers are networked and supported as needed through to certification.

During Phase II, women made up 36% of the 7,615 SME staff trained in the classroom (up from 32% in Phase I) (figure 11) and 20% of enterprises trained have been owned by women (up from 17% in Phase I, for an average of 19% over both phases).

All programme training and communication materials are now strongly gender mainstreamed, and the majority of trainings include a specific session on gender. In addition to the standard SCORE training of trainers, all staff and the majority of expert and certified trainers have received additional training (programme workshops and webinars) on gender equality and non-discrimination, and how to promote those objectives. As a result of increased awareness and support from

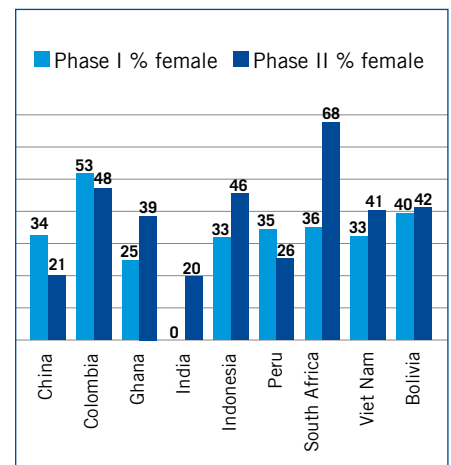


Figure 10. Female trainers trained, Phase I and Phase II, by country

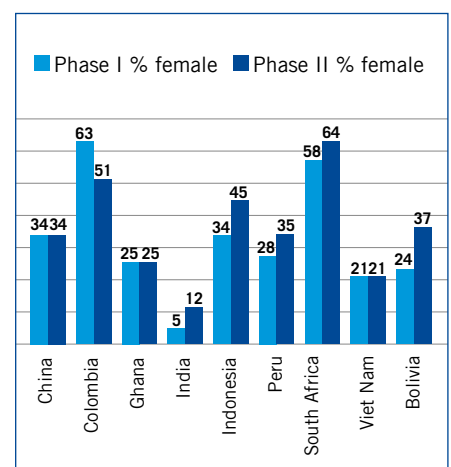


Figure 11. Female staff of SMEs trained, Phase I and Phase II, by country

SCORE trainers, the enterprise improvement plans of SMEs included an average of two to three gender-related initiatives per enterprise in Phase II.

As part of the gender strategy, country teams have been encouraged to place a focus on gender-related issues that are of particular interest locally, using a range of communication approaches. Examples have included the development of a video in Peru on the business impact of domestic violence and sexual harassment (dubbed in English for global use) and the development of a poster for Viet Nam on fair recruitment.

CASE STUDY 2.

Programme video highlights progress on gender equality in SCORE-trained SME

The SCORE global and country websites now house a frequently updated range of cases studies and videos, many of which capture gender-related initiatives taken in SCORE-trained firms. One example is a video from India on gender equality in SMEs. The video relays a number of stories of gender-related improvements, including those made at Avon Seals, in Chennai.



Video produced by the SCORE India programme on gender equality

The Managing Director of Avon Seals, Mr Gireeshan, states proudly that SCORE Training led the firm to strengthen their policies on “promotion without discrimination” and equal pay. “If there is a case of sexual harassment, we deal with it firmly and immediately,” Mr Gireeshan adds. Ms Rajeshwari, a quality inspector at Avon Seals, explains that, following the training, the business decided to set up a committee specifically to address harassment issues. If women face such a problem, they can now approach the committee members, who provide counselling to the victim and provide a report to the human resources department so that further action can be taken.

The video is available at:

http://www.ilo.org/empent/areas/social-responsible-enterprise-level-practices/WCMS_495239/lang--en/index.htm

3. Phase II: impact within SMEs



3.1 SCORE theory of change at the enterprise level

Global evidence shows that SMEs are far less productive than larger firms and provide inferior working conditions. This is particularly the case in developing countries. The lower productivity and often poor workplace practices of SMEs impact their ability to meet international compliance standards and deliver large quantities of product at the consistent quality needed for export. The SCORE programme is designed to address these challenges, underpinned by a theory of change at the enterprise level that connects learning from SCORE Training to concrete changes in workplace practices within SMEs (figure 12).

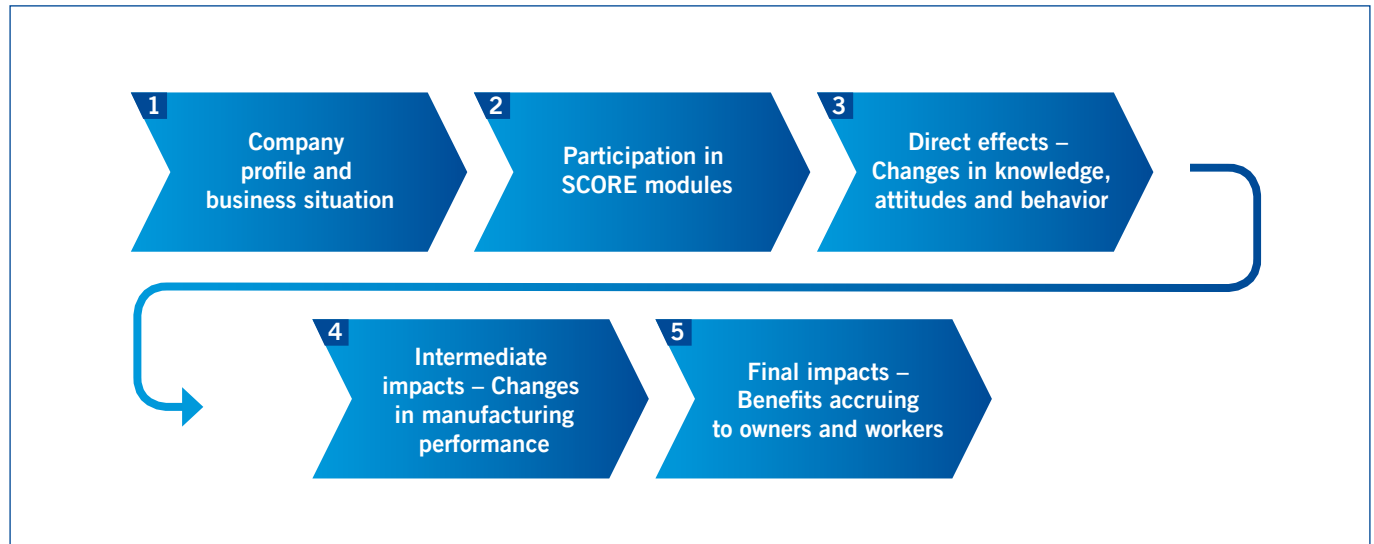
To monitor and evaluate impacts at the enterprise level, the SCORE programme has developed a comprehensive M&E system that tracks indicators at each step in the theory of change. This involves before and after assessments of each participating firm that track progress on a set of key performance indicators. Training activities, outputs and outcomes are all monitored in close to real time through a global database.

During Phase II, two additional approaches were used as a complement to the M&E system data. First, a series of independent impact studies were conducted, which involved in-depth analysis on a subset of enterprises participating in SCORE Training in Ghana, India and Viet Nam. Second, 134 enterprise case studies produced by the programme were reviewed to identify the types of changes being implemented by firms.

SCORE M&E system passes results measurement audit

SCORE is the first ILO programme to have its M&E system externally audited by the Donor Committee for Enterprise Development (DCED). In 2015, SCORE was found to be 87% compliant with the DCED results measurement standard.

Figure 12. SCORE theory of change



3.2 Changes in knowledge, attitudes and behaviour

Data from the M&E system and impact studies confirm that SCORE Training leads to detectable changes in the knowledge, attitudes and behaviour of managers and workers in participating firms. In India, the impact study found noticeable changes in the attitude and motivation of managers and workers in nine out of ten factories and a significant increase in managers' awareness of good management practices. In Ghana, workers and managers reported having a better appreciation of the importance of good communication, teamwork, and workplace organization. Managers most often mentioned improvement in worker attitudes as the single most significant impact of SCORE Training, while workers cited benefits with respect to improved working conditions and greater job satisfaction.

More than half of all case studies reviewed referred to improved workplace cooperation (including more inclusive information sharing, improved relationships, increased teamwork, and greater willingness to listen, address concerns and share ideas) as a major benefit of the SCORE programme. For example, the impact study in Viet Nam found that company directors adopted a more positive view of workers following SCORE Training. Six out of seven firms reviewed in Viet Nam had introduced daily worker–manager meetings, as well as departmental meetings and general meetings, and maintained them after SCORE Training.

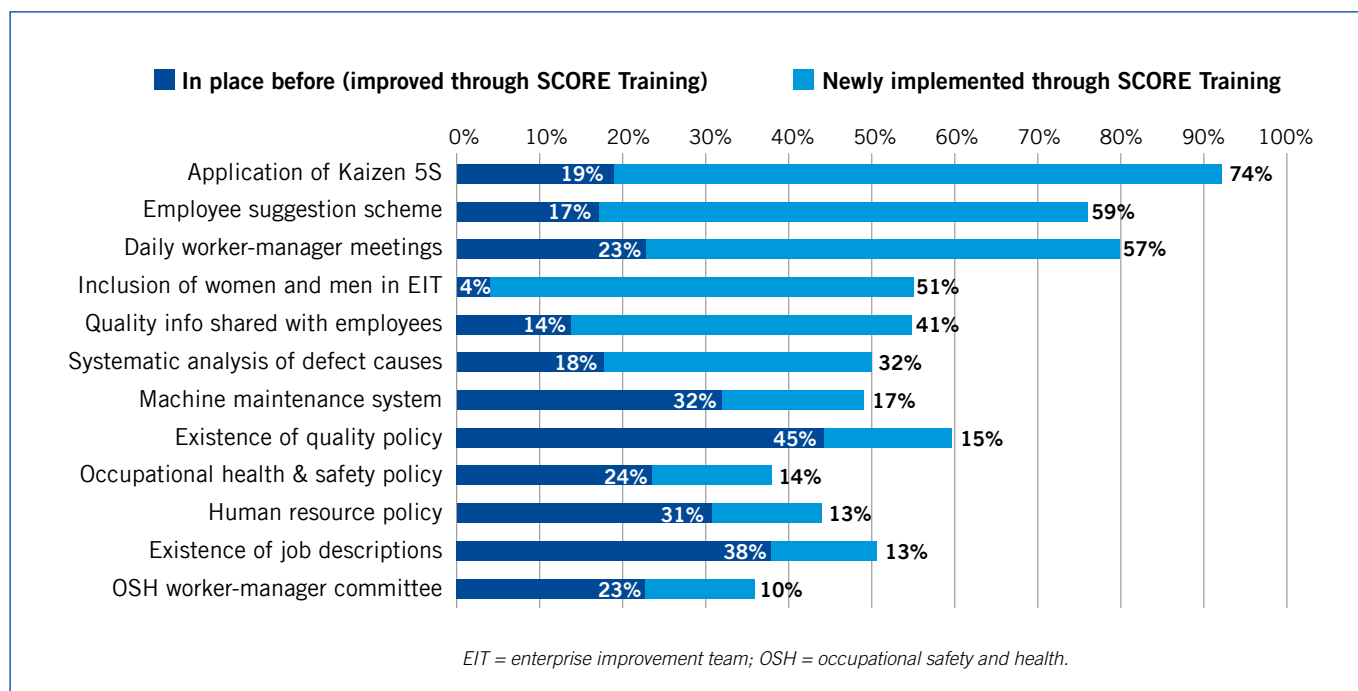
Only four participants per enterprise attend the classroom training. In most cases, these individuals form the core of the enterprise improvement team that is tasked with developing the enterprise improvement plan and ensuring its implementation. The largest changes in knowledge, attitudes and behaviour are usually detected among the enterprise improvement team members, indicating, unsurprisingly, that changes are strongly influenced by the level of involvement in the SCORE Training and follow-up. In many instances, staff turnover after training has undermined the maintenance of new practices or knowledge in the companies. However, it is also possible that this is leading to unobserved impacts, as SCORE-trained staff join other companies and apply their new knowledge and practices there.

3.3 Changes in manufacturing practices and performance

Results from before and after progress assessments show that a large percentage of firms adopt specific practices taught in SCORE Training. Some practices taught in the training are already used in participating enterprises (for example, almost 50% of firms already have a quality policy), in which case the trainers work with firms to improve implementation or consistency of the practice. The practice that is most frequently adopted for the first time as a result of SCORE Training is the workplace organization method known as the Kaizen 5S approach, with 57% of firms newly adopting this while 23% were already implementing it. This is in line with the findings of the 2016 independent midterm evaluation of the programme, which found that the strongest effects were on cleanliness and the

organization of work floors. The second most adopted set of practices are related to communication: the introduction of an employee suggestion system and use of daily worker–manager meetings (figure 13).

Figure 13. Improvement of management practices in SMEs, 2010–17



Programme data reveal variations in the impact that new management practices have on productivity. This is unsurprising, bearing in mind their heterogeneous nature (as discussed above) and the fact that they implement a wide range of improvement projects, many of which are specific to their business and operational needs. Significant differences exist between firms that affect their ability to successfully learn, apply and maintain enterprise improvement plans. The absorptive capacity of SMEs also relies on many underlying factors, such as management skills, in-house technical expertise, worker competencies, machine capabilities, ability to finance investments, and the motivation of owners and managers.

SME heterogeneity also means that it is not possible to meaningfully aggregate programme productivity indicator data across firms. However, in enterprises where data were reported for at least six months, significant improvements can be seen in productivity factors, particularly in the areas of product quality, absenteeism, and labour turnover. These figures are supported by the case study review, which captured quality improvements in half of all firms reviewed, including defect rate reductions averaging 25%. A further 19% of firms reviewed noted the introduction of a defect monitoring programme as the main improvement.

The 2016 independent midterm evaluation of the SCORE programme found improvement effects on workers’ safety and well-being. Evaluators also found that specific measures had been taken to benefit women, such as secure spaces for women for dressing and nursing and the creation of separate bathrooms. This was echoed by the case study review, which found that a majority of firms had cleaner workspaces, employee areas, and toilet and changing room facilities. Improvements in safety signage and equipment were also commonly reported.

“When we started SCORE Training we were at 81% efficiency. Less than three months into implementation, we reached 92%. The only resources we provided were our enthusiasm and our time. I have learnt that while one opinion might not change anything, collectively they begin to change the company vision.”

Robinson Montoya, Production Manager and Founding Partner, Calza Kids, Colombia

3.4 Benefits accruing to owners and workers

The impact studies in Ghana, India and Viet Nam look at the specific improvement projects that have been implemented by individual firms. As such, it is not possible to generalize results or calculate average impacts across all firms that were reviewed. Drawing from the SCORE M&E system, the programme has found that 70% of firms experienced cost savings after participating in SCORE Training, with values ranging from US\$500 to US\$50,000. The case study review also found rates of productivity improvement of 30% on average, with a wide variation across firms ranging from 0.2% to 200%.

Many improvements implemented have the effect of reducing the amount of labour needed to produce a given level of output (which is per se desirable to improve productivity). For example, one participating SME reduced defects by 2%, enabling a reduction in the number of workers dedicated to rework from 60 to 50, leading to labour cost savings. While this could result in job losses, it did not in this particular case as increased productivity and competitiveness fuelled expansion of the business. The company was therefore able to reassign the workers to higher-value-adding activities and to hire additional staff.

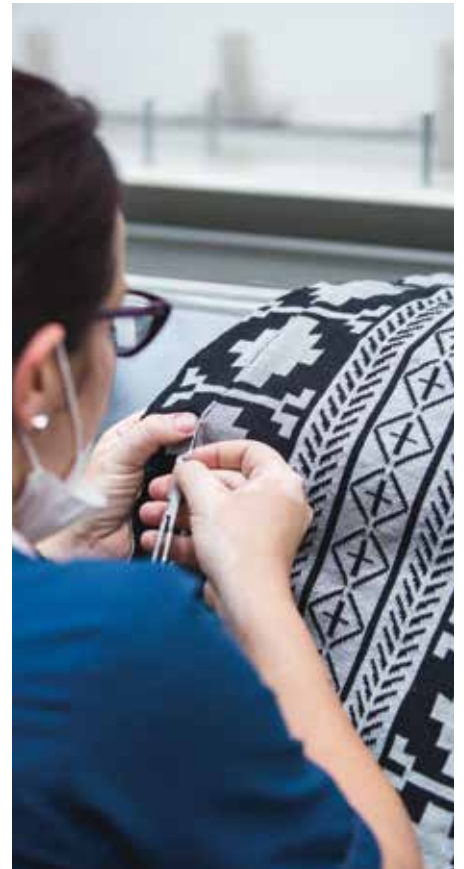
Reflecting these experiences, the 2016 evaluation of SCORE concluded that “by providing training and support services, SCORE effectively helps enterprises to find a better road to productivity and growth, from which both workers and employers benefit”.⁴ Evaluators found evidence that improvements made as a result of SCORE Training had positive impacts on workers’ safety (warnings, instructions, escape routes, fire extinguishers) and well-being (improved canteens, restaurants, recreation areas and sports fields). The case studies noted enhanced safety of workers through personal protective equipment, better monitoring, and awareness raising in 25% of companies reviewed.

A worker satisfaction survey piloted in two factories in Indonesia and Viet Nam in 2016–17 gathered detailed data from workers on their experience of SCORE Training and implementation. The survey has since been revised and is ready for wider application in the programme. In the pilot, a comparison of surveys taken before the training and three months after found that 79% of respondents said working schedules were better, 50% reported lighting to be much better and 43% said that air quality had improved considerably. In Viet Nam, 44% of respondents indicated that occupational safety and health had improved (in addition to improved workplace layout, lighting, temperature, and air quality).

It has not proved possible to capture sufficiently detailed or reliable wage information to track an impact in this area. However, in some cases (for example in Viet Nam) bonus programmes that incentivize workers to provide improvement suggestions have been introduced. Overall, SMEs that participated in SCORE Training have reported creating 6,000 jobs, which represent opportunities for existing workers (case studies capture some examples of workers moving within the company) as well as job searchers. Given the many other factors impacting firms, improvements such as job creation cannot be attributed to SCORE Training directly. However, it is plausible that under certain economic conditions, SCORE Training has contributed to these positive developments.

4. MDF: Independent evaluation of the ILO SCORE programme (2016), p. vi.

4. SCORE country results



4.1 SCORE in China

SCORE China has built a close collaboration with both national stakeholders and relevant international actors active in China, with SCORE Training now seen as an established and mature product. The uptake of SCORE Training by the State Administration of Work Safety (SAWS) has been particularly important for this. Together with the national partners, training institutions, industry associations and business development services, a total of 126 enterprises have thus far participated in SCORE Training and reported on improvements in productivity and working conditions.

Phase III of SCORE in China will build on these achievements and support the country in the establishment of a national SCORE centre. In addition, collaboration with ETI is expected to be strengthened for an increased focus on lead buyers and their collaboration with SMEs. A wide network of SCORE trainers has been established, including 110 SAWS labour inspectors, to ensure SCORE Training can be delivered to a growing number of enterprises as Phase III progresses.

Project profile

Start date: August 2009

NTAC members: China Enterprise Confederation (CEC), SAWS, Ministry of Human Resources and Social Security, All-China Federation of Trade Unions, Swiss State Secretariat for Economic Affairs (SECO), Norad

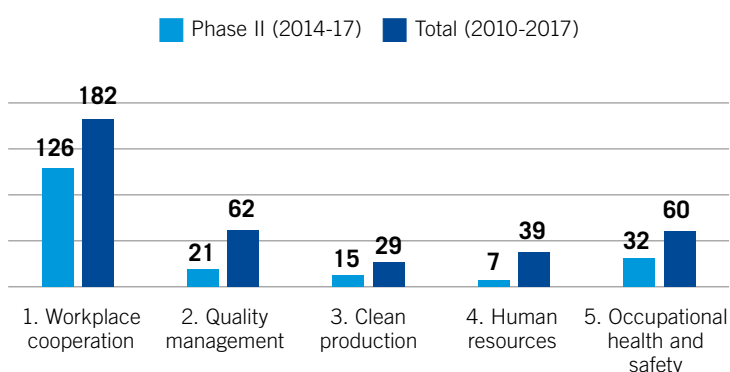
Sectors: Machinery, apparel and other manufacturing subsectors

Geographical coverage: Dalian, Chongqing, Chengdu, Shanghai, Shenzhen, Jiangsu and Zhejiang

Implementation partners: National CEC, SAWS, CEC Chongqing



SMEs trained per SCORE module in China



Phase II training activities

Number of SMEs trained: 126

- 9% women-owned enterprises
- 39% took more than 1 module
- Staff trained in the classroom: 1,355
- 47% workers / 53% managers
- 34% women / 66% men
- Number of trainers trained: 168
- 21% women
- 33 certified trainers

“China has a huge number of SMEs, yet OSH management systems have not been created in the majority of these factories. Accidents, including major ones, still happen in the workplace. SCORE has demonstrated its effectiveness in improving work safety and health.”

Mr Ma Rui, Director General of No. Four Department for Safety Supervision and Management of SAWS

The satisfaction rate with SCORE Training in China is 96%

Progress towards objectives

OBJECTIVE 1: Industry associations and training institutions market, sell and organize SCORE Training for SMEs on a cost-recovering basis

- SCORE China has developed a strategic partnership with SAWS, the responsible agency for the regulation of risks to occupational safety and health, which has resulted in the integration of SCORE Training into the SAWS Work Safety Management Standardization Programme for SMEs. Based on this collaboration, the local bureaux of work safety in Zhejiang and Beijing provided, in their respective provinces, SCORE Training to a total of 126 factories, mainly in the manufacturing, clothing, chemicals and wholesale sectors.
- Success in these partnerships has led to a decision by SAWS to establish a national SCORE centre to market the SCORE programme and facilitate SCORE Training for SMEs in China. The centre is currently under development, with its inauguration foreseen for 2018.
- Between 2014 and 2017, a total of 110 labour inspectors have been trained as safety management consultants under an ILO–SAWS collaboration. These inspectors represent SAWS at national and local level (Zhejiang and Sichuan provinces) and will continue to deliver consulting services to SMEs, including SCORE Training.
- With financial support from local government, the Chongqing Enterprise Confederation has promoted SCORE Training to its SME members. To date, 30 factories have participated in this training.
- Under a collaboration between ILO SCORE and ETI, SCORE Training has been provided to 17 factories that are suppliers to ETI members. Under Phase III, this initiative will be highlighted in an effort to encourage additional lead buyers to support SCORE Training.
- Overall, additional funding raised with SAWS and lead buyers led to a SCORE training cost recovery reaching 95% by the end of Phase II, to a total of US\$1,041,000.

OBJECTIVE 2: Service providers deliver effective SCORE Training and consulting to SMEs

- There are now 33 certified SCORE trainers who work for service providers such as China TPM, KNX, Leeder, TÜV Rheinland, TÜV NORD and SGS. Working through such service providers makes it easier to expand SCORE Training to SMEs in new provinces where these

service providers operate. Such large training and quality assurance consulting firms have been working with the SCORE programme in China since 2013. As SCORE Training becomes more established in the market as a tool to address supply chain challenges, these companies are actively selling SCORE Training to larger lead buyers.

- Ten business development service providers (in addition to the above) from Shanghai, Sichuan, Guangdong, Shenzhen and Jiangsu have incorporated SCORE Training into their service portfolio.
- The Bureau of Work Safety (under SAWS) in Zhejiang has put in place plans to partner with local business development service providers to extend SCORE Training to more than 1,000 SMEs in the coming three years.

OBJECTIVE 3: Increased awareness of responsible workplace practices at local, national and global level

- The integration of SCORE Training into the Work Safety Management Standardization Programme of SAWS and the SMEs Service of Chongqing Enterprise Confederation shows that national partners of the ILO have recognized the importance of responsible workplace practices.
- The ILO SCORE team in China produced 10 videos and 15 written case studies highlighting the benefits of SCORE Training in SMEs and the importance of improving working conditions for workplace productivity. These materials have been broadly used by trainers and national partners.
- SCORE China has trained 290 government representatives, mainly from local and national offices of SAWS. The Ministry of Industry and Information Technology has expressed interest in future collaboration with the programme.

Gender equality and non-discrimination

- In China, as in other countries, key issues of gender equality have been incorporated into SCORE Training materials, including highlighting the importance of women's participation in enterprise improvement teams and the need to consider specific workplace hazards and risks for women and men.
- A campaign with SCORE trainers resulted in a significant increase (from 0.5% to 2.5%) in gender-relevant projects implemented in SMEs. These projects mostly related to equal pay and improvements of facilities, such as female changing rooms and bathrooms. Three case studies and one video were specifically devoted to the issue of gender equality in the workplace.

- Women constitute 63% of employer and industry association representatives trained. The gender balance among such representatives during trainings was considered to be one of the key goals of awareness raising.

Lessons learned

Looking ahead to Phase III

Integrating SCORE values into the government agenda will be critically important for the final success of the programme. In Phase II, SCORE China created a strategic partnership with SAWS and leveraged political, financial and human resources from local and national offices of SAWS, which led to an impressive scale-up of SCORE Training in Zhejiang province and Beijing. The project will continue this strategic partnership with SAWS in Phase III.

CASE STUDY 3.

Brand consortium uses SCORE Training to meet the global supply chain challenge

ETI-UK formed a consortium of eight major United Kingdom brands and 17 suppliers in China to provide SCORE Training at a national level. The consortium partner companies are Boden, Mothercare, New Look, Orsay, Regatta, Inditex, Matrix and White Stuff, retailers in garments, footwear, sports goods and fashion accessories.

Combining financial support from “develoPPP” (a German government public-private partnership programme) with its own resources, the consortium created a €400,000 fund to support SCORE Training activities. The main purpose of the initiative is to expose key ETI members and their suppliers to SCORE Training. Since June 2017, 15 factories have completed Module 1 training under this initiative.

The training has been provided by experienced trainers from well established training firms, including TÜV Rheinland (Guangdong) Ltd, SGS-CSTC Standards Technical Services Co. Ltd, NEWAsia Solutions Ltd, TÜV NORD (Shanghai branch), and China TPM Consulting Co., Shenzhen. These trainers are fully certified by the ILO and are delivering SCORE Training in the provinces of Guandong, Shanghai and Zhejiang.



Enterprise improvement teams meeting at an ETI supplier factory

Initial results have been promising. Participating suppliers report better cooperation between management and workers, improvements in productivity and quality, and modest improvements in working conditions. Over the next nine months, the remaining four SCORE modules will be delivered to the 15 factories and those results will be shared with other ETI-UK members and their suppliers.

4.2 SCORE in India

Collaboration with the Federation of Indian Chambers of Commerce and Industry (FICCI), which began in Phase I of the SCORE programme, has been the bedrock for successes achieved by SCORE India. A high level of maturity has now been reached in relation to delivery, quality and outreach of SCORE Training, and SCORE India will therefore only join Phase III for a short time: it will soon be ready to organize, promote and deliver training fully independently and without reliance on donor funds.

Following the roll-out of SCORE Training with FICCI in Maharashtra and Tamil Nadu, which began in Phase 1, FICCI has gradually institutionalized the programme during Phase II, and now offers it on a national basis. In addition, the development of partnerships with three Indian ministries has paved the way for the integration or adaptation of SCORE Training as part of well funded government enterprise support and upgrading programmes.

The fact that 56% of SCORE-trained SMEs already take additional modules points to the quality of the training and makes India one of the best-performing countries on this criterion. India has also attracted the third highest number of MNEs to sponsor SME supplier training (10). Five large Indian corporations are now using SCORE Training as a supplier development tool.

Project profile

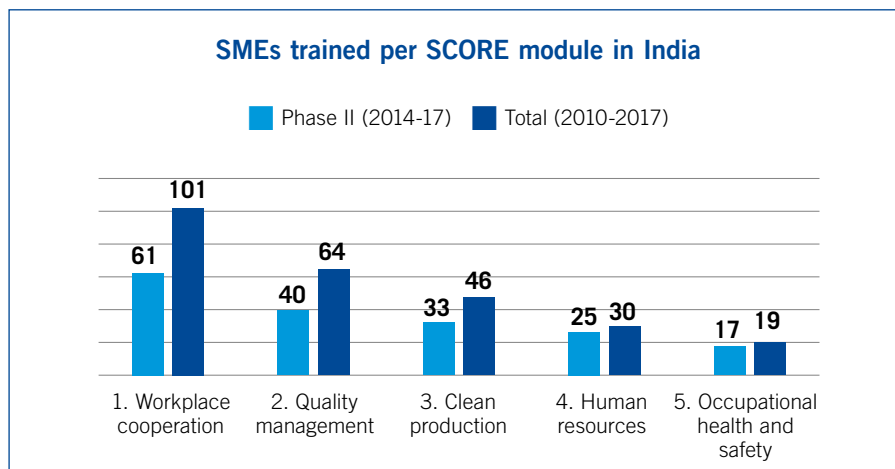
Start date: October 2010

NTAC members: Ministry of Labour and Employment, Ministry of Micro, Small and Medium Enterprises, All India Organisation of Employers, SCOPE, All India Trade Union Congress, Indian National Trade Union Congress, Hind Mazdoor Sabha, SECO, Norad

Sectors: Automotive components, electronics, fabrication, ready-made garments

Geographical coverage: Delhi National Capital Region, Pune, Ahmednagar, Nashik, Bangalore, Chennai, Coimbatore and Tiruppur

Implementation partners: FICCI, Ambattur Industrial Estates and Manufacturers Association Training Centre, Ahmednagar Auto and Engineering Association, Micro, Small and Medium Enterprises Technology Development Centre (MSME-TDC)



“SCORE Training is a tool to tap into the great potential hidden in my people. I have observed a high level of acceptance, participation and enthusiasm in all the training activities.”

Mr Bijal Sheth, Managing Director, IKON Moulders Pvt. Ltd, Ahmednagar

Phase II training activities

Number of SMEs trained: 61

- 15% female-owned enterprises
- 56% took more than 1 module

Staff trained in the classroom: 966

- 38% workers / 62% managers
- 12% women / 88% men

Number of trainers trained: 46

- 15 certified trainers

The satisfaction rate with SCORE Training in India is 87%



SCORE Training for five vendors of KSB Pumps Ltd (a corporate partner in Pune, India); over 85% of the costs of this training were covered by the corporation and its participating supply chain vendors

Progress towards objectives

OBJECTIVE 1: Industry associations and training institutions market, sell and organize SCORE Training for SMEs on a cost-recovering basis

- In 2014, the ILO signed an MoU with the Ministry of Micro, Small and Medium Enterprises of the Government of India. This led to SCORE Training being rolled out in 10 clusters in 2016, under the Lean Manufacturing Competitiveness Scheme. This collaboration boosted the financial sustainability of SCORE Training, as it attracted additional public funding.
- The MoU with the Ministry of Micro, Small and Medium Enterprises further led to the integration of the SCORE Training methodology into the existing programmes of the ministry. In June 2016, a further agreement, for technical collaboration, was signed with MSME-TDC, an autonomous body under the Ministry of Micro, Small and Medium Enterprises, which led to the integration of SCORE Training into the TDC field training programmes.

- As part of an MoU signed with FICCI in 2014, through capacity building and cooperation, FICCI has adopted institutional processes and systems in preparation for the independent delivery of SCORE Training after the end of the programme. FICCI has been instrumental in bringing eight lead buyers to endorse SCORE Training, including Simpsons Ltd, TAFE Ltd, Super Auto Forge, Mahindra and Mahindra, Larsen and Toubro, KSB Pumps Ltd, Thermax Ltd and Primark UK. These MNEs are now promoting SCORE Training to SMEs in their supply chains, resulting in the enrolment of 55 new enterprises into training so far.
- During Phases I and II, India raised funding for SCORE Training through periodic increases in the fees charged to SMEs and through external contributions, mainly from lead buyers (in-kind and cash) and employer and industry associations, to a value of US\$129,000. These efforts have raised the cost recovery rate from 38% in Phase I to 58% by the end of Phase II.

OBJECTIVE 2: Service providers deliver effective SCORE Training and consulting to SMEs

- SCORE India has increased the number of certified trainers to 20 active trainers covering four major industrial

states. As a result, SCORE Training is now being offered to suppliers of lead buyers in a number of major sectors, including automobiles, ready-made garments, machine parts and metal works.

- The United Nations Industrial Development Organization (UNIDO) has taken steps towards embedding SCORE Training into its existing factory counselling programme. With this in mind, 12 UNIDO officials and its partner, the Automotive Components Manufacturers Association, have been trained in SCORE Training, and a pilot (demonstration) training has been organized for tier 2 and 3 vendors of Hyundai in India.
- A group of SCORE India expert trainers has developed a web-based system for effective monitoring and quality control of SCORE Training, including SCORE materials (to ensure regular updating) and training of new trainers. This represents an important move towards SCORE Training technical sustainability.

OBJECTIVE 3: Increased awareness of responsible workplace practices at the local, national and global level

- A suite of communication products has been developed to promote the business case for responsible workplace practices. Over the past five years, SCORE India has produced 11 videos, 11 case studies and several media stories that have been disseminated through social media, YouTube and various events.
- 134 constituents (10% women), including government officials, trade union partners and business organizations, have been trained on issues relevant to responsible workplace practices. For example, the Bureau for Employers' Activities of the ILO, in cooperation with SCORE India, provided the Employers' Federation of India with training on worker–manager dialogue. This resulted in the delivery of Module 1 (workplace cooperation) to five vendors of Mahindra and Mahindra Ltd, a leading automobile manufacturer.
- Dialogue and awareness-raising efforts with the Apparel Export Promotion Council and the Indian Ministry of Textiles resulted in a request for the ILO to develop a good practices manual for the ready-made garment sector. This will be finalized in Phase III. Thus far, 22 out of 55 practices promoted by SCORE Training have been included in the draft.
- The SCORE India impact study found that SCORE Training led to real changes in attitudes and motivation among managers and workers in nine out of ten factories and significantly increased manager awareness of good management practices.

Gender equality and non-discrimination

- The India programme works in very male-dominated industrial sectors in India, making the promotion of gender equality and awareness raising on the impacts of discrimination an important but challenging task. To tackle this, gender has been strongly mainstreamed in all SCORE modules and a specific session on gender equality is now included in the SCORE trainings for Modules 1, 4 and 5. In addition, SCORE India has developed a guidance note and checklists on gender equality, including questions and answers on the Sexual Harassment of Women at Workplace Act, which provide a reference for trainers as well as being shared among enterprises. SCORE India has also developed three case studies and a video highlighting the issue of gender equality in the workplace.
- Despite the challenges, all of the above strategies have delivered an increased understanding of the importance of improving gender equality in the workplace and specific actions that can be taken. This is evidenced by an increase in the number of gender-relevant improvement projects included in improvement plans: the average is now two per enterprise. The most common improvements are related to equal pay, establishing gender committees, and upgrading facilities, with separate changing rooms and toilets for women workers. Importantly, several previously male-only companies have started hiring women, and have put in place policies to address sexual harassment and discrimination. The percentage of women participating in SCORE Training (12%) reflects in part the low number of females in the enterprises trained. The project has trained three female trainers, although none has yet been certified.

Lessons learned

- The market for business development services in India is highly competitive. Even with the current subsidy of 56% of training costs, attracting enterprises remains a challenge. Many service providers already exist and place high value on certification as an incentive method. In addition to ongoing outreach efforts to MNEs, continued efforts will be needed to convince the Ministry of Micro, Small and Medium Enterprises of the value added of SCORE Training, including clearly articulating a customer-specific analysis, service differentiation and material adaptations.
- It has become clear that having lead buyers endorse SCORE Training and promote sign-up among their suppliers is a pivotal factor when trying to get SMEs interested in training, even if public funds are available. In Phase III, SCORE India will work to establish partnerships with lead buyer groups (such as the Business Social Compliance

Initiative and ETI) and reinforce collaboration with sector-specific organizations and ministries, for example the Apparel Export Promotion Council and the Ministry of Textiles.

- Although SCORE India was successful in getting the Government to commit funding for the Lean Plus Make in India (MII) Cluster Scheme, there was a delay in roll-out due to a combination of limited capacity of the coordinating agency nominated by the Government and compliance with strict rules and guidelines. Going forward, it will be important to anticipate and take mitigating steps towards such challenges wherever possible.
- Uptake of SCORE Training by industry actors is contingent on maintaining high customer satisfaction. To ensure this is maintained after the project ends, the idea of converting the existing strong network of SCORE trainers into an association will be explored.

Looking ahead to Phase III

SCORE India will join Phase III for only 12 months, during which time it will focus on completing capacity building and handover of training responsibilities to partners. At the same time the programme will oversee delivery of training commitments already begun under the Lean Plus MII scheme, and will also provide advice to the Ministry of Textiles in the design of a productivity improvement scheme for ready-made garment units. It will also continue to feed SCORE Training experiences into the best practices manual to be developed for the Apparel Export Promotion Council.

CASE STUDY 4.

SCORE Training rolled out as part of Lean Plus Make in India (MII) programme

A technical collaboration agreement signed in 2016 with MSME-TDC, an autonomous body under the Ministry of Micro, Small and Medium Enterprises based in Agra, led to two important developments. First, the SCORE curriculum was integrated into the TDC field training programmes. Second, SCORE Training (adjusted to meet the guidelines of the Government of India) was rolled out in a number of clusters, with funds from the Lean Manufacturing Competitiveness Scheme as part of the cluster scheme Lean Plus Make in India (MII). MSME-TDC Agra committed to assist with the implementation and monitoring of SCORE Training in the clusters, using the SCORE India quality assurance system.

As of October 2017 the roll-out is in its initial stages, with two training of trainers and three cluster-level awareness-raising workshops completed so far. Over time this initiative will involve training delivery to 100–120 micro, small and medium enterprises in ten clusters. The training will be targeted at suppliers in government priority sectors (ready-made garments, textiles, leather products and automobiles) and, within these sectors, towards women-owned and minority community-owned enterprises located in less industrialized states of India.

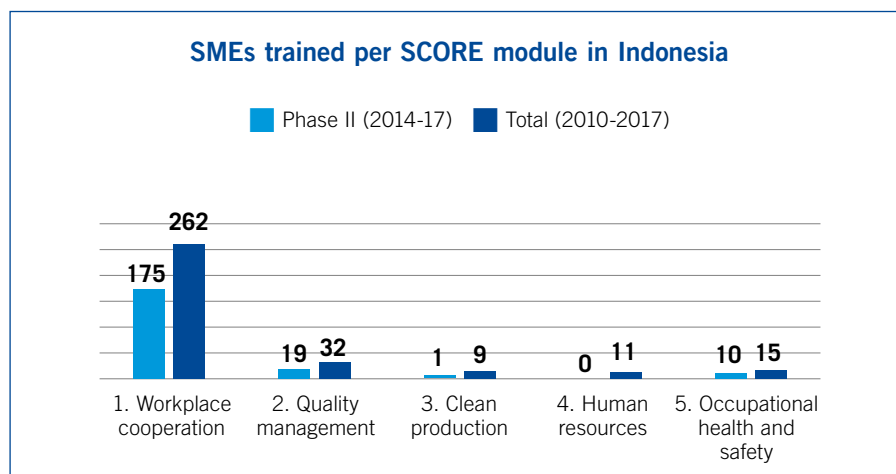


Mr S.N. Tripathi, Additional Secretary and Development Commissioner, Ministry of Micro, Small and Medium Enterprises, announces the decision to roll out of SCORE Training in ten SME clusters as part of the Lean Plus Make in India Cluster Scheme.

4.3 SCORE in Indonesia

During Phase II, SCORE Indonesia has taken steps towards the sustainability of SCORE Training, particularly by increasing levels of non-donor funding, with the majority of new resources coming from provincial government. A partnership with the Ministry of Labour Productivity Directorate has led to the adoption of SCORE Training as a programme of choice for government productivity instructors and enterprises. The Employers' Association of Indonesia (Asosiasi Pengusaha Indonesia, APINDO) has also become an active promoter of SCORE Training, and is helping to build connections with its member enterprises and sectoral groups.

SCORE Indonesia has made steady progress to implement a private sector delivery strategy, including new partnerships with Sentra Otomotive Indonesia (SOI) and the Business and Export Development Organization (BEDO). These engagements have helped to expand the SCORE trainer network in Indonesia, attract private and public support for SCORE Training as a supplier development programme, and ensure the quality of training delivery to SMEs. Efforts to attract MNEs as sponsors of SCORE Training have been slow, but a new outreach strategy developed in 2017 has already yielded positive leads and will be followed up in Phase III.



“The majority of SMEs begin from an entrepreneur’s personal passion without a good management system. As the business starts to grow it falls apart. SCORE was introduced at the right moment for me when we moved to the new premises and improved workflows, organization, and tidiness of our workplace.”

Maria Satiatri, Founder and CEO of SPA Factory, Indonesia

Project profile

Start date: October 2009

NTAC members: Ministry of Manpower, APINDO, Indonesian Trade Union Confederation (KSPI), Indonesian Confederation of Prosperous Trade Unions (KSBSI), All Indonesian Workers' Union Confederation (KSPSI) Pasar Minggu, KSPSI Kalibata, SECO, Norad

Sectors: Automotive, food/beverage, handicraft, furniture and apparel

Geographical coverage: 15 provinces (Jakarta, West Java, Central Java, Yogyakarta, East Java, Aceh, North Sumatera, Jambi, Lampung, East Kalimantan, South Sulawesi, South East Sulawesi, Bali, West Nusa Tenggara)

Implementation partners: Ministry of Manpower, Ministry of Foreign Affairs, Ministry of Industry, APINDO, BEDO, SOI, Parahyangan Catholic University (UNPAR)

Phase II training activities

Number of SMEs trained: 175

- 35% female-owned enterprises
- 9% took more than 1 module
- Staff trained in the classroom: 846
- 62% workers / 38% managers
- 45% women / 55% men
- Number of trainers trained: 107
- 33% women / 12 certified trainers

The satisfaction rate with SCORE Training in Indonesia is 81%



SCORE refresher gender mainstreaming workshop for existing instructors in Jakarta, 2016

Progress towards objectives

OBJECTIVE 1: Industry associations and training institutions market, sell and organize SCORE Training for SMEs on a cost-recovering basis

- In 2013, the Ministry of Manpower adopted SCORE Training content as part of the basic productivity training curriculum for their productivity instructors. During Phase II, the Ministry of Manpower has fully adopted and adapted SCORE Training methodology as part of its training portfolio and, since January 2015, has allocated a budget to deliver the training in 10 provinces. Currently, 71 government instructors have been trained in SCORE Training.
- In addition to the Ministry of Manpower, four other ministries have joined SCORE Training activities, and some have allocated a budget for SCORE Training in the last two years, namely the Ministry of Foreign Affairs, the Ministry of Industry and the Ministry of Cooperatives and SMEs.
- 16 SCORE trainers are now available through APINDO and four from the Indonesian trade union federations. These organizations have successfully organized and conducted SCORE trainings for their member companies.
- A partnership with the Parahyangan Catholic University in 2016 resulted in new funding resources to conduct SCORE trainings. This organization now promotes,

organizes and upgrades SMEs in West Java, using lecturers from the Faculty of Economics as SCORE trainers.

- SCORE Indonesia and its partners have now engaged with 13 sponsors to obtain partial or full funding for SCORE Training, with the majority (11 of 13) coming on board during Phase II. The cost recovery in Phase II averaged 37% (up from 11% in Phase I), and in 2017 alone cost recovery averaged 62%.
- By the end of Phase II, the programme has benefited from non-donor support worth US\$537,000 (cash and in-kind support). The largest contributions have come from the Ministry of Manpower (US\$230,000), the Ministry of Industry (US\$40,000) and Sampoerna Tbk (US\$120,000).

OBJECTIVE 2: Service providers deliver effective SCORE Training and consulting to SMEs

- Over Phases I and II, SCORE Training has been delivered in 15 provinces across Indonesia.
- A short version of SCORE Training was developed in response to a request from the Ministry of Manpower and private providers to offer a shorter training model. The short version incorporates ILO core messages, including fundamental rights at work, gender equality and social dialogue as well as the main elements from all five SCORE modules, and is now being used for the majority of SCORE trainings to SMEs in the country.
- 12 SCORE-certified trainers now work at provincial productivity training centres and with private service providers to promote SCORE Training through their

organizations, including BEDO, SOI and Karya Dua Perempuan.

OBJECTIVE 3: Increased awareness of responsible workplace practices at the local, national and global level

- To document and promote good workplace practices, SCORE Indonesia has released two official promotional videos about the programme and three promotional videos from private partners, and has published 15 case studies on gender equality. All materials have been disseminated through meetings and trainings and are available on the SCORE Indonesia website and Facebook page.
- Since the beginning of the programme, awareness raising on productivity and working conditions has been supported with several high-profile events:
- The programme was launched in 2010 by the Swiss President alongside a four-day seminar on “Sustainable enterprise promotion through good workplace practices and human resource management” facilitated by the ILO Training Centre.
- In Phase I, a social marketing campaign on good and responsible work practices in enterprises took place in two major cities. The last event of this campaign was a survey of 275 SMEs, with over 550 respondents participating in the pre-assessment and post-assessment.
- In Phase II, a global course for national policy-makers – “Productivity and working condition in SMEs” – was organized in September 2017 in collaboration with the OECD and Indonesian National Development Planning Agency (Bappenas). The training strengthened the collaboration among national productivity stakeholders with the participation of 46 policy-makers from different organizations. It served to reinforce the collaboration with the Ministry of Foreign Affairs and the Ministry of Industry and to kick-start collaborations with the Ministry of Cooperatives and SMEs and the Ministry of Trade.
- SCORE Indonesia collaborated with Swisscontact during Phase II to develop an adapted version of SCORE Training for small tourism enterprises – the Hospitality Coaching (HoCo) programme. This initiative has been rolled out in five provinces with BEDO and programme staff providing initial implementation support.

Gender equality and non-discrimination

- During Phase II, SCORE Indonesia has improved its performance against all key gender indicators monitored within the programme (table 3). Achievements have been driven by consistently incorporating a gender session into each SCORE Training; updating trainings of trainers

and partners to reflect gender issues; actively promoting discussion on gender equality and discrimination in trainings; and encouraging the inclusion of gender-sensitive practices and initiatives in enterprise improvement plans. SCORE Indonesia has also actively sought out partners with female-owned enterprises in their community to increase their participation in SCORE Training.

- At the enterprise level, the most common gender-sensitive practices implemented include simple actions, such as creating separate changing rooms and toilets. Insistence by trainers on the inclusion of female workers in enterprise improvement teams has helped to ensure that women have a voice in the improvement planning.

Table 3. Gender indicators in Phase I and Phase II, Indonesia

Gender indicators	Phase I	Phase II
Percentage of trainers trained (female)	33%	46%
Percentage of certified trainers (female)	0%	33%
Percentage of female-owned enterprises trained	14%	35%
Percentage of female enterprise staff trained	34%	45%

Lessons learned

- The Ministry of Manpower is a key partner, however government rules include an obligation for training to be provided without a fee to enterprises. This restriction has created challenges to the expansion and outreach of SCORE Training and limits the resources needed to form a SCORE national centre. To scale up the number of participating SMEs, SCORE Indonesia will focus on expanding its funding base by reaching out to other ministries and building partnerships with MNEs and large domestic companies that involve SMEs in their supply chain. Implementation and training partners will be encouraged to take advantage of the two versions of SCORE Training (global and short versions) to offer packages that meet the specific needs of each potential donor and enterprise.
- The Ministry of Manpower is now fully independent in its use of the SCORE Training methodology. However, this independence reduces the SCORE Indonesia team’s ability to ensure data gathering on training delivery and impact. To offset the risk of data loss, the programme is supporting the creation of a national database with a clear understanding that it will have continued access to the data.

CASE STUDY 5.

Collaboration with BEDO builds awareness and attracts funding for SCORE Training

The Business and Export Development Organization (BEDO) is a not-for-profit organization that aims to support SMEs in Indonesia. BEDO began collaborating with the SCORE programme in 2014, after it responded to an advertisement calling for new SCORE Training partners that the programme had placed in a national newspaper.

BEDO raises funds to cover the majority of SCORE Training costs by clearly demonstrating tangible and measurable results. So far, it has raised US\$185,000 for SCORE Training.

BEDO has played a significant role in forging a collaboration with the Swisscontact WISATA project (funded by SECO), which led to the development of the new Hospitality Coaching (HoCo) programme, which is strongly inspired by SCORE Training. HoCo training is focused on workplace cooperation (including through the Kaizen 5S approach), quality service and environmentally friendly tourism. Following the success of this programme in Indonesia, the ILO Office in Myanmar asked BEDO to conduct trainings of trainers in mid-2017, and implementation of a HoCo programme is now under way in Myanmar.



SCORE consultation service provided by BEDO to Puspadi Bali, a producer of prosthetics, orthotics, mobility aids and wheelchairs, in Bali, 2016.

HoCo
Hospitality Coaching

4.4 SCORE in Viet Nam

During Phase II, significant advances have been made in the direction of SCORE Training sustainability in Viet Nam by pursuing two parallel priorities: building partner capacity to independently deliver SCORE Training, and diversifying funding sources through charging fees to SMEs and seeking alternative funders. This strategy has included supporting preliminary training partnerships between the Viet Nam Chamber of Commerce and Industry, Ho Chi Minh City branch (VCCI-HCMC) and two MNEs; and one collaboration with the Centre of Supporting Industries Development (CSID) of Ho Chi Minh City.

SCORE Training has gradually become the leading productivity training programme for VCCI-HCMC, and the official training programme for the three largest business associations in the wood processing sector: the Handicraft and Wood Industry Association of Ho Chi Minh City (HAWA), the Binh Duong Furniture Association (BIFA), and the Forest Products Association of Binh Dinh (FPA). At the same time, the reach of training has expanded in a controlled way geographically and sectorally, going beyond the wood sector into the garments industry and supporting industries to the electronics and wood sectors.

Building on the partner engagement around SCORE Training, in the second half of the phase, the project also began two new initiatives to broaden awareness of responsible workplace practices and embed core training messages in new ways. These included a pilot in a vocational college and a benchmarking initiative within the wood sector. Both these initiatives will be continued in Phase III.

Project profile

Start date: August 2011

NTAC members: Ministry of Labour, Invalids and Social Affairs, Department of Labour, Invalids and Social Affairs, Viet Nam General Confederation of Labour, VCCI, HAWA, BIFA, SECO

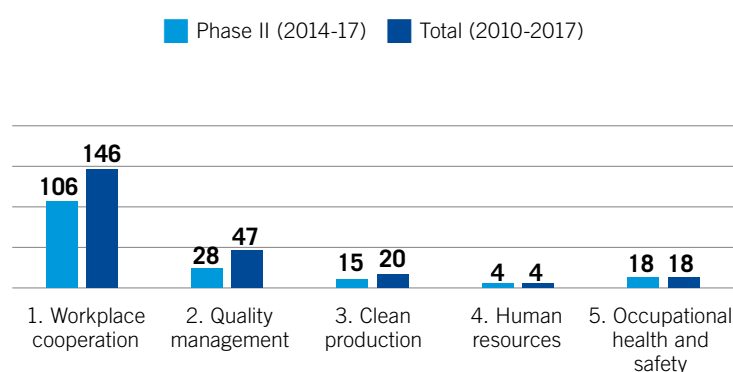
Sectors: Wooden furniture, garments and footwear, supporting industries

Geographical coverage: Ho Chi Minh City, Dong Nai, Binh Duong, Long An, Tay Ninh and Binh Dinh

Implementation partners: VCCI, HAWA, BIFA, FPA



SMEs trained per SCORE module in Viet Nam



Phase II training activities

Number of SMEs trained: 106

- 13% female-owned enterprises
- 37% took more than 1 module

Staff trained in the classroom: 868

- 55% workers / 45% managers
- 21% women / 79% men

Number of trainers trained: 49

- 11 certified trainers (27% female)

“We see a lot of improvement. The situation has massively improved in the benefit of the workers and company productivity. We see this is a success for the SCORE project. The SCORE project has set many good examples, such as the company we visit today, and we will stay engaged with the ILO and other donors and look forward to further development in the project.”

Mr Boris Zürcher, Swiss State Secretary, Head of Labour Directorate

The satisfaction rate with SCORE Training in Viet Nam is 92%

Progress towards objectives

OBJECTIVE 1: Industry associations and training institutions market, sell and organize SCORE Training for SMEs on a cost-recovering basis

- Attendance at a number of internal and public training courses has built staff capacity of national partners (VCCI-HCMC, HAWA, BIFA, FPA) and SCORE trainers to market SCORE Training. These include trainings on SCORE promotional skills (2016) and marketing and project management skills (2017).
- Since the beginning of Phase II in 2014, VCCI-HCMC has increasingly taken the active lead in developing and implementing joint plans with ILO SCORE staff and wood sector associations for marketing and training activities.
- The first version of a business plan for the role of VCCI-HCMC in SCORE Training (as the effective national SCORE centre) has been developed. This plan will be fine-tuned over time to reflect further analysis of training costs, SCORE Training strengths and weaknesses, and market demand.
- In 2017, VCCI-HCMC engaged a new partner – CSID of Ho Chi Minh City – as a move towards expansion to multisectoral engagement, and pilot training with them has begun.



Press interview with Mr Boris Zürcher, Swiss State Secretary, at SCORE Viet Nam factory visit, 26 October 2016

OBJECTIVE 2: Service providers deliver effective SCORE Training and consulting to SMEs

- During Phase II, all SCORE Training modules have been delivered by local partners with high independence. Key partners, including VCCI-HCMC, HAWA and BIFA, are also taking a proactive approach to training quality improvement.
- The pool of SCORE trainers (11 certified, 27% female) has been strengthened, and they have benefited from opportunities to share their experiences and initiatives.
- From 2015 to 2017, a number of factory managers were trained as trainers. Some of these individuals have since taken up key positions in the training divisions of business associations and are helping to promote SCORE to the business community more effectively.
- VCCI-HCMC has gradually expanded SCORE Training to SMEs in the garment and footwear sectors in cooperation with the ILO-IFC Better Work programme and through linkages with multinational companies (such as Adidas) and CSID of Ho Chi Minh City. A pilot with Adidas commenced in mid-2017. Upon completion, the potential for Adidas to fund additional training for suppliers will be explored.
- HAWA and BIFA have completed a successful pilot to expand SCORE to supporting industries related to the furniture supply chain.
- To reinforce the trainer pool and bring in an international service provider, a cooperation agreement was signed in 2017 between VCCI-HCMC and Bureau Veritas Viet Nam. The trainers of Bureau Veritas have participated in trainings of trainers and have begun to promote SCORE Training to their clients.
- Since 2017, HAWA and BIFA have been collecting fees from enterprises covering up to 70% of direct training cost for Modules 1 and 2 (an increase from 25% cost recovery in 2015). However, due to a focus on Module 5 and a pilot of subsidized trainings of SMEs with BWV, CSID and Adidas, the overall cost recovery rate only shows a slight increase over Phase II up from 31% to 45%.

OBJECTIVE 3: Increased awareness of responsible workplace practices at the local, national and global level

- From 2011 to 2017, SCORE Viet Nam has developed materials to reach a wider business community through 18 cases studies, nine snapshot videos and 16 best-practice sharing activities organized by VCCI-HCMC and by business associations.
- In 2016, at a National Conference for Social Dialogue, Productivity and Working Conditions, SCORE Training was described by the Ministry of Labour, Invalids and Social Affairs as a business “must have” for improving productivity and working conditions.
- The impact and effectiveness of SCORE Training for SMEs in the wood sector was promoted during occupational safety and health law sessions organized by the provincial-level Department of Labour, Invalids and Social Affairs and the Viet Nam General Confederation of Labour, organized in collaboration with SCORE in 2016–17.
- In 2016, the General Department of Vocational Training of the Ministry of Labour, Invalids and Social Affairs described SCORE Training as providing the often missing “soft skills” component in vocational training curricula. A concept for integrating key elements of SCORE Training (the Kaizen 5S approach and occupational safety and health) in the curriculum of a vocational training college was developed as a pilot in 2017, and implementation is continuing.

Gender equality and non-discrimination

- Efforts to ensure female participation in training and in enterprise improvement teams were reinforced during Phase II. They are driven through mainstreamed content in training of enterprises, awareness raising on gender equality and non-discrimination delivered in training of trainers, and update trainings, and are included as requirements in all agreements with local partners and trainers. Maximizing gender balance and ensuring the voice and improvement ideas of women are heard have been accorded priority for SCORE trainers during their first factory visit, and have contributed to 90% of SCORE Viet Nam enterprises now including both men and women in their enterprise improvement teams.
- The project has also placed a focus on attracting and developing female trainers, and a quarter of certified trainers are now female (up from 5% in Phase I).

Lessons learned

- Highlighting the linkages between productivity and working conditions on the factory floor has facilitated the promotion of a combined Module 1 + Module 5 training package, albeit at a subsidized rate. It has become clear that adjustments to content to meet the demands of enterprises can boost training uptake of modules with a strong public good element.
- Extending SCORE Training to SMEs in supporting industries, through close collaboration with functional units at city and provincial levels of the Department of Industry and Trade, has helped to show the alignment of SCORE Training with public policy on SMEs. It has also enhanced the visibility of SCORE Training and increased the possibility of reaching out to government sources for funding.
- An integrated approach to project delivery, driven through the ILO country office, should provide an opportunity for the SCORE programme to raise awareness of the training and core messages of the programme, and may lead to opportunities to work with other projects to attract sponsorship from multinational companies.

CASE STUDY 6.

Lam Viet JSC makes strides towards business innovation after SCORE Training

Lam Viet JSC began SCORE Training in 2012, a decade after it was founded, when the factory was still a medium-sized company. Managers and workers attended SCORE Training on workplace cooperation, quality control and human resource management. Those that joined the training formed an enterprise improvement team and began training for all other employees on what they had learned, delivered on a weekly basis.

With the support of SCORE trainers during on-site consulting visits, the improvement team identified a series of action points. The company adopted a very positive approach, encouraging workers to share ideas

and supporting the team in assessing solutions and taking action where needed. Gradually, Lam Viet created a business innovation culture that is still being maintained, even though it is now a large enterprise employing 1,100 workers. These initiatives helped bring positive results for the business: productivity increased by 40%, production costs were cut by 10%, and staff overtime has decreased by 40%. There have also been significant improvements in worker–manager relationships and the development of a cooperative atmosphere in the workplace.



SCORE on-site consultancy at Lam Viet JSC

4.5 SCORE in Bolivia

Bolivia became part of the SCORE programme in Phase II, funded by the Ministry of Foreign Affairs of Norway and the ILO, for the purpose of promoting tripartite dialogue at the highest level on the issues of productivity and working conditions. With this purpose in mind, the Confederation of Private Entrepreneurs of Bolivia (CEPB), the Bolivian Workers' Union (COB) and the Ministry of Labour, Employment and Social Security have overseen SCORE Training, and used it to create spaces for dialogue and rapprochement at both the political and technical levels.

A total of 63 manufacturing companies in the three main cities of Bolivia – La Paz, Cochabamba and Santa Cruz – have joined SCORE Training. Initially, the partners focused on offering SMEs a package of Module 1 plus Module 5, which contributed to 92% of SMEs taking more than one module. Subsequently, all five modules were offered. Strong results from participating enterprises motivated CEPB to become the key promoting organization for SCORE Training in Bolivia, an action that was supported by the main trade union in Bolivia, COB.

Project profile

Start date: July 2013

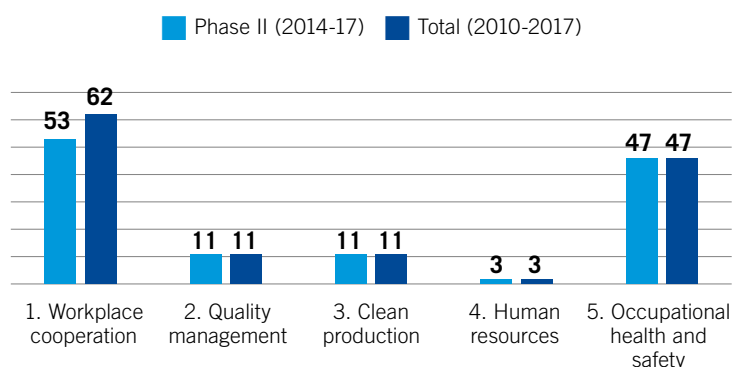
NTAC members: Ministry of Labour, Employment and Social Security, CEPB, COB

Sectors: Manufacturing

Geographical coverage: La Paz, El Alto, Cochabamba, Santa Cruz

Implementation partners: CEPB, National Chamber of Industries of Bolivia (CNI), Departmental Chamber of Industries of Cochabamba (CAMIND)

SMEs trained per SCORE module in Bolivia



Phase II training activities

Number of SMEs trained: 53

- 6% female-owned enterprises
- 92% took more than 1 module

Staff trained in the classroom: 496

- 47% workers / 53% managers
- 37% women / 63% men

Number of trainers trained: 31

- 20 certified trainers (50% female)

“With a cleaner and better organized workplace, workers lose less time searching for materials. They improve their efficiency and this increases their compensation as they produce more.”

Mr Horacio Vera Loza,
Development and Quality Assurance Manager for Delizia S.A.

The satisfaction rate with SCORE Training in Bolivia is 90%

Progress towards objectives

OBJECTIVE 1: Industry associations and training institutions market, sell and organize SCORE Training for SMEs on a cost-recovering basis

- The main business association in Bolivia, CEPB, has embedded SCORE Training into its Corporate Social Responsibility Unit and acts as a SCORE promotion entity at the national level. Since 2017, CEPB has taken on key functions in organizing trainings, mobilizing funds, quality assurance, and promoting SCORE Training.
- CNI and CAMIND have become implementing partners and are promoting SCORE Training to companies, organizing training and mobilizing funds to cover costs. All actions carried out by these associations (relating to SCORE Training) are coordinated and supported by CEPB.
- Activities in Santa Cruz are being carried out by the Chamber of Industry, Commerce, Services and Tourism of Santa Cruz. This institution is expected to join as an implementing partner in Phase III.

OBJECTIVE 2: Service providers deliver effective SCORE Training and consulting to SMEs

- SCORE Bolivia has one expert trainer and 20 certified trainers operating in three regions of the country. Several of these trainers belong to partner business associations.
- In order to reinforce the capacity of SCORE trainers, additional training has been provided in coaching and adult education. This has enhanced the SCORE trainers' skills and their motivation to provide training.

OBJECTIVE 3: Increased awareness of responsible workplace practices at the local, national and global level

- In the last four years, SCORE Bolivia has produced and published nine videos with success stories covering training implementation in companies, plus animated comics to transmit SCORE key messages to workers and managers. For the dissemination of good practices, a report was developed on the implementation of SCORE Training to provide information on the programme and promote it to companies and institutions.
- To date, SCORE Bolivia has trained a total of 13 constituents (23% women), including representatives from government ministries and business associations.

Gender equality and non-discrimination

- A gender session has been incorporated into the SCORE Training materials for both trainers and enterprises. This session promotes the inclusion of women during the SCORE Training and at all levels of the enterprise, both in management and operational staff.
- Of the 31 trainers trained in Bolivia so far, 42% are women, and half of all certified trainers are women (20 total, 10 women). Within the classroom, women represent 37% of the staff trained in SCORE Bolivia to date.

Lessons learned

In order to ensure the sustainability of the SCORE Training in Bolivia at the institutional level, delicate management of the sensitive relationship between employers and workers has been and will continue to be very important. Discussions around productivity and working conditions have served to bring both parties to the table and ensured successful programme implementation, showing that dialogue is possible and productive. The consolidation of a Bipartite Technical Committee and the establishment of commitments by each party has created a sustainable model and ensured a solid basis to continue the roll-out of SCORE Training.

Looking ahead to Phase III

SCORE Phase III in Bolivia will run from 2017 to 2019 and will be funded by both SECO and Norad for the first time. The next phase will focus on ensuring sustainability at the national level, taking advantage of the decision of CEPB to become a platform to offer the training to their members and other companies. Additionally, the programme will work to incorporate a new key partner for implementation: the Ministry of Productive Development and Plural Economy. The aim of this new alliance with the Government is to achieve greater political awareness of the need to include messages and measures relating to productivity and working conditions in national policies and in established business development programmes.

Results show that SCORE Colombia has evolved substantially from Phase I to Phase II, in terms of both outreach to SMEs and building sustainability through partners and access to new funding sources. Importantly,

CASE STUDY 7.

National Chamber of Industries of Bolivia mobilizes funds to expand SCORE Training

In 2016, the National Chamber of Industries of Bolivia (CNI), an implementing partner of SCORE Bolivia, led a process to train 20 SMEs in the cities of La Paz, Cochabamba and Santa Cruz on two modules.

The CNI made a financial contribution from international cooperation funds (US\$30,000), representing the first

potentially sustainable funding for SCORE Training in Bolivia.

In collaboration with CEPB and with the support of trade union organizations in Bolivia, CNI will continue to promote SCORE Training to new companies and mobilize new funds for training.



Participants in the training organized by CNI and CEPB in Santa Cruz

4.6 SCORE in Colombia

SCORE Training is now recognized by the Ministry of Commerce, Industry and Tourism as a methodology that increases productivity in SMEs and is thus eligible to access public resources through iNNpulsa grants.

During Phase II in Colombia, 131 SMEs have taken SCORE Training and a strong network of certified trainers has been created for the promotion and implementation of training going forward.

Project profile

Start date: December 2010

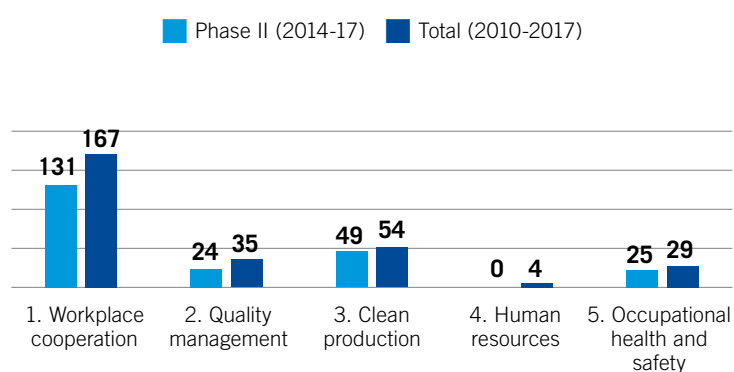
NTAC members: SECO, Norad, Ministry of Labour, National Association of Employers of Colombia (ANDI) and three unions – Central Union of Workers (CUT), the General Confederation of Labour (CGT), and the Confederation of Workers of Colombia (CTC)

Sectors: Textiles and floriculture

Geographical coverage: Antioquia and Cundinamarca, and additional territories – La Guajira, Risaralda, Quindio, Valle del Cauca, Meta, Nariño, Santander and Norte de Santander

Implementation partners: Science and Technology Centre of Antioquía (CTA), CEG SAS, Alliances for Development (Alianzas por el Desarrollo), Ministry of Commerce, Industry and Tourism, National Learning Service (SENA), ANDI, Q1A, and Colombian Association of Micro, Small and Medium Enterprises (ACOPI)

SMEs trained per SCORE module in Colombia



Phase II training activities

Number of SMEs trained: 131

- 23% female-owned enterprises
- 59% took more than 1 module

Staff trained in the classroom: 947

- 64% workers / 36% managers
- 51% women / 49% men

Number of trainers trained: 83

- 55 certified trainers (49% female)

“We have a mailbox, where workers can give their ideas of what they would like to see changed or carried out. We are all very happy because we see the change.”

Ms Guillermina Munoz, Production Assistant, Calza Kids, Colombia

The satisfaction rate with SCORE Training in Colombia is 90%

Progress towards objectives

OBJECTIVE 1: Industry associations and training institutions market, sell and organize SCORE Training for SMEs on a cost-recovering basis

- Through an alliance with the Ministry of Commerce, Industry and Tourism, SCORE Training has been recognized as a proven methodology that increases productivity in SMEs. Three cofinance projects have been implemented (US\$700,000). Entities promoting SCORE Training and certified trainers have participated in public tenders to co-finance SCORE Training. Accessing this funding in Colombia has reduced the training implementation costs and diversified the portfolio of partners interested in SCORE Training.
- Efforts to reach out to lead buyers to sponsor SCORE Training as a tool for supply chain development increased in Phase II. This led to a total of 12 lead buyers providing resources for SCORE Training in order to strengthen their SME suppliers (31 suppliers were trained).
- In order to strengthen the capacity of SCORE partners, training sessions have been held on productivity,

working conditions and gender equality. To facilitate the implementation of SCORE Training by partners, posters that support communication at the enterprise level, a guide for SCORE image management and a guide on the implementation of SCORE Training have all been developed.

OBJECTIVE 2: Service providers deliver effective SCORE Training and consulting to SMEs

- During Phase II, 83 business consultants were trained as SCORE trainers and 55 were certified, covering different territories of Colombia (La Guajira, Antioquia, Bogotá, Meta, Valle and Nariño). Some of these trainers are part of SENA, a government entity providing services in Nariño and La Guajira.
- Certified trainers received an average of 56 hours of training in marketing, legal counselling, cost calculation, safety and health at work, productivity and continual improvement processes. This continuous investment to develop skills has improved trainer profiles and the quality of training at the enterprise level.
- Under the leadership of SCORE expert trainers, CTA, CEG SAS and Alliances for Development have all committed to promote SCORE Training in Colombia. They also participated in the grant application for the



Women from the union CTG attending a gender training

iNNpulsas programme of the Ministry of Commerce, Industry and Tourism, allowing them to build experience in funding applications that they will use independently in the future.

- During Phase II, SCORE Colombia raised US\$1.4 million in contributions to training costs, including 80% in cash and 20% in kind. Two major financial partners contributed: iNNpulsas of the Ministry of Commerce, Industry and Tourism contributed US\$693,345 for the execution of projects that increase productivity in SMEs through SCORE Training; and the Department of Employment and Social Development Canada (ESDC) contributed US\$295,800 to finance the development of the oil and gas supply chain.

OBJECTIVE 3: Increased awareness of responsible workplace practices at the local, national and global level

- SCORE Colombia has created seven videos and three case studies to raise awareness among stakeholders on good practices in the workplace. All promotional materials are available on the SCORE Colombia website, which also includes the technical contents of SCORE Training and provides information to enterprises or entities interested in learning more about the programme. Social media are also used as a means of disseminating trends, news and events related to SCORE Training.
- During Phase II, SCORE Colombia has delivered capacity-building training to over 230 constituents, including representatives from the Ministry of Labour, trade unions and employer organizations (for example, ANDI). One of the trade unions in Colombia, CGT, has decided to implement SCORE Training Modules 1 and 5 within its organization.

Gender equality and non-discrimination

- SCORE Colombia partnered with the Equipares programme of the Ministry of Labour and the United Nations Development Programme to train constituents and implementing partners on the importance of a gender perspective in SCORE Training implementation. In addition, representatives of ANDI, trade unions and SCORE trainers participated in a one-day training session on gender equality.
- SCORE Colombia has developed several materials on gender that ensure mainstreaming across SCORE Training implementation, including a guide for trainers to show the link between workplace cooperation and gender equality, a handbook for entrepreneurs on how to facilitate the inclusion of gender practices in companies,

and a gender toolkit (documents, videos and research) to support trainers in their job.

- Of a total of 230 representatives from government, employer organizations, and trade unions trained in Colombia, 68% are women. SCORE Colombia has also maintained gender parity in the number of SCORE trainers trained (48% women) and certified (49% women) in Phase II.

Lessons learned

- During Phases I and II, it became evident that although SCORE Training has elements that are attractive and can be differentiated in the Colombian market, implementation costs are often not competitive. SCORE Colombia will need to allow flexibility in the way training is implemented to enable partners to minimize costs while maintaining quality.
- Modifications in the way training is implemented (for example, a mix of classroom and consultancy time, number of visits and use of other support mechanisms) should be designed to meet the needs and capacities of the different partners. Trainers and implementing partners can bring different models that focus on supply chain development and sector-level intervention, which can be used to expand outreach of SCORE Training in SMEs.

Looking ahead to Phase III

- For Phase III, SCORE Colombia will focus on promoting the development of suppliers and helping lead buyers strengthen their supply chain. The implementation will be adjusted to the economic, political and social conditions of the country, which is immersed in a process of peace and reconstruction.
- In addition to working in areas and sectors already covered by the programme, a flexible approach will be applied to take advantage of the new dynamics generated by the peace agreement, including potential collaborations with organizations of the social and solidarity economy in rural areas that will be the centre of attention for the reconstruction efforts of the territory. The support of entities engaged in this process, such as ANDI, the Global Reporting Initiative and the SECO-supported Colombia más Competitiva (“Make Colombia more competitive”), will be essential if the programme is to persuade key companies to invest in the development of their supply chain in line with ILO values.

CASE STUDY 8.

iNNpalsa: A partner that promotes productivity through SCORE Training

SCORE Colombia has developed fruitful partnerships with the Ministry of Commerce, Industry and Tourism and its iNNpalsa programme – two government entities that are responsible for public policy on productive development and strengthening the country's business structure.

During 2015 and 2016, the Ministry of Commerce, Industry and Tourism allocated public resources to increase productivity in SMEs through SCORE Training. As a result, 65 SMEs were trained. At the end of the implementation of these rounds, iNNpalsa provided an honorary mention of two partners that implemented SCORE Training for their excellent results.



Participants in a lessons learned sharing session after the iNNpalsa project

iNNpalsa
Colombia

4.7 SCORE in Peru

The SCORE programme in Peru began in 2013 (during Phase II of the global programme), building on a pilot that involved training trainers and implementing the modules on workplace cooperation and occupational health and safety (Modules 1 and 5) at 12 agro-exporting companies. This initiative was funded by the Department of Employment and Social Development Canada (ESDC) and received the support of the business associations and worker organizations of Peru.

In 2014, SCORE Peru formed a Tripartite Consultative Committee, which recommended the introduction of SCORE Training into the agro-industry, construction and manufacturing sectors. In line with this ambition, 114 enterprises in Peru have now benefited from SCORE Training.

Project profile

Start date: July 2013

NTAC members: Ministry of Labour and Employment Promotion, Ministry of Production, National Confederation of Private Enterprise Institutions (CONFIEP); trade union coordination organizations, including Central Autónoma de Trabajadores del Perú (CAT), General Confederation of Workers of Peru (CGTP), Confederation of Peruvian Workers (CTP) and Central Union of Workers of Peru (CUT); SECO

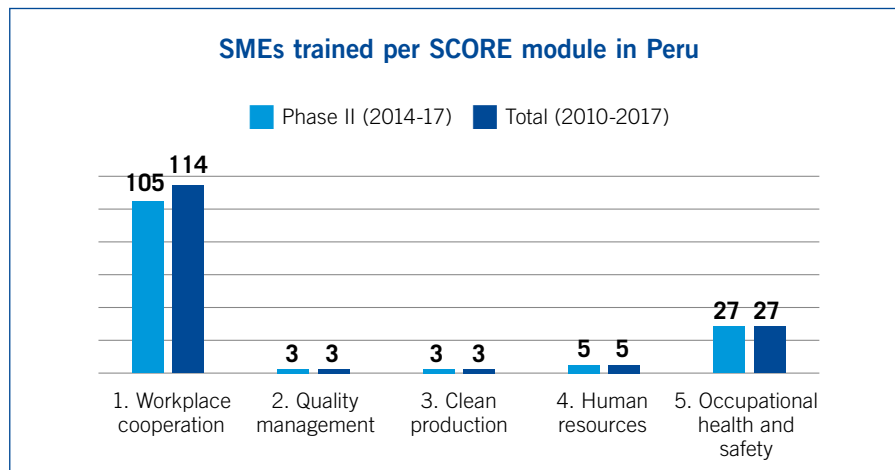
Sectors: Manufacturing, agribusiness and construction

Geographical coverage:

Ayacucho, Ica, La Libertad, Lambayeque, Lima, Piura, Puno and Ucayali

Implementation partners:

Ministry of Production, Institute of Production Technology (ITP), Technological Innovation Centre for Wood (CITEmadera), Fab Lab Association, Centre for Business Development of Santo Toribio de Mogrovejo Catholic University (CDE-USAT), Chamber of Commerce, Industry and Tourism of Ucayali (CCITU), SME Peru Association, Commerce and Production chamber of Piura (CCPP) and Commerce Chamber of Chincha (CCC), Development Finance Corporation (COFIDE)



“With the implementation of Module 5, health and safety, we can identify hazards. This is thanks to measures like having more signage on the plant, publishing a risk map for each production process, and having regular trainings with staff.”

Rosa Martinez, Member of the Enterprise Improvement Team, Produ Export (Piura, Peru)

Phase II training activities

Number of SMEs trained: 105

- 31% female-owned enterprises
- 26% took more than 1 module

Staff trained in the classroom: 572

- 44% workers / 56% managers
- 35% women / 65% men

Number of trainers trained: 38

- 28 certified trainers (32% female)

The satisfaction rate with SCORE Training in Peru is 88%



Progress towards objectives

OBJECTIVE 1: Industry associations and training institutions market, sell and organize SCORE Training for SMEs on a cost-recovering basis

- In April 2017, the Ministry of Production (PRODUCE) incorporated SCORE Training into its technical assistance programmes for SMEs, executed by the General Business Department. The Ministry of Production allocated US\$60,000 and US\$70,000 in 2017 and 2018 for SCORE Training. The strategy is to incorporate regular budget lines for SCORE implementation in the future.
- Building on the pilot experience of SCORE Training led by the Technological Innovation Centre for Wood (CITEmadera), the Institute of Production Technology (ITP) elaborated a plan to expand SCORE Training to six additional technological innovation centres in Peru.
- Strategic alliances have been established with 12 public and private entities, including SME Peru Association, CITEmadera, Fab Lab Association, CDE-USAT, CCITU, the Peru People's Movement (MPP), CCPP, CCC, the Association of Agricultural Producer Unions (AGAP), the Peruvian Citrus Growers' Association (ProCitrus), COFIDE and CONFIEP. All of these entities act as SCORE partners and play an important role in the promotion, delivery and funding of SCORE Training to SMEs.

OBJECTIVE 2: Service providers deliver effective SCORE Training and consulting to SMEs

- A total of 28 business consultants have been certified as SCORE trainers and now include SCORE Training in their portfolios of services to SMEs.
- Sixteen staff from SCORE implementing partners (CITEmadera, Fab Lab, CDE-USAT, CCITU, CCPP, CCC and COFIDE) have been trained to become SCORE trainers. These entities will promote, deliver and ensure the quality of SCORE Training at the enterprise level. This represents a significant advance for the technical and institutional sustainability of SCORE in Peru.
- The demand for SCORE Training increased substantially in 2017, with over 70 new enterprises subscribed for training. This increase has been achieved through support from the implementing partners and the involvement of "SCORE promoters" (professionals that have strong networks and good knowledge of target sectors and act

as marketers for SCORE training, even if they are not SCORE trainers). The cost of hiring SCORE promoters is included in the SCORE Training cost structure.

OBJECTIVE 3: Increased awareness of responsible workplace practices at the local, national and global level

- SCORE Peru organized 36 events in Phase II (including seminars, conferences, workshops, and work meetings) to introduce and promote SCORE Training to approximately 3,600 individuals.
- Key components of SCORE Training were introduced in the evaluation criteria for a National Award for Micro and Small Enterprises, organized by the Ministry of Production. The ILO has been designated as a member of the Awarding Council for 2017.
- SCORE Peru has created six videos and eight articles, as well as radio announcements and interviews that have been broadcast through media channels. One of the SCORE videos developed by CONFIEP has reached 9,000 views.
- A total of 145 constituents have been trained on SME productivity and working conditions over both phases, including government representatives (52%), business guild representatives (24%), workers' union representatives (20%) and civil society and non-governmental organization representatives (4%).

Gender equality and non-discrimination

Complementary training materials on gender equality have been developed for all five SCORE modules. On average, enterprises developed two gender-sensitive practices through their enterprise improvement teams. The most common initiatives have related to the participation of female workers in the production process and communication against gender violence. In addition, an informative video about the consequences of gender violence in enterprises was developed and distributed.

Lessons learned

- In 2017, the demand for SCORE Training increased substantially due mainly to the work of SCORE promoters, and the increased marketing capacities of SCORE trainers. These measures can be further enhanced through developing stronger collaboration and outreach with lead buyers, aiming to increase the sustainability of SCORE Training.

Looking ahead to Phase III

For the beginning of Phase III, SCORE Peru foresees a generally favourable environment to consolidate its interventions, building on foundations already laid for establishing independent management of SCORE Training by implementing entities in the coming years. Financial sustainability initiatives have already mobilized US\$130,000 of financing by the Ministry of Production (PRODUCE) for 2017 and 2018 and, for the medium and long term, a co-financing mechanism is being worked out and will be incorporated into the regular budget lines of the ministry.

CASE STUDY 9.

SCORE Training in the life of workers: The case of a female worker in Amfa Vitrum



Ms Quevedo, worker at Amfa Vitrum

Fab Lab is a SCORE implementing partner. It promotes digitalization and innovation in SMEs, and is now seeking to address these issues using SCORE Training.

Fab Lab manages SCORE Training implementation in the enterprise Amfa Vitrum, which produces glass ampoules for medical use. Ms Marlyn Quevedo is an employee at the business and is a member of the enterprise improvement team. She has been involved in the training workshops and has taken responsibility for overseeing some improvement projects, through which she has worked to transmit the knowledge she has gained to her workmates.

According to Ms Quevedo: “Improvements in communication have generated a reduction in staff rotation [turnover], as well as an increase in the number of trainings received.” Learnings from SCORE Training have also impacted her personal life: “The communication and distribution of tasks at home is much better and it allows me to enjoy more time with my family.”

4.8 SCORE in Ghana

SCORE Ghana targets SMEs in the manufacturing sector across the country. Most enterprises that have participated in SCORE Training have come from sectors serving domestic and regional markets, such as the manufacturing of pharmaceuticals, food products, and metal products and structures. However, more recently, SCORE Training has also found clients among the suppliers in the developing oil and gas sector.

During SCORE Phase I, the project developed a solid core of training service providers in the Accra-Tema metropolitan area. During Phase II, this core of trainers formed SCORE Training Solutions Ghana (STSG), a not-for-profit entity that can expand as new SCORE trainers come on board. During Phase II, training outreach was expanded to four of Ghana's ten regions.

Public funding is scarce in Ghana, due to an International Monetary Fund bailout agreement, so the project has had to look to the private sector to both organize and fund SCORE Training. For training promotion and organization, the Sekondi-Takoradi Chamber of Commerce and Industry (STCCI), active mainly in the Central and Western regions, has become an important partner. For funding, the programme has developed a strategic partnership with the Skills Development Fund (SDF), funded by the Danish International Development Agency (DANIDA), and the Ministry of Trade and Industry. In addition, the Management Development and Productivity Institute (MDPI), a public training organization, has started to integrate SCORE Training into its training offer to SMEs.

Project profile

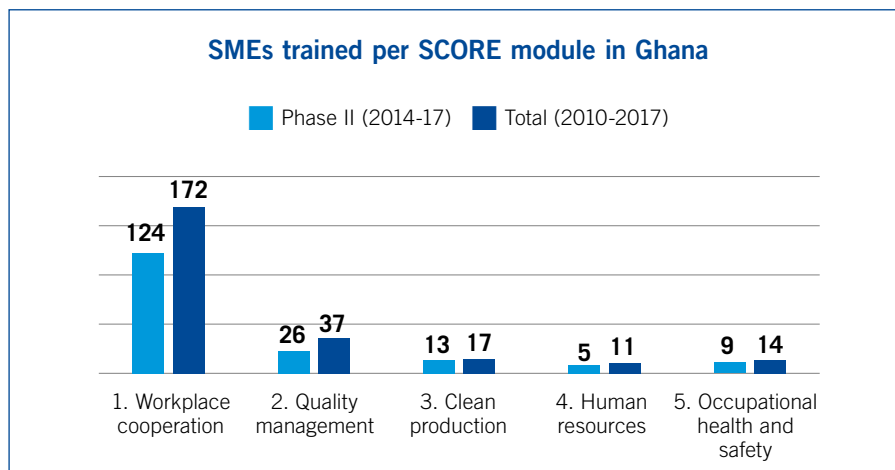
Start date: May 2011

NTAC members: Ministry of Employment and Labour Relations, Ghana Employers' Association, Ghana Trade Union Congress, SECO, SCORE Training Solutions Ghana (STSG), Ministry of Trade and Industry, Ministry of Tourism, and Management Development and Productivity Institute (MDPI)

Sectors: Manufacturing sector

Geographical coverage: Greater Accra, Central, Western and Brong-Ahafo regions

Implementation partners: Association of Ghanaian Industries, STSG, Sekondi-Takoradi Chamber of Commerce and Industry (STCCI), Skills Development Fund (SDF) of Danish International Development Agency (DANIDA), MDPI



Phase II training activities

Number of SMEs trained: 124

- 10% female-owned enterprises
- 19% took more than 1 module

Staff trained in the classroom: 734

- 68% workers / 32% managers
- 25% women / 75% men

Number of trainers trained: 28

- 14 certified trainers (14% female)

“Employees from all parts and levels of the business have developed a new enthusiasm to improve the enterprise and increase productivity.”

Dr Yaw Adu-Agyei Gyamfi, Managing Director, Danadams Pharmaceuticals Ltd (Accra, Ghana)

The satisfaction rate with SCORE Training in Ghana is 91%

Progress towards objectives

OBJECTIVE 1: Industry associations and training institutions market, sell and organize SCORE Training for SMEs on a cost-recovering basis

- Since 2014, STSG has been a reliable training provider for SCORE Training, mostly in the Greater Accra region. STSG has nine certified SCORE trainers who have trained enterprises in all five modules. STSG, supported by the ILO, has marketed SCORE Training to SDF, funded by DANIDA, whose grantees are now undergoing SCORE Training. During Phase II, STSG has also become the national provider for training of trainers, which has been conducted without support from international experts.
- STCCI joined as a service provider for SCORE Training in 2015 and has quickly established itself as reliable partner, marketing and conducting SCORE Training in Central, Brong-Ahafo and Western regions of Ghana. Its links to the developing oil and gas sector have been crucial for the uptake of SCORE Training among the sector's suppliers.
- MDPI is marketing SCORE Training in all the regions with ten trained consultants. Its activities are giving visibility and publicity to and popularizing SCORE Training in Ghana. MDPI is being developed by the programme as a future SCORE national centre in Ghana.

OBJECTIVE 2: Service providers deliver effective SCORE Training and consulting to SMEs

- SCORE Ghana, in collaboration with its partners STSG, the Association of Ghanaian Industries, STCCI and MDPI, trained 124 SMEs on Module 1 during Phase II, with 30% taking additional modules. The project has overachieved in relation to training targets, although most companies only take Module 1. Five enterprises have been trained in all five modules.
- Enterprises are paying 20% of costs in Module 1 and 50% of the cost of Modules 2–5. The Project is negotiating MoUs with Newmont Gold, HFC Bank and the State Insurance Company. MoUs for funding support have already been signed with Ecobank and SDF, a Ghanaian institution that provides skills and vocational training. The MoU with SDF is being implemented on a full cost recovery basis, with SDF providing 100% of the cost of training.

OBJECTIVE 3: Increased awareness of responsible workplace practices at the local, national and global level

- The programme has trained 125 constituents, including government officials and policy-makers from the Ministry of Labour, Department of Factory Inspectors, MDPI, Department of Cooperatives, Ministry of Trade and Industry, Ministry of Tourism, Ministry of Local Government, trade unions, Ghana Employers' Association, and Association of Ghanaian Industries. All these officials have helped increase the visibility of SCORE Training activities with the Government, while also generating interest from the private sector. These trainings have included policy and knowledge-sharing workshops, bringing social partners closer to the project and increasing awareness of SCORE values among policy-makers and SMEs in Ghana.
- SCORE Ghana developed a programme on ILO-supported SME development for Ghana television, based on the experiences of SCORE trainings. The programme has aired ten episodes so far and has received public requests to continue airing new episodes.
- SCORE Ghana and STCCI jointly hosted three annual conferences on safety in the workplace in Takoradi during 2015–17, called the Ghana Extractive Industry Safety Conference. The event was attended by the Minister of Employment and Labour Relations, as well as regional and metropolitan authorities.

Gender equality and non-discrimination

- SCORE Ghana has trained all its trainers and implementing partners on gender issues, supported by sex-disaggregated data collection and analysis. A specific gender training module has also been developed, and is used in trainings with SMEs.
- Overall, 39% of the trainers trained in Ghana are women, and 14% of certified trainers are women. Of the SME staff trained in SCORE trainings, 25% are women.

Lessons learned

- It takes a long time to engage lead buyers in SCORE Training, so the development of guidelines and training at SCORE global level on how to approach lead buyers is a helpful initiative that will benefit SCORE Ghana.
- Investing in the development of expert trainers has improved the quality of training of trainers. This approach will be applied in the Kumasi cluster, which is not yet included in SCORE Training in Ghana.
- Few companies are part of global supply chains, and those that are mainly export raw materials or agriculture

products. SMEs are not widely present in either of these sectors. However, there is some potential to obtain private sector funding through corporate sponsorships, and banks are seen as a promising option to be explored in Phase III.

- Gaining access to government funds will help to achieve SCORE Training sustainability. The new business-oriented Government of Ghana has promised that support for SCORE Training will be incorporated into the budget of the Ministry of Employment and Labour Relations, the ministry that the ILO is working with directly. It is hoped that this will make it easier to access the allocated funds.

Looking ahead to Phase III

- Training providers will be further supported to raise funds and market SCORE Training to SMEs directly, but also to SME support institutions, such as SDF and lead buyers. The proposed strategy is to assist these partners to develop business plans and further increase cost recovery through

SME fees, which might include reducing the cost of the training. Lower-cost activities such as factory exchange visits will be incorporated into the training. At the same time, the programme will support partners to build on contacts made with corporate banks during Phase II.

- As part of a public-private partnership financially supported by the Government through Ghana Tourism Development Board funds, the programme will also expand into a new sector in Phase III: hotels and tourism. The Ghana Hotels Association will work with the programme to adapt the SCORE Training materials to suit the hotel and tourism sector and train trainers from the association's Hotel, Tourism and Catering School.

CASE STUDY 10.

Dannex Ltd uses SCORE Training to improve quality for international markets

Despite enjoying substantial success already, Dannex Ltd found that SCORE Training gave it an important push to become a leader in pharmaceutical drugs and beauty products. At the beginning of SCORE Training, Dannex had a clear mission in mind: to become an internationally recognized and leading brand in the delivery of health needs products.

Dannex knew they needed solid quality control systems that would allow them to meet new rigorous standards. Starting first with Module 1 on workplace cooperation, Dannex created an 11-member enterprise improvement team, instituted daily team meetings and installed notice boards to improve communication amongst workers and managers.

After this successful start, Dannex moved on to Module 2 on quality management. Production line workers were

trained and offered suggestions to improve workflow during the daily team meetings. Some were complex, others simpler – one employee suggested using car tyres to cushion materials when unloading trucks, which minimized damage and quality issues. These and other improvements undertaken after the SCORE Training led to annual savings of US\$36,000 and greatly improved the chances of achieving international certification standards.



Dannex employee with display of company products

4.9 SCORE in South Africa

South Africa was the first SCORE country to focus on the service sector (hotels and tourism) and the country has maintained this focus throughout both Phase I and Phase II. Alongside the National Department of Tourism, South African National Parks (SANParks) was identified as a key partner due to its important role in the management and employment of workers in South Africa's national parks. However, this engagement encountered several challenges that ultimately led to SCORE South Africa changing its focus during Phase II, with the aim of developing new partnerships at the provincial level.

Due to the nature of the hotels and tourism sector in South Africa, SCORE has worked mostly with small enterprises (from 15 to 50 workers) and focused its outreach in rural and wildlife areas. In Phase II, strengthened partnerships at the provincial level resulted in SCORE Training being introduced into new clusters, including some urbanized areas. The adaptation and roll-out of Module 1 (workplace cooperation) was completed during Phase I, with the remaining SCORE modules adapted during Phase II.

Project profile

Start date: August 2009

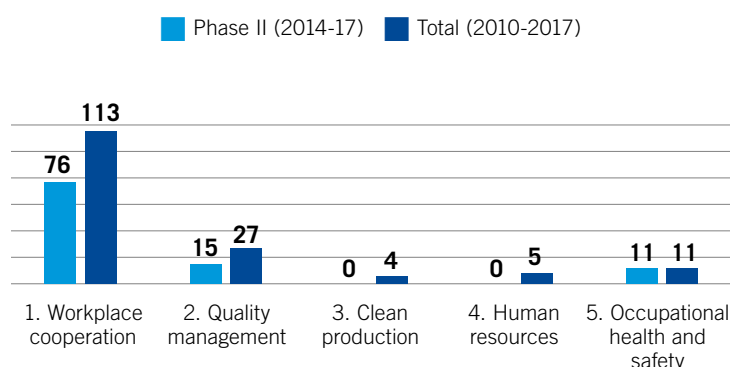
NTAC members: Tourism organizations

Sectors: Tourism

Geographical coverage: Eastern Cape, KwaZulu-Natal and Free State provinces

Implementation partners: South African National Parks (SANParks), Kruger National Park, Ezemvelo KZN Wildlife, Eastern Cape Development Corporation (ECDC), Eastern Cape Parks and Tourism Agency, KwaZulu-Natal Department of Economic Development, Tourism and Environmental Affairs, Free State Department of Economic, Small Business Development, Tourism and Environmental Affairs

SMEs trained per SCORE module in South Africa



Phase II training activities

Number of SMEs trained: 76

- 25% female-owned enterprises
- 30% took more than 1 module

Staff trained in the classroom: 420

- 75% workers / 25% managers
- 64% women / 36% men
- **Number of trainers trained: 31**
- 1 certified trainer (0% female)

“Some of the changes are quite big, especially the new policies regarding family responsibility and sick leave. We know that they will make the business a better place to work and easier to manage in the long run.”

Nikiwe Sithole, Cooperative Member, Langalibalele Laundry (KwaZulu-Natal, South Africa)

The satisfaction rate with SCORE Training in South Africa is 78%

Progress towards objectives

OBJECTIVE 1: Industry associations and training institutions market, sell and organize SCORE Training for SMEs on a cost-recovering basis

- Through a partnership with SANParks at the beginning of Phase II, Module 1 was rolled out at 17 camps in both Nxanatseni and Marula regions of the Kruger National Park. SANParks further developed plans for a learning academy and expressed interest in offering SCORE Training within this during Phase II. However, as a result of inconsistent engagement, these plans did not come to fruition during the programme period.
- Through work with Kruger National Park, three resort and camp managers were trained as SCORE trainers to deliver training in their own and nearby lodges. This helped to overcome the challenge of reaching hotels and lodges that are dispersed over wide geographical areas and provided a valuable learning experience on how to incentivize SCORE trainers.
- With the assistance of the Free State Department of Economic, Small Business Development, Tourism and Environmental Affairs, SCORE South Africa launched a new pilot training cluster in December 2014 in Umhlathuze local municipality (an urbanized area attracting a mix of business and leisure tourists). A Responsible Tourism Challenge was launched in June 2015, creating an opportunity for SCORE-trained enterprises to share the results they had achieved with a wider business audience. Subsequently, a further 15 enterprises were trained on Module 1 on workplace cooperation, of which six enterprises further completed Modules 2 and 3.
- Over the course of Phase II, SCORE South Africa developed or strengthened four partnerships with provincial or park-level institutions: Ezemvelo KZN Wildlife, an entity of the KwaZulu-Natal Department of Economic Development, Tourism and Environmental Affairs; Eastern Cape Development Corporation (ECDC), an entity of the Eastern Cape Department of Economic Development, Environmental Affairs and Tourism; KwaZulu-Natal Department of Economic Development, Tourism and Environmental Affairs; and Free State Department of Economic, Small Business Development, Tourism and Environmental Affairs.
- Two provincial and park partners provided financial support for training during Phase II: KwaZulu-Natal Department of Economic Development, Tourism and

Environmental Affairs contributed US\$38,700 towards SCORE Training in three clusters, and ECDC committed US\$23,200 of its own funds to cover the cost of a training for private business development service providers and eight ECDC business advisers from various regions.

OBJECTIVE 2: Service providers deliver effective SCORE Training and consulting to SMEs

- During Phase II, a total of 22 new trainers were trained from eight partner organizations in tourism and several units of the provinces and parks, bringing the total over both phases to 31. A further seven trainers were trained from private business development service providers and one trainer from the Federated Hospitality Association of South Africa.
- Four SCORE modules gained accreditation with the South African Board for People Practices at the South African Qualifications Authority (NQF 5 certificate). This accreditation makes it possible for enterprises to request funds to cover the costs of the training from the National Training Fund. It also makes it easier for government stakeholders and other actors (such as Productivity SA and SANParks) to integrate the training into their service offering.
- In September 2016, SCORE trainers developed terms of reference for a future SCORE trainers' association. Discussions are currently under way relating to the future roles and responsibilities of the association in relation to SCORE Training. Introductory visits and technical assistance in developing marketing material for the association are also being completed.
- SCORE Module 5 was adapted in 2017 and piloted in three clusters: East London, Ukhahlamba and Chris Hani. The module is now ready for future use in the country.

OBJECTIVE 3: Increased awareness of responsible workplace practices at the local, national and global level

- Two provincial governments have embedded SCORE as part of their non-financial support offering to enterprises: ECDC, a development finance institution in the Eastern Cape, and KwaZulu-Natal Department of Economic Development, Tourism and Environmental Affairs.
- A collaboration with the Responsible Tourism Standards Unit of the National Department of Tourism resulted in an agreement to align SCORE Training content with the Responsible Tourism Standards. Module 1 was subsequently adapted and published with a new title: "Workplace cooperation, community engagement and responsible tourism: A foundation for business success".

- Under a partnership with the National Department of Tourism, SCORE South Africa became a leading contributor in the development of the department's Operational Guidelines for Community-Based Tourism, which are currently being piloted by the department in the field.

Gender equality and non-discrimination

- During Phase II, SCORE South Africa reviewed all training modules to mainstream gender content. The number of female staff trained in SMEs in Phase II is 64%, reflecting the presence of women in the tourism sector.



SCORE Training sustainability post-October 2017

- Although the SCORE programme in South Africa will formally conclude at the end of October 2017, the ILO will continue to be present in the sector and will seek to ensure the sustainability of the training based on the experience, knowledge and partnerships developed during the project implementation period. The future sustainability plan leaves the potential for ILO Pretoria to engage with existing or new national and provincial partners in the sector in response to specific demands.
- The SCORE Trainer Association, currently led by Rest Kanju (Master Trainer), will continue to market, sell and organize SCORE Training post-October 2017. It is committed already to complete work in Eastern Cape province based upon a commitment to train 30 enterprises by the end of 2017. It has also drafted a partnership agreement between Ugu South Coast Tourism and the ILO to roll out SCORE Training in five clusters in Ugu district of the south of KwaZulu-Natal province. Ugu South Coast Tourism has budgeted to cover all training costs for a cluster of trainings. The ILO will continue to monitor the transition and hand over to the SCORE Trainer Association until the end of March 2018.

Lessons learned

- For SCORE Training to be relevant and increase its impact in the tourism sector of South Africa, a focus on small and micro businesses is necessary. Such enterprises dominate the sector and provide the most employment opportunities in rural and low-income areas.
- The response of provincial partners demonstrated the value of SCORE Training in the South African context. While the initial investment in engaging a geographical spread of partners is high, their budget flexibility and decision-making processes made reaching agreements and building relationships easier over the long term.
- Training of trainers already employed within partner organizations and lodges can be an efficient approach, especially given the challenges and cost of bringing in external trainers. However, it is important to put in place incentives and recognition mechanisms, and to ensure the commitment of the employer for this model to work.

CASE STUDY 11.

Worker suggestions generate profit and prizes at Seagull Lodge

In 2017, a SCORE Training was held in Seagull Lodge in the Umhlatuze cluster of Richards Bay. At the first enterprise improvement team meeting after the classroom training, the team agreed to introduce a suggestion scheme for all the workers. The topic chosen for the first call for suggestions was how to make the lodge more marketable, particularly to locals. According to Amanda Palm, the owner, Seagull Lodge had always struggled to attract this group of clients. As workers have no formal training in this area, it is not something they had been asked before.

The first round resulted in 13 suggestions submitted by the workers. Londiwe, who has been employed for three years cleaning rooms, suggested that the lodge design pamphlets and give them to workers to distribute. Another member of staff, Pamela, suggested a Valentine's weekend special offer with guests bringing the pamphlets to enter a draw to win a Valentine's hamper. The two ideas were combined and the leaflets with the special offer were distributed. As a result, seven locals booked the weekend special, generating revenue of 10,500 South African rand (US\$780, after costs).

As a reward for the idea, Londiwe and Pamela won something they had never dreamed of: a chance to stay overnight with their partners as a guest at the hotel, and be served just like any other guest. After this, Londiwe said: "I now clean the rooms with absolute attention and care and with an understanding that I could be the one using the room." Pamela reports that her partner was very impressed with her workplace and began to understand and appreciate the work she does. Pamela also felt a new appreciation for her workplace and her bosses: "I felt very important, as I understood that my opinions have value."



Seagull Lodge: Staff meeting and suggestion box

5. Key challenges and lessons learned



Some important lessons from SCORE Phase II were captured in project midterm and final evaluation reports, and these have informed Phase III planning. The key lessons identified are listed below.

SCORE Training is relevant to the needs of SMEs as well as some larger firms

SCORE targets SMEs with 50 to 250 employees, a size where most firms start to create a middle management layer and have the capacity to absorb training content into their operations. Experience in several countries has shown, however, that SCORE Training can also be effective in some larger companies, particularly in tourism, manufacturing and textile/garment sectors. The relevance of training depends partly on firm size, but also on the existence of modern management practices. Given the wide spectrum of management practices used across firms, some larger firms continue to face management deficits in areas that can be effectively addressed through SCORE modules. Reaching out to these larger firms opens a new pool of potential beneficiaries, especially in labour-intensive sectors where few SMEs are present.

A mixed worker–management approach is a powerful tool for workplace cooperation

Involving both workers and managers in SCORE Training and improvement teams is still a rather unique approach that is rarely applied in other training courses, which tend to target managers and owners only or at best provide separate trainings for workers and managers. Feedback from workers confirms that mixed participation has had a strong impact on improving relationships and communication with management, and managers have regularly indicated that tapping into workers' ideas brings new innovations to the organization of production that would otherwise never have been discovered. The mixed worker–management approach is applicable across cultures and sectors, and could be adapted in other SME support programmes and possibly also in larger enterprises.

Flexible combinations of modules can adapt training to local demand

Allowing flexibility in the structure and combination of different modules can help to adapt training to local demand and enable SCORE Training to be more easily embedded into national or government institutions, by filling gaps in existing service delivery to SMEs. This contributes to SCORE's cost recovery and sustainability goals, as SMEs are more willing to pay fees for a training that clearly meets their operational needs, and attracting new partners can open up alternative funding sources. A certain level of consistency, such as the mandatory completion of Module 1 on workplace cooperation, must be retained to ensure that SCORE is recognizable and continues to meet its overall objectives. Other module elements are being adapted and recombined through pilots with intensive short courses that cover all five modules and bundles of modules that respond to the specific needs of SME clusters or the thematic interests of new funders.

Targeted efforts are needed to build the ownership of partners

Despite a strong push to build the ownership of partners, SCORE staff are still often involved in the direct implementation of training, which is not sustainable. Deliberate efforts have been made to build the capacity of partners to deliver training independently from the ILO, while maintaining quality control and a consistent SCORE brand. To this end, SCORE has developed a global course for trainers and partners on how to promote SCORE Training more effectively to SMEs and potential funders. Significant investments have also been made to develop marketing materials adapted to each country, including brochures, success case study videos, and social media presence. In 2015, SCORE made the decision to decentralize the certification of trainers to country teams. This has sped up the certification process, while maintaining final approval of trainers at the global level. A balance between partners taking ownership and maintaining a degree of global quality control is considered essential for as long as SCORE is implemented under the flag of the ILO.

Working in supply chains creates better opportunities for sustainability

In some countries and sectors, the investment and effort needed to reach out vertically to lower-tier suppliers through lead buyers can be more effective than trying to expand horizontally through industry associations. There is a clear interest of lead buyers, both large domestic firms and multinationals, to upgrade quality and compliance in their supply chains. As well as facilitating outreach to large numbers of relevant SMEs, lead buyers can also contribute funding to cover the training costs for their suppliers. So far, SCORE has been developing a lead buyer approach by partnering with buyer consortiums in China, Colombia and India. Guidance materials are being developed to enable all countries to adopt this approach and start more pilots in Phase III.

Challenges are faced in collecting comparable outcome data for SMEs

While SCORE's M&E system has been able to collect systematic data on training activities and outputs (for example, number of factories trained and modules completed), the collection of reliable and useful data on outcomes (such as changes in management practices and productivity) has been more difficult. SMEs undertake different combinations of SCORE modules and implement improvement projects that are specific to their most pressing operational needs. This makes productivity indicators difficult to compare and aggregate across participating firms. Additionally, the quality of data measurement varies greatly across firms, and certain indicators – such as cost savings – are complex and difficult to estimate. Given these challenges, SCORE is reviewing its M&E system for Phase III to develop a catalogue of outcome indicators that can be selected by SMEs and trainers according to the specific needs of each firm.

Programmes that do not lend themselves to randomized control trials can still be evaluated

SCORE uses a theory-based, case study approach to validate the cause–effect relationship at each stage of its theory of change. This approach was chosen after two feasibility studies found that experimental evaluations, such as randomized control trials, would not be practical or cost-effective in SCORE due to challenges in sample size and demand-driven selection of modules. A series of three independent impact assessments were carried out in Ghana, India and Viet Nam in 2016 and found evidence that SCORE has produced measurable results at each stage of its theory of change. The cause–effect relationship was validated by reviewing module participation and the improvement plans of individual firms, and comparing before and after data on productivity and working conditions. This approach has built the evidence base for SCORE methodology, though the final impact on job creation remains elusive and cannot be attributed to SCORE directly due to the many other confounding factors that impact firm employment at the same time.

Specific sector experiences can be used to kick-start initiatives in other countries

After eight years of implementation, SCORE has built experience in multiple sectors, ranging from industry to services. Knowledge sharing of sector experiences is being used to fast-track the replication of SCORE Training in new countries and sectors: SCORE experiences in Colombia have supported SCORE development in regional peers Bolivia and Peru, tourism sector experiences in South Africa have been used for an offspring project in Kenya, and SCORE Indonesia is learning from the tourism sector experience in South Africa. The emerging practice of sharing and exchanging lessons, approaches, tools and instruments on SCORE's internal website and directly between countries offers a promising path to expand outreach and foster shared learning.

6. Looking ahead to Phase III



In close consultation with national and global partners, building on the findings of the evaluations, the impact assessments and the indicators reflecting country-level progress, Phase III of SCORE was developed. This third phase will commence in November 2017 with a particular focus on improving SME participation in national and global supply chains through improvements in productivity and working conditions. The focus on sustainability is strengthened even more. The aim is to sustainably embed SCORE into national training programmes and budgets and to collaborate with national and global lead buyers to promote SCORE along the supply chain.

The overall development objective was formulated as follows:

“SMEs in national and global supply chains have improved productivity and working conditions and provide decent work.”

SMEs are expected to improve their internal management practices, impacting firms’ performance and working conditions. This will put them in a better position to benefit from market opportunities and create more and better jobs for workers.

Phase III will consolidate advances made in SCORE Phases I and II. It will also involve developing clear and sustainable exit paths for the programme, by capacitating partners and putting in place systems that enable them to take independent responsibility for SCORE Training delivery, monitoring and quality control in existing countries. The following elements will be key to achieve this goal:

- capacitating partners to take full responsibility for SCORE Training management and charging fees;
- providing partners with the skills and support needed to successfully access public financial support;
- responding flexibly to markets and partner demands by embedding key elements of SCORE Training into existing public SME support programmes;
- consolidating national trainer certification systems;
- research, training and dialogue with policy-makers, constituents and lead buyers on national and sectoral policies and interventions that work.

The focus of Phase III responds to the findings of the Phase II midterm evaluation, which recommended expanding the collaborations with lead buyers and trade associations as an important factor for sustainability and training outreach. It is also in line with the recommendation of the International Labour Conference 2017 on Decent Work in Global Supply Chains, which requested the ILO to “scale up development cooperation programmes such as SCORE to address decent work challenges in global supply chains”



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