



International  
Labour  
Organization



## ► SCORE Annual Update 2023-24

Sustaining Competitive and Responsible  
Enterprises Training



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# ► SCORE Annual Update 2023-24

Sustaining Competitive and Responsible  
Enterprises Training

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## ► Updates at the Global Level

### Message from the Global SCORE Team

Since 2009, the SCORE Programme has been implemented in over 30 countries across Asia, Africa, Europe, Latin America, the Middle East, Eastern Europe and Central Asia. As of August 2024, nearly 1 million workers and managers in more than 5,600 enterprises have benefited from SCORE Training, thanks to the efforts of more than 1,700 SCORE Trainers.

Following the publication of the first [SCORE Annual Update](#) in 2023, the Global SCORE Team is presenting the second Annual Update to showcase the achievements and success stories of SCORE Training and activities worldwide between July 2023 to June 2024. This document is only able to capture a fraction of the impressive work undertaken by SCORE Trainers globally in the past year. If you wish to receive the updates about the SCORE Programme and the ILO's overall work on Productivity and Decent Work, please [subscribe to the ILO Productivity and Decent Work Newsletters](#).

### Receive updates and get in touch with us!

Make sure your e-mail address on the SCORE M&E Database is up to date to receive updates for the Global SCORE Trainer Network.

You can contact the ILO Global SCORE Team at [scoreglobal@ilo.org](mailto:scoreglobal@ilo.org).

### SCORE Trainer Network Webinar – Turning challenges into opportunities



Although SCORE Trainers work in a wide range of countries and sectors, many of them encounter similar challenges and opportunities. Recognizing that SCORE Trainers can benefit greatly from each other's experience, a webinar on "Turning Challenges into Opportunities: Strategies for addressing common issues in SCORE Training implementation" was held on 13 December 2023. The objectives of the webinar are to: (i) collectively identify challenges and constraints faced; and (ii) discuss practical examples and solutions derived from diverse experiences from SCORE Trainers.

Prior to the webinar, inputs were collected from the SCORE Trainer Network and three SCORE Trainers were selected to share their experiences during the webinar as panellists, namely William Kagya-Agyemang (SCORE Trainer from Ghana), Hesham Bayoumi (SCORE Expert Trainer from Egypt) and Phyo Zar Zar Maung (SCORE Trainer from Myanmar). Over 55 participants connected to learn about key insights and practical tips to help address common problems, while also exchange experiences from their countries. The key takeaways from the webinar are summarised as follows:

#### Common challenges in SCORE Training implementation and solutions

##### Common challenges experienced:

- difficulties in marketing SCORE to medium and larger enterprises, especially the more advanced ones
- seasonality may create challenges in terms of timing of SCORE Training
- SMEs and their workers do not always understand the benefits of SCORE Training

##### Solutions and insights shared:

- raise awareness of SCORE's benefits by promoting results through social media and other channels
- secure commitment through organizing briefings with SME owners and management in the beginning
- seize quick wins through simple steps and encourage an open mindset for improvement

- SMEs are not always able to cover the cost of SCORE Training due to financial constraints
- it is not easy to find brands and lead buyers willing to fund SCORE Training for their suppliers
- enterprises may not be able to allocate time for training (sometimes due little support from management), leading to insufficient and irregular participation
- convince SMEs to participate in SCORE Training by highlighting the comparative advantage of SCORE and results from other enterprises countries
- collaborate with top management to set yearly targets and long-term goals
- focus on changing work culture to create significant and long-lasting impact

## SCORE4Climate Training Materials Available in Five Languages

The training materials of the SCORE4Climate module can now be downloaded from the SCORE M&E platform. In addition to the original **English** version, it has been translated into four other languages – **Arabic, Dutch, Russian and Spanish**.

Launched in 2023, the SCORE4Climate module replaces the former module on Resource Efficiency and Cleaner Production (RECP). In an effort to strengthen the capacity of SCORE Trainers to promote environmental sustainability among SMEs, a [specialized Training of Trainers \(ToT\) workshop on the SCORE4Climate module](#) was organized from 20<sup>th</sup> to 24<sup>th</sup> November 2023. Led by Elisabeth Natalia, International SCORE Expert Trainer from Indonesia, and Shafqat Ullah, Director of the Cleaner Production Institute in Pakistan, this online training introduced key concepts and showcased practical tools and innovative solutions aimed at enhancing resource efficiency, cleaner production and circularity.



Participating in the SCORE4Climate ToT has been a transformative journey. Its comprehensive curriculum coupled with hands-on learning has helped me gain in-depth knowledge on resource efficiency and circular practices within enterprises.

► **Phyo Zar Zar Maung**, SCORE Trainer, Myanmar

From over 170 applications, 59 SCORE Trainers representing 21 countries were chosen to attend this intensive four-day workshop. Throughout the four days of training, participants had the opportunity to engage with experts and other Trainers, which enhanced their understanding of key concepts and exposure to new insights and innovative solutions. To consolidate their learning, participants are required to complete a quiz at the end of each session, as well as submit an assignment at the end of the workshop. Furthermore, participants were invited to join a tailored follow-up session that provided a deeper exploration of specific topics covered and addressed difficulties encountered during the workshop.

In response to the growing demand from the Global SCORE Trainer Network, the ILO Global SCORE Team organized a [second SCORE4Climate ToT](#) from 29<sup>th</sup> April to 3<sup>rd</sup> May 2024, which was attended by nearly 70 SCORE Trainers (47 per cent female) from 22 countries. The continued success of the second ToT is reflected in a 96 per cent satisfaction rate among participants, with over 91 per cent indicating the usefulness of practical examples and exercises in applying the learned concepts.

To maintain momentum, the SCORE Programme established a SCORE4Climate community of practice (CoP) in response to trainers' requests. This CoP comprises SCORE Trainers who have implemented or are planning to roll out this module. It provides a platform for exchanging experiences and best practices to support SMEs on their path towards a circular and net-zero economy.



Thanks to the experienced experts at the SCORE4Climate workshop, I had the unique opportunity to master tools to assist SMEs in identifying straightforward solutions that are easily applicable in utilizing renewable energy sources, establishing long-term environmental goals, adopting cleaner production methods, and embracing circular practices.

► **Jolita Kacani**, SCORE Trainer, Albania

## Webinar on Greening SMEs towards a Just Transition from Policies to Practice



On 11 April 2024, the Green Growth Knowledge Partnership (GGKP) and the Donor Committee for Enterprise Development (DCED), with support from the ILO jointly hosted the webinar on [Greening SMEs towards a Just Transition from Policies to Practice](#).

This webinar looked at good practices and lessons learned regarding the implementation of policies and support services that promote environmental sustainability and decent work among SMEs. Given that SMEs employ the majority of the global workforce, they play a critical role in limiting job losses and optimizing employment gains in the transition to a green and circular economy.

Featuring examples from SMEs in Indonesia, Kenya, Kyrgyzstan and Mauritius, the webinar explored tried and tested approaches for:

- building the business case for circularity among SMEs;
- navigating insurance for strengthening SMEs' climate resilience;
- enhancing environmental sustainability in global supply chains; and
- enabling a just transition for SMEs through policies.

Three SCORE Trainers presented their experience from the implementation of the SCORE4Climate module in Kyrgyzstan and Mauritius, namely Dev Appalswamy and Shalini Mathaven from the National Productivity and Competitiveness Council (NPCC) in Mauritius, as well as Alimov Kubanych from JIA Business Association in Kyrgyzstan. The webinar also featured the presentation by SCORE Expert Trainer, Jeff Kristianto from Business & Export Development Organization (BEDO) in Indonesia, who discussed the challenges and opportunities of sustainability standards for exporters, particularly MSMEs.

## ► Highlights and Success Stories

### Africa

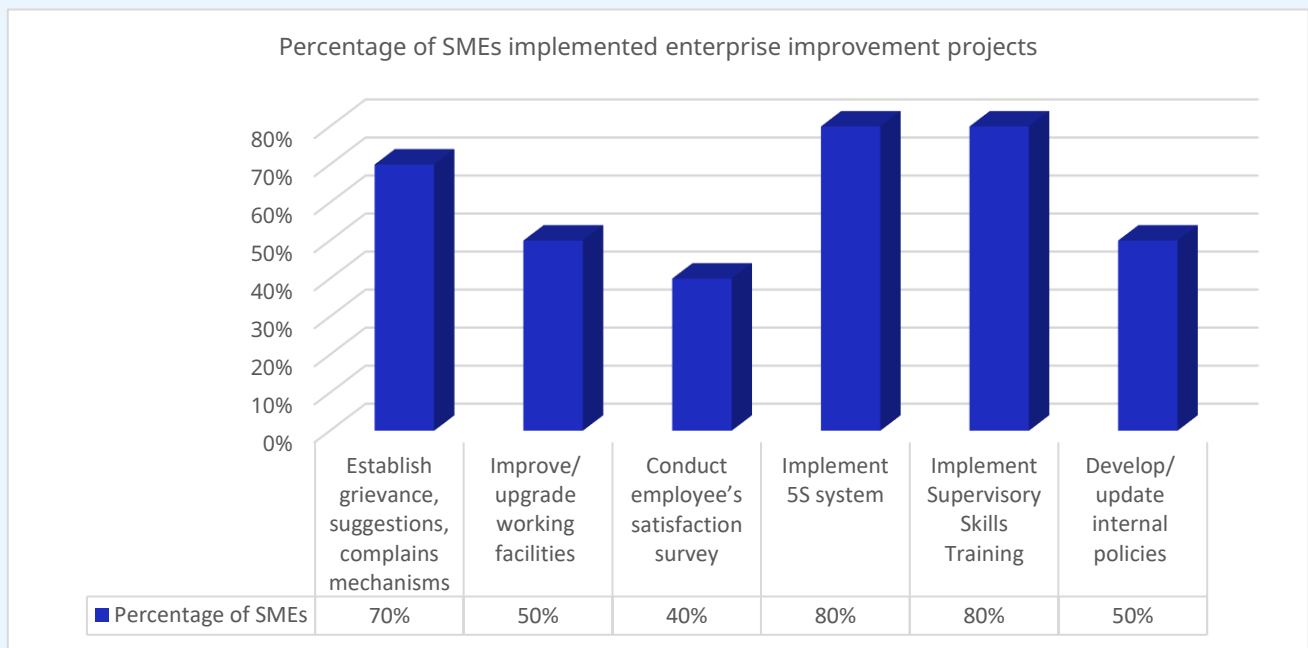
#### Egypt

##### Working conditions, gender equality and compliance improved among Egyptian SMEs

Under a USAID-funded Women’s Economic and Social Empowerment Program (WESEP), the Workplace Cooperation module was implemented in 10 enterprises in various sectors, including horticulture, textile and apparel sector.

Due to the recent changes in national laws and policies in Egypt, many manufacturing enterprises face challenges to adapt their internal policies to comply with the new requirements pertaining to compensation and benefits, such as increase in minimum wages. In addition, growing inflation also posed additional challenges to enterprises. In this context, SCORE Training has made notable contributions to enhancing the provision of compensation and benefits within participating enterprises in line with the updated national laws and policies.

The enterprise improvement projects undertaken by participating enterprises are shown in the following graph:



Some of the key achievements among participating enterprises include:

- updated remuneration policy, recruitment practices and disciplinary policies in alignment with Egyptian labour law
- developed comprehensive employment contracts that clearly outline employees’ job duties
- created an employee handbook detailing company policies and job descriptions
- reviewed policies related to employee promotions, retentions, and performance management
- improved compliance with the National Wages Council’s ongoing updates by adjusting minimum wages
- implemented an incentive scheme to motivate workers, including both monetary and non-monetary benefits (e.g., recognizing top performers and launching an “Employee of the Month” programme)

► Provision of hearing protection equipment for all workers



Furthermore, dedicated efforts were made to improve gender equality through the following measures:

- assigned women employees to handle complaints from female employees
- conducted awareness raising sessions on open-door policies, complaint boxes and anonymous grievance mechanisms that address gender issues
- promoted equal pay for equal work and ensured fair treatment of women at the workplace

► Awareness-raising session on grievance mechanism (left); Supervisory skills training (right)



## Ethiopia

### SCORE Training driven by local implementation partners in various sectors

A part of the [One-ILO SIRAYE Programme](#), government-associated implementation partners and private SME training service providers are implementing SCORE Training, primarily in the textile and garment sector. In 2023, 6,552 workers and managers from 168 SMEs participated in SCORE Training (with an emphasis on women's leadership development). The following case study zooms into the experience of a garment factory, to illustrate the achievements of SCORE Programme in Ethiopia.

#### ***Strategic reorganization to optimize functionality and enhance productivity***

Prior to the reorganization, the workspace suffered from disorganized layout, hindering movement and functionality, ultimately impeding productivity. After establishing proper inventory management practices, the time taken to inspect products was significantly (7 minutes instead of 12). As a result, 40 minutes is saved per day, leading to cost savings of ETB 24 per day or ETB 7,488 annually. Additionally, racks and shelves were installed, serving as a better storage solution.

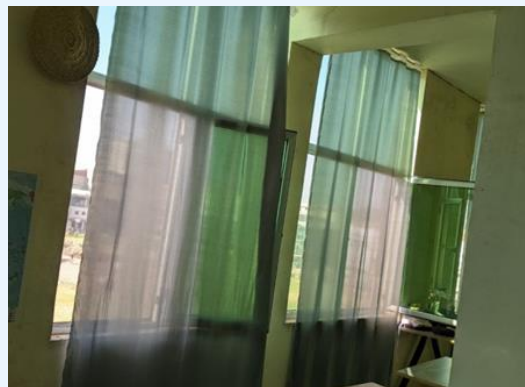
► **Transition from random floor storage to proper organization on shelves led to reduced material spoilage**



***Installation of curtain to enhance working environment***

A new curtain installed in the factory help regulate the temperature within the factory by blocking direct sunlight. It alleviates the discomfort caused by excessive heat, allowing operators to focus better on their tasks. This in turn leads to increased productivity, greater job satisfaction and motivation among employees.

► **New curtain installed to better regulate temperature and improve ventilation**



Beyond the One-ILO SIRAYE Programme, SCORE Training has been implemented in various sectors, thanks to the efforts of a number of implementation partners in actively promoting SCORE Training:

**1. Kaizen Excellence Centre**

As one of the ILO's implementation partners on SCORE, Kaizen Excellence Centre (KEC) seeks to ensure the competitiveness capability of manufacturing and service industries through implementing research-driven and tailor-made Kaizen training and consultancy.

Below are some examples of enterprise improvement projects implemented by enterprises in the food processing sector that benefited from KEC's support in delivering the Workplace Cooperation and OSH module:

- employee suggestion box was installed
- daily meeting for sharing information was established
- organized workplace was created, and notably, a company generated an additional revenue of 1.78 million Ethiopian birr by selling unnecessary items
- OSH policy, hazard identification and risk assessment were developed and implemented, resulting reduction in sick leaves caused by accidents

► Improved safety after training on OSH module: before (left); after (right)



**2. African Operational Excellence Consultancy Service**

Established by SCORE Trainers and enterprise consultants in 2023, African Operational Excellence Consultancy is non-profit and non-governmental organization, registered at Ethiopian Civil society organization. It aims to promote SCORE tools as management practices, thereby creating a proactive problem solving and preventive quality management culture among businesses. Between December 2023 and July 2024, 175 worker and managers from five SMEs have benefited from their services.

► Active participation during Training of Enterprises



► Prior to the SCORE training, we did not make the effort to analyze root causes of problems on the sewing line. We also did not involve our employees in finding solutions. The SCORE training has been transformative for me and my team. It has shown me the importance of tapping into the knowledge and experience of our workers on the ground. Now, we actively engage our employees in the problem-solving process.

► Mrs. Tigist, line supervisor of a footwear company

## Ghana

### The third phase of SCORE Programme completed for 272 SMEs funded by the German Government

With the support from the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH, on behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ), the [third phase of the SCORE Programme](#) has been successfully implemented by the Management Development and Productivity Institute (MDPI) under the Special Initiative “Decent Work for a Just Transition”. In view of the positive results and building on the achievements in phase I and II, the Programme was expanded in phase III to Ahafo, Bono, Bono East, Savannah and Northern regions.

Over a period of six months, a total of 272 SMEs in the manufacturing and hospitality sectors benefited from SCORE Training. Given the Programme’s focus on resource efficiency and cleaner production, priority was given to enterprises in waste management and recycling, women-led or owned businesses, as well as others adapting green and eco-friendly business practices. Additionally, 18 SCORE Trainers (8 female and 10 male) were trained.

#### ► Provision of personal protective equipment at a cassava production business: before (left); after (right)



The third phase of the Programme concluded with a [certification ceremony](#) in Accra. Participants of the event include representatives from the ILO, the Ministry of Employment and Labour Relations, the Ministry of Trade and Industries, the Ghana Enterprises Agency (GEA), the Association of Ghana Industries (AGI), Trade Unions, SCORE Implementing Partners and selected enterprises.

#### ► Certification ceremony in Accra to mark the success of phase III of the SCORE Programme



Acknowledging the success of the SCORE Programme, Ms. Bernice Adjei, Director General of MDPI, highlighted that she is “looking forward to the impact the newly trained enterprises will have on the Ghanaian economy as they apply international standards and other good practices in their operations for growth and sustainability.” Furthermore, the

importance of promoting small continuous improvements through SCORE methodology was emphasized by Mr. John Duti, Team Leader from GIZ at the event.

Improving inventory management, optimizing water consumption, neatly organising the workplace, ensuring the consequent utilisation of protective equipment, listening to the feedback of customers and the concerns of co-workers – all these little things add up to big changes, and this is what SCORE seeks to achieve.

► Mr. John Duti, Team Leader, GIZ

## Lesotho

### Boosting competitiveness and combatting gender-based violence in the textile sector

Under the [Expanding Enterprise Participation in the Textile and Clothing Global Value Chain](#) Project, SCORE Training is being introduced to Lesotho, targeting the currently active firms, as well as potential new entrants in the garment sector. The project aims to strengthen competitiveness of enterprises participating in the global textile and clothing (T&C) value chain and expand business opportunities through increased access to markets, productivity and decent work. It is a collaboration between the ILO and International Trade Centre (ITC) and is a sub-component of the broader World Bank-funded [Competitiveness and Financial Inclusion \(CAFI\) programme](#) in Lesotho.

As a key component of the project, SCORE Training is designed and tailored to the specific needs of both foreign-owned factories and local Basotho companies. In addition to promoting productivity and competitiveness, a strong focus is being placed on promoting gender equality and addressing gender-based violence and harassment. A SCORE Training of Trainers (ToT) workshop is currently underway.

#### ► Opening of the SCORE ToT workshop by colleagues from the ILO and CAFI programme



A total 11 trainer candidates have been selected to participate in a 9-day SCORE ToT workshop scheduled in August. Led by two Expert Trainers, the ToT and first phase of Training of Enterprises (ToE) will focus on the Workplace Cooperation module. Additional modules will be selected and adapted for each T&C firm based on the findings during baseline assessments.

► 11 SCORE Trainer candidates actively participated in the SCORE TOT workshop



## Mauritius

### Promoting environmental sustainability and economic prosperity through SCORE4Climate

Building on the success of the [Operation COSHARE](#) project, [National Productivity and Competitiveness Council \(NPCC\)](#) continues to implement SCORE Training under the [“ECONO-Biz” project](#) in collaboration with the Ministry of Environment, Solid Waste Management and Climate Change and Human Resource Development Council (HRDC). Launched in March 2023, the project is designed to help SMEs to enhance productivity, reduce costs and wastage through resource efficiency, thereby allowing them to grow and excel in a green and circular economy. Leveraging the local SCORE Trainer network, the SCORE4Climate module was implemented at 10 SMEs.

A dissemination workshop was organized in November 2023 to showcase the achievements of the enterprises and raise awareness about green productivity. It was attended by high-level representatives including the Hon. Soomilduth Bholah (Minister of Industrial Development, SMEs and Cooperatives), Hon. Kavydass Ramano (Minister of Environment, Solid Waste Management and Climate Change) and Hon. Soodesh Callichurn (Minister of Labour, Human Resource Development and Training). The workshop served as an excellent opportunity to share the lessons learned from implementing green initiatives and to persuade other businesses to engage on a green productivity journey. The [publication of case studies](#) on the 10 participating enterprises was officially launched at the event.

► Dissemination workshop for presenting the enterprises’ achievements after SCORE4Climate Training



## South Africa

### Continuation of SCORE Training to strengthen the textile sector and local capacity

Building on prior SCORE interventions in the garment sector, SCORE Training is being implemented under the Promoting Decent Work through [Productivity and Workplace Cooperation interventions in South Africa's clothing manufacturing sector](#) project funded by the Government of Flanders. SCORE Training is implemented in collaboration with National Bargaining Council for the Clothing Manufacturing Industry (NBCCMI). Leveraging the existing pool of SCORE Trainers, five local trainers aim to deliver SCORE Training to at least 45 textile and clothing manufacturing firms.

In the initial six months, the project focussed on the institutionalization of the SCORE methodology within NBCCMI to ensure local ownership and to build their capacity. In preparation of the SCORE Training roll-out, a refresher Training of Trainers (ToT) was organized in January 2024, which strengthened the capacity of the five selected SCORE Trainers, with a focus on the Workplace Cooperation module.

#### ► Textile and Clothing Factories in South Africa targeted for SCORE Training



The first cycle of enterprises support with baseline visits, training of firms and implementation of continuous improvement projects started in February 2024. As of June 2024, baseline assessments have been completed in 17 firms, while classroom training and consulting visits are ongoing, and are expected to be completed by July/August 2024. The second cycle of enterprise support will commence in September 2024.

#### ► Training of Enterprises on Workplace Cooperation module



## Tunisia

### SCORE Training implemented in various sectors with the support from SECO, NORAD and GIZ

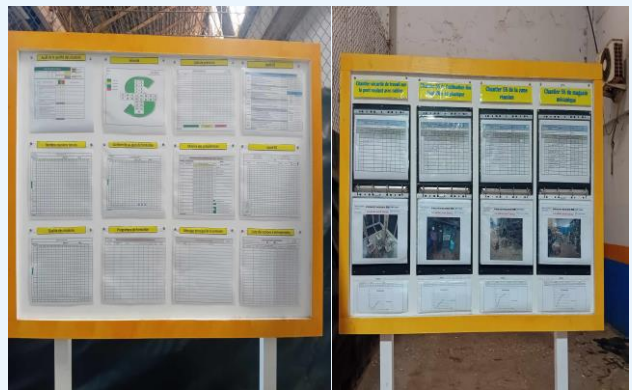
The fourth phase of the Global SCORE Programme funded by SECO and NORAD is scheduled to phase out in Tunisia at the end of 2024. To enhance the sustainability of SCORE, an Expert Trainer development process was initiated for 12 potential candidates.

In 2023, 17 implementation partners have incorporated SCORE Training into their SME support services, reaching 12,150 individuals (51% women) across 185 enterprises with a high satisfaction rate of 92% and 95% cost recovery. In addition, in collaboration with the Ministry of Industry, Mines and Energy and Ministry of Social Affairs, SCORE Training is also implemented through a project funded by GIZ from 2022 to 2024.

The photos below show the SCORE implementation in various sectors:

#### 1. Ship maintenance sector

► Daily worker-manager meeting (left); notice boards installed (right)




► Reduction of chemical risks by introducing standard plastic bottles suitable for storing chemicals



#### 2. Clothing sector

► Set up of in-process control system (left); Introduction of waste recycling (right)




**LATCO**  
Contrôle en cours par ligne de production

FOR-PRD  
Version : 1  
Émis le : 11/03/2023

ARTICLE: 11. Tunique étale      Date: 4/26/2024      CHAÎNE N°: Chaîne Abla Touri  
ORDRE DE COUPE N°: 624... a.1064      OPERATEUR: H. Nakhra

1) Vérifier les mesures      2) Comparer la qualité du produit avec la PPS valide      3) Vérifier vignette

HEURE	CONFORTÉ DE FAUT	EMPIÈCEMENT N°	COMMENTAIRE	SIGNATURE
13h - 14h	x	Poste: oulet Ts. / P. 2.8	Point d'arrêt man conforme	[Signature]
	x	Poste: oulet Ts. / P. 2.8	Suif pousse à la manipulation	[Signature]
	x	Post: Pouché P.S.	conforme R.S.	[Signature]
		Post: B. 6.5	Point d'arrêt	[Signature]



3. Manufacturing sector

► Installation of safety mirror (left); Proper storage and labelling led to reduced material losses (right)



## Asia

### Bangladesh

#### Improving in Workplace Cooperation and gender equality at a garment factory

In Bangladesh, the delivery of SCORE Training has been sustained by individual SCORE Trainers. The case study below shows the achievements of an apparel factory following SCORE Training funded by a lead buyer.

Established in 2013, the factory has over 1,000 employees and specialises in high-end products for brands like Calvin Klein, Wrangler, Levis, La Senza, Victoria’s Secret and Marks & Spencer. It is one of the biggest factories in the Karnaphuli Export Processing Zone, with around 2,200 machines and a manufacturing capacity of up to 300,000 pieces. Prior to SCORE Training, it encountered a number of difficulties, including unscheduled audits, compliance and regulatory issues, obstacles to teamwork and communication and lack of awareness about gender equality.

Some of the measures implemented to improve workplace cooperation and gender equality include:

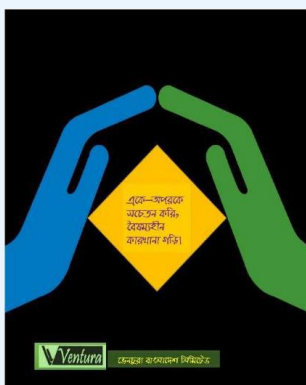
- increase awareness towards policies and practices to promote gender equality
- implement OSH control measures to address risk and hazards

► **Formation of gender-balanced Enterprise Improvement Team (left); Regular townhall meetings for all employees (right)**



- established a policy on “Reward and Recognition” serving as an accessible process for workers to share their ideas
- developed a policy on maternity benefits and women’s empowerment

► **Anti-sexual harassment communication materials displayed across the factory**



The implementation of improvement projects led to both tangible and intangible benefits, including direct cost-savings of BDT 19,500 and improved productivity, gender equality, employee morale, brand image, and workplace safety. Initially, the buy-in of SCORE by the enterprise management was a bit challenging. Having a constant flow of ideas shared by all employees not only promoted a sense of belonging and teamwork, but they also inspired the factory's management, who eventually endorsed the SCORE methodology.

## China

### A new SCORE MoU signed with the Ministry of Emergency Management

Since 2014, the Ministry of Emergency Management (MEM, formerly the State Administration of Safety and Health) and the ILO have been collaborating on SCORE, with a focus on improving the safety management capacity of participating enterprises. Following a decade-long collaboration, [a new SCORE programme](#) was launched in April 2024 in Beijing on the World Day of Safety and Health at Work to promote the prevention of occupational accidents and diseases and foster a culture of safety and health.

#### ► Launch of a new SCORE Programme on the World Day of Safety and Health at Work



At the event, a Memorandum of Understanding (MoU) was signed between the International Exchange and Cooperation Center of MEM and the ILO, recognizing them as a key SCORE implementation partner in China. Approximately 100 participants, including representatives of ILO constituents, relevant line ministries, enterprises, trade associations, insurance companies, academics, Swiss and Norwegian embassies, and international experts, attended the event.

In addition, another key implementation partner, [SCORE Academy](#), continues to promote SCORE Training and organize promotion meetings for various global brands in China throughout 2023 and 2024:

- In 2023, a total of 50 SCORE Training were implemented for 43 enterprises, benefiting more than 1,705 participants. 40 of the enterprises completed the training during which 33,554 improvement projects were implemented.
- Using the online training courses developed in 2022, 184 participants have completed the online training in 2023, including seven online seminars.
- Onsite training was provided by SCORE Academy for SMEs on various SCORE modules. In total, SCORE Trainers and consultants have provided on-site consulting for 2,920 participants with 171 factory visits.
- In order to meet the growing and diverse demand from global brands, SCORE Academy has jointly worked with the brands to develop SCORE+FIT within the Worker Voice Project, which was successfully piloted in their suppliers in China.
- To encourage knowledge sharing among the participating enterprises, SCORE Academy organized an experience sharing workshop with the participation of more than 70 EIT members from 16 SCORE enterprises. SCORE Academy

also worked with CICO on an onsite wrap up meeting focus on the achievement in implementing the SCORE Workplace Cooperation and OSH modules in 2023.

- In 2024, ongoing collaboration continues with enterprises in the transportation sector and suppliers of Global brands, particularly on delivering SCORE Training in the Workplace Cooperation, Quality Management and Human Resources Management models.
- SCORE Academy has scaled up with promotional efforts to enhance the visibility and influence of SCORE initiatives in China, including engaging in strategic cooperation consultations with social responsibility and green energy research institutions.

## India

### Promoting gender equality among garment and food processing MSMEs

Under the [Promoting Sustainable Enterprises in India \(PSEI\) project](#) funded by the Korea International Cooperation Agency (KOICA), SCORE Training was implemented in 17 MSMEs, specifically focusing on promoting gender inclusive practises among labour-intensive, women-dominated garment and food processing enterprises. Some of the measures adopted by enterprises to improve gender equality include upgrading wage payment structure to ensure equal pay and construction of separate toilets and changing rooms for female workers.

► **A worker from a garment factory championing the voice of female workers (left); worker-manager meeting (right)**



Following SCORE Training, participating enterprises demonstrated significant improvements, especially in terms of gender equality. Notably, a total of 633 jobs were created, of which women accounted for more than 60%. Around 89% of the net jobs generated are in the food processing sector, and more than 94% of workers were hired on a contractual basis. Furthermore, the proportion of female workers who are covered by the social security measures increased by 10%.

Some of the key results achieved by the 17 MSMEs include:

- 70% reported a reduction in absenteeism
- 44% experienced an increase in cost savings
- 37% reported a reduction in labour turnover
- 33% indicated a reduction in energy consumption and end-line defects

## Indonesia

### SCORE promotion and implementation driven by public and private partners

In Indonesia, a number of implementation partners in both the public and private sector have been actively promoting and implementing SCORE Training. Considerable efforts have been made to adapt SCORE Training modules based on the needs of target enterprises. For example, the SCORE Basics module has been adapted for micro and small businesses into “SCORE Plus”, “SCORE Like”, “SCORE Creative”, each with different additional topics such as finance, digitalization, marketing, etc.

The initiatives undertaken by various partners are highlighted below:

#### 1. Indonesian Business and Export Development Organization (BEDO)

- In collaboration with lead buyers, BEDO implemented SCORE Training for two of their suppliers, as well as 31 other companies in the garment and furniture sector.

#### 2. Education institution

- Politeknik APP Jakarta, a vocational school under the Ministry of Industry, incorporated the SCORE methodology and has been rolling out SCORE Programme annually. In 2023, with the support of 10 SCORE Trainers, they delivered the SCORE Basics module to 16 SMEs using their own community development budget amounting to USD 1,200.

#### ► Training of Enterprises (left); Presentation of results (right)



#### 3. Private consulting companies

- Semut Merah Indonesia (SMI) worked with the Jakarta Provincial Government to implement SCORE Training for 60 agriculture businesses.
- Karya Dua Perempuan (KDP), a training and coaching institution founded in 2012 by two female Trainers, has been a SCORE implementation partner since 2016. In 2023, they delivered SCORE Training to 22 cooperatives.

► Delivery of SCORE Training to support a cooperative that empowers women in poor areas



## Myanmar

### Innovative delivery and promotion of SCORE Training by individual SCORE Trainers

In Myanmar, the ILO Global SCORE Programme funded by Swiss State Secretariat for Economic Affairs (SECO) and Norwegian Agency for Development Cooperation (NORAD) concluded in 2023. Since then, individual SCORE Trainers have continued to proactively promote and deliver SCORE Training. Their success in marketing SCORE Training is evident in the fact that at least 19 enterprises fully covered the training cost. Further, a training and consulting company, [Shin Solutions](#), was established by SCORE Expert Trainers to promote the SCORE methodology.

To facilitate training delivery, SCORE Trainers employed action learning techniques, which were proven to be effective in engaging participants and encouraging them to apply their knowledge at the workplace.

► Action learning exercises during training



In an effort to promote SCORE Training, a free online SCORE Orientation Training was organized to introduce the benefits and methodologies of SCORE. This initiative successfully generated significant interest among participants.

As part of the promotional strategy, training on the SCORE4Climate module was also offered to entrepreneurs as complimentary sessions. This addition was well-received, demonstrating the value and effectiveness of the SCORE Training in addressing both productivity and climate change-related challenges.

Given the high level of interest and satisfaction with the content delivered, some of the entrepreneurs agreed to enter into contracts for the full packing of SCORE Training modules, committing to further training and implementation of SCORE methodology in their businesses.



► Monitoring of productivity and defect rates using Daily Kaizen Board



► Introduction of disposal system to collect waste cloths: before (left); after (right)



## Philippines

### Successful SCORE implementation recognized by the Department of Trade and Industry

The SCORE Programme was introduced in the Philippines in 2022, through the [Bringing Back Jobs Safely under the COVID 19 Crisis: Rebooting Small and Informal Businesses Safely and Digitally project](#) funded by the Ministry of Foreign Affairs of Japan. SCORE Basics module has been adapted and delivered in conjunction with the COVID-19 Safety and Health at Work module. To ensure the sustainability of SCORE Training, the project has collaborated with Employers Confederation of the Philippines and with Department of Trade and Industry – Philippine Trade Training Center.

As of March 2024, 42 enterprises have completed baseline assessments. Participating enterprises come from a wide range of sectors, including manufacturing, garment and apparel, food production and processing, cosmetics, chemicals, waste management and recycling sectors. Most of enterprises were satisfied with SCORE Training, with 95% satisfaction rate.

► The SCORE programme helped us improve our 5S activities and strengthen our safety and health team together with our Emergency Response Team. It greatly improved our best human resources practices through work-life balance.

► Nerlita Rodulfo, Senior Manager of a Japanese manufacturing company

Between from November 2023 and March 2024, coaching supporting has been provided to additional 15 trainers candidates. Overall, a total of 29 trainer candidates have been trained to deliver SCORE Basics module. A total of 8 candidates have been certified as SCORE Trainers upon the successful completion of the ToT and ToE cycle, while the certification process of other 15 trainer candidates is ongoing.

Furthermore, the success of SCORE Training was demonstrated by one of the participating enterprises, Malagos Agriventures Corporation, which won the [prestigious Presidential Awards for Outstanding MSMEs in 2024](#) by the Department of Trade and Industry.

#### ▶ The 2024 Presidential Awards for Outstanding MSME



*Source: Department of Trade and Industry, Republic of the Philippines*

## Europe and Central Asia

### Albania

#### Successful SCORE pilot in the textile and clothing sector

The SCORE Programme was piloted within the framework of the “Business Partnerships and Solutions for SDGs” (BPS4SDGs) project, funded by Swedish International Development Agency (SIDA) in the textile, clothing, leather and footwear (TCLF) sector.

Overall, 154 workers and managers (44% workers and 73% female) from 38 TCLF enterprises in the geographical areas of Tirana, Durres, Shkoder, Kukes, Elbasan, Librazhd, and Fier were trained on the SCORE Basics module with a focus on the following:

- introducing or upgrading processes to improve the workflow
- reducing energy consumption and materials waste
- conducting systematic analyses of defect causes
- expanding the usage of Standard Operating Procedure (SOPs)

Thanks to the efforts of 13 certified SCORE Trainers, 15 SMEs successfully completed the implementation of Enterprise Improvement Plan (EIP), which represent a total workforce of over 2,498 people. Considering the disproportionate representation of female workforce in the TCLF sector (95%), six trainers were further capacitated to deliver the Gender Equality module.

The following photos shows some examples of improvements on the factory-floor:

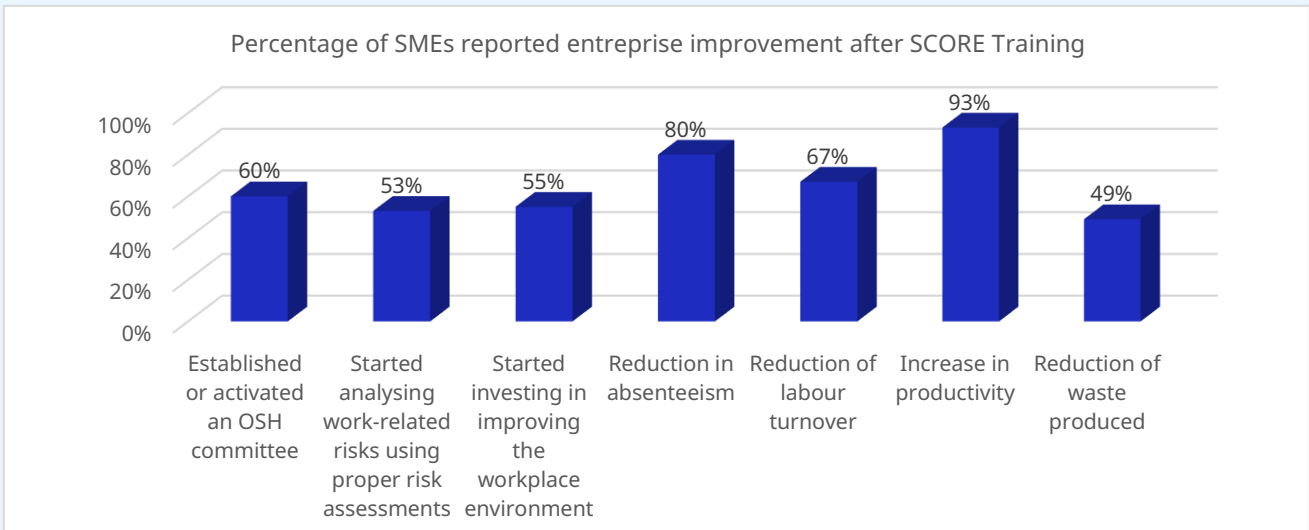
#### ► Adoption of 5S in the warehouse: before (left); after (right)



#### ► Suggestions box installed (left); daily meetings between supervisors and workers (right)



Among the participating SMEs, some of the key achievements are presented in the graph below:



## Kyrgyzstan

### Promoting a Just Transition for MSMEs through SCORE4Climate training

SCORE Training was piloted under the [Promoting just transitions for an environmentally sustainable economy in Kyrgyzstan](#) project, which aims to enhance the environmental sustainability, productivity and competitiveness of enterprises through promoting the greening of MSMEs and their integration into the circular economy and global value chains. The [capacity of local Knowledge Intensive Business Service \(KIBS\) and 17 SCORE trainer candidates](#) were developed to independently promote and deliver training on the SCORE4Climate module. Upon successful completion of Training of Trainers (ToT) and Training of Enterprises (ToE) at selected pilot enterprises, 10 candidates were certified as SCORE Trainers.

#### ► Enterprise visit at one of the participating enterprises



Source: JIA Business Association

A total of 16 MSMEs located in Bishkek, Chuy oblast, Osh oblast and Djalal-Abad oblast [participated in SCORE Training](#) on the Workplace Cooperation and SCORE4Climate modules. They operate in the priority sectors/subsectors important for a Just Transition, namely manufacturing, textile and garment industry, agro-processing, food industry, handicraft, production of construction materials, services/tourism, waste management and plastic processing. Following the training, [15 of the participating enterprises successfully adopted measures](#) to improve productivity and gender inclusive

environmental sustainability. According to the feedback from participating MSMEs at the end of SCORE Training, 92% of them indicated resource efficiency measures have contributed to increased revenue, increased production volume, reduced staff turnover and improved operational strategy.

► Enterprise Improvement Team meeting



Source: JIA Business Association

Furthermore, training on the SCORE4Climate module and tripartite workshop on gender responsive Just Transition were organized for 36 key national stakeholders from the government, workers' and employers' organizations, local consultants and NGOs, with the goal of sharing knowledge and good practices on promoting a Just Transition for MSMEs. It is also worth noting that some of the SCORE Trainers are member of a key implementation partner, JIA Business Association. All SCORE trainers showed interest in promoting SCORE Training either individually or as part of JIA Business Association.

## Latin America

### Brazil

#### Promoting Responsible Business, diversity and inclusion under government-funded project

The implementation of SCORE Training continued in the context of the [“Improved productivity and working conditions for small and medium enterprises in Sao Paulo”](#) project, which aims to support SMEs of the apparel industry in becoming more productive through sustainable practices and improved working conditions.

Overall, this project directly benefited over 1,240 workers, (82.7% female) and influenced 100 companies in the supply chain. A total of 67 participants from 14 SMEs located in the metropolitan region of São Paulo participated in SCORE Training. Upon the successful completion of a ToT and ToE cycle, ten SCORE Trainers have been certified.

In addition to Workplace Cooperation and Responsible Business, there is also a strong focus on diversity and inclusion, which is evident in the fact that participating SMEs established internal committees or reviewed their hiring processes, resulting in an increased number of LGBTQIAPN+ employees. Furthermore, SENAI, Brazil's primary training institution for the industry, adopted SCORE Brazil's methodology in its training programs, solidifying the positive impact on responsible business practices within Brazil's apparel sector.

A number of events were organized in the second half of 2023, including a project launch workshop for the sector in June, a Diversity, Equity and Inclusion workshop in August, as well as a good practices and results workshop in November.

Furthermore, the project team was invited to present the project at the OECD Forum on Due Diligence in the Garment and Footwear Sector and at the International Congress of The Brazilian Textile and Apparel Industry Association (Abit). In 2024, the project was also selected to [present the project results and good practices](#) in a side event at the OECD Forum on Due Diligence in the Garment and Footwear Sector.

### Ecuador

#### Agreement signed with the Ministry of Tourism to continue SCORE implementation

The Ministry of Tourism of Ecuador and the Pichincha Chamber of Tourism implemented the Hospitality Coaching (HoCo) module in 21 tourism enterprises located in one of the areas of the greatest natural wealth and biodiversity in Ecuador – the Northwest of Pichincha.

In 2023, the HoCo module was implemented in 21 enterprises in the tourism sector, including hotels, lodges, guest houses and restaurants. Notably, some of the enterprises engages in community-based tourism.

#### ► Training of Enterprises on the SCORE HoCo module



Overall, participating Enterprises experienced significant improvements. Some of the key achievements include:

- space saved in all companies, amounting to 348.28 square meters
- time saved monthly equivalent to 478.5 minutes
- improvement in customer satisfaction by 20%

As a result of the successful experience in Pichincha, the Ministry of Tourism in Ecuador signed an agreement with the ILO towards the end of 2023, in which the Ministry requested further support to incorporate SCORE Training into their service provision.

► **Workers and managers from enterprise benefited from SCORE HoCo**



As a next step, the Ministry of Tourism of Ecuador and the Tourism Foundation for Cuenca (a public company of the Municipality of Cuenca representing the tourism sector) will join forces in 2024 to implement the SCORE HoCo module in 20 enterprises in the accommodation, food and beverage sectors. This intervention will be funded by the Ministry, while the logistics will be arranged by the Foundation. To launch this new initiative, a call for certified SCORE trainers in the country was published. Training of Enterprises is scheduled to take place from September 2024 onwards.

## Peru

### Continuous promotion of SCORE Training by the Ministries and individual SCORE Trainers

Between 2023 and 2024, SCORE Training was delivered to a total of 39 enterprises by national implementing partners such as the Ministry of Labor and the Ministry of Production, as well as by individual SCORE Trainers, benefiting 432 workers and managers. Participating enterprises operate in a wide range of sectors, including wood and furniture, metal, mechanic, agroindustry and services sectors. In addition to improving their performance in productivity and working conditions, enterprises also implemented practices to promote gender equality.

The various initiatives implemented by key partners are illustrated below:

#### 1. The Ministry of Production

As part of the Ministry of Production, the national Centers for Productive Innovation and Technology Transfer (known as CITEs in Spanish) implemented SCORE Training in various sectors, especially in the wood and furniture sector. The CITEmadera leveraged public subsidies from the National Innovation Program for Competitiveness and Productivity (ProInnvate), which were used by the CITEs to expand its reach to metalworking companies, implementing not only SCORE Training but also other services. Participating enterprises successfully implemented a number of enterprise improvement projects and achieved the following key results:

- 20% of the total warehouse area recovered (equivalent to 160 m<sup>2</sup> of space)
- 35% of increase in employee satisfaction on work environment
- recovery of an average of USD 700 in products without rotation
- recovery of wood waste and sale of sawdust by USD 5,700

► Active participation at the Training of Enterprise Workshop (left); installation of information wall (right)



## 2. The Ministry of Labor

As part of the institutional agreement between the ILO and the Ministry of Labour, SCORE Training is being incorporated in its Sectoral Strategy for Labor Formalization. In total, 11 SMEs benefited from SCORE Training under this initiative. Most of the interventions were implemented in collaboration with a lead Buyer. SCORE Training was implemented for their suppliers with an emphasis on Workplace Cooperation.

► One of the participating enterprises (left); employee suggestions box (right)



## 3. SCORE Trainers

In response to market demand and through contracts established with SMEs, some SCORE Trainers organized among themselves to provide SCORE Training in collaboration with a lead buyer, which financed 100% of the intervention to strengthen the capacities of its key suppliers and small retailers. At the end of the training, participating companies showed a positive transformation in their organizational culture, reinforced communication and cooperation between managers and workers, improved management of resources and materials, as well as more efficient control to minimize expired products.

► 5S implementation: before (left); after (right)



## Middle East

### Jordan

#### Completion of SCORE pilot in the agri-food sector in collaboration with JCI

Under the PROSPECTS Partnership in Jordan, [SCORE was piloted](#) in collaboration with the Jordanian Chamber of Industry in the agri-food sector. Employment of Syrian refugees and host community members, investment in job retention and creation, as well as workforce reskilling programmes for business continuity and growth, were among the main eligibility criteria for enterprises to join the initiative. This was the first SCORE implementation in the Middle East. A two-week ToT and ToE workshop was held in October 2023, with the participation of five trainers and five SMEs.

#### ► Participants from agri-food SMEs actively participated SCORE ToE workshop



►► [Our company] went through an ideal and unique experience with the SCORE Programme [...] It contributed significantly to improving the work environment and raising employees' production efficiency through the guidance of both local and international experts.

#### ► Mr. Murad Subaih, General Manager of a food processing company

Some of the key achievements by participating enterprises are highlighted below:

- workers saved 1hr/daily by applying SCORE in production areas, which led to 2400 JOD of monthly cost savings
- new products were created using recycled raw materials (e.g. chicken scraps used in new products instead of being thrown away as waste)
- electricity consumption was reduced due to more regulated product temperature following the addition of added new air ducts and fans, which also reduced average thawing time by 13.6 %
- TV screen was installed to show instruction of cleaning practices during production

► Regular meetings scheduled within the Enterprise Improvement Team and between managers and workers



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