

Bolivia Factsheet

SCORE Programme Phase III

Sustaining Competitive and Responsible Enterprises (SCORE) is an ILO global programme that improves productivity and working conditions in small and medium enterprises (SMEs). The key intervention of the global programme is support for the implementation of SCORE Training, which combines practical classroom training with in-factory consulting. Managers and employees are trained together with a focus on improving workplace cooperation and the programme ensures that both men and women participate. 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 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. The ultimate outcome for the SCORE Programme is to have national institutions independently providing SCORE Training to SMEs to improve working conditions, productivity, and competitiveness.

SCORE Training is made up of 5 core modules, delivered through a combination of classroom training and in-factory consultancy and led by industry experts. The consultancy visits are a unique element of the training methodology that ensures that classroom learning is put into action in the workplace.



Female worker in Boshami, a textile clothing factory

SCORE BOLIVIA

Partners:	The Bolivian Confederation of Private Entrepreneurs (Confederación de Empresarios Privados de Bolivia) the Bolivian Workers' Central Trade Union, (Central Obrera Boliviana), and the Ministry of Labour, Employment and Social Security (Ministerio de Trabajo, Empleo y Previsión Social).
Donors:	Phase II: Norwegian Ministry of Foreign Affairs and Internal funds from ILO's Regular Budget (RBSA) Phase III: Norwegian Agency for Development Cooperation (Norad) and The Swiss International Cooperation (SECO).
Ultimate Beneficiaries:	Workers and managers in Small and Medium Sized Enterprises (SMEs), including small exporters and subcontractors in industries with high job creation potential and significant decent work deficits. The targeted SMEs have approximately 30 – 250 employees
Duration:	The SCORE programme in Bolivia began in 2013 Phase III of the programme will run from November 2017 - November 2019
Sectors:	The SCORE Training packages have been adapted to the manufacturing sector in Bolivia

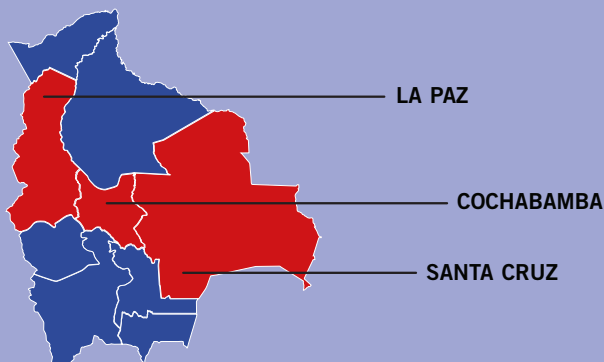
About SCORE Bolivia

In Bolivia, there is strong support from both the unions and employers' associations to incorporate the SCORE Training methodology into their service offerings. 54 enterprises have implemented SCORE Training (Modules 1 and 5) in 3 regions in Bolivia's manufacturing sector and 22 trainers have been certified in the country. However, important progress was also achieved in tripartite dialogue. From September 2013 to May 2015, the longest dialogue process ever carried out, took place through the organization of 13 tripartite meetings at the highest level between the main labour stakeholders who had also requested SCORE Training and were all dedicated to its implementation.

As of July 2016, the employers' confederation in Bolivia (CEPB) agreed to participate as a national implementing partner and to manage the administration and quality control of SCORE Training implementation. However, within the governance model developed in collaboration with the CEPB and in consultation with the COB for the project, there exists a senior management level Tripartite Committee. This committee will establish the most important guidelines of the methodology, such as the inclusion of new sectors, financing mechanisms and promotion strategies through public policies. Additionally, within the governance and sustainability model, the chambers affiliated to the CEPB will act as collaborative implementation partners to address each region.

As of September 2017, over 63 SMEs have received SCORE Training in Bolivia, representing a total workforce of over 11,800 people that have benefited from enterprise improvements. Of the 31 Trainers trained in Bolivia, 42 % are women.

SCORE Training has been implemented in 3 regions in Bolivia, La Paz, Cochabamba and Santa Cruz.



✓ Before

Tusequis



The work space was disorganized with an inefficient use of space

✓ After



After the implementation of 5S the work space is now organized and more efficient

DELIZIA



Inefficient communication by placing signs in non-visible areas



Improvement of communication channels between management and workers by having a visible notice board and suggestion box

Tusequis



The warehouse was disorganized and cluttered, taking up a lot of work space



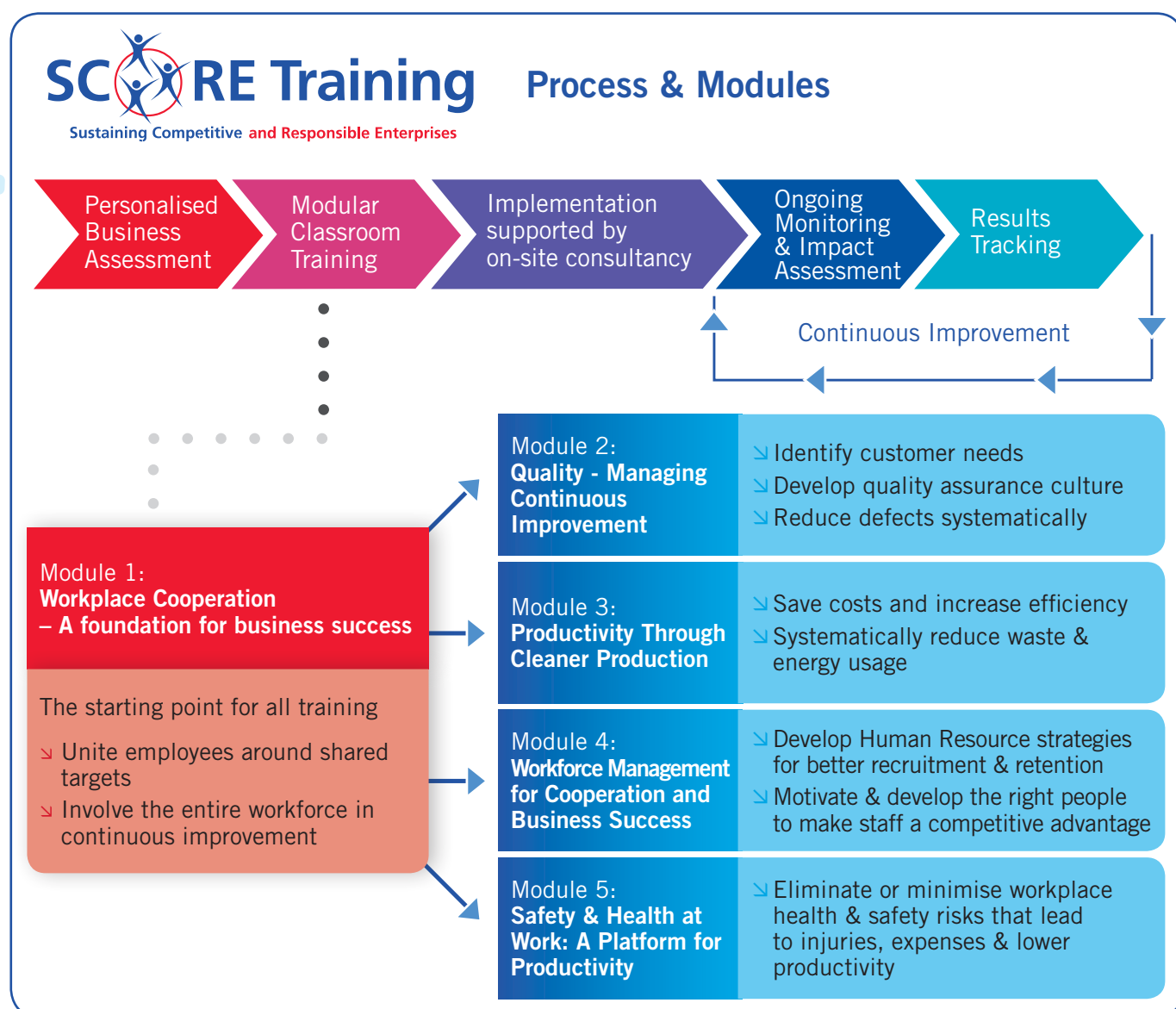
The warehouse is now organized with a more efficient use of space



What's New in Phase III (2017 - 2021)

In Phase III (starting in November 2017) the Project will focus on ensuring sustainability at the national level. This approach will be transversal in each of the activities envisaged within the project so as to reduce the dependency on the ILO in the implementation phase, and to reach a scenario in which the national actors involved are able to replicate and sustain the supply of the SCORE Training autonomously. In practice, the methodology could be extended to a new sector such as the agroindustry to work in a public program of the Ministry of Productive Development and Plural Economics.

At least one cluster from the National Development Program of Bolivia will be included in the SCORE Programme with at least one lead buyer (public enterprise). There will be 10 new SCORE Trainers and 4 new regions will implement SCORE Training with at least 4 new regional chambers. At least 40 SMEs will participate in SCORE Training under direct supervision of the SCORE Programme and 7 new case studies will be published. An additional 30 SMEs will be reached indirectly by partners who will be using SCORE Training independently from ILO. The cost recovery at the end of Phase III is 100%.



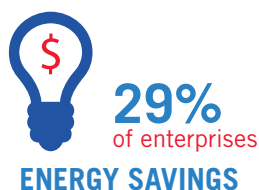
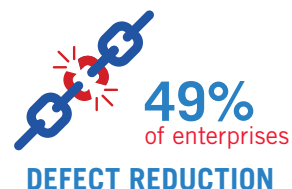
SCORE Training Results in Bolivia

Since its inception in 2013, the SCORE Programme has achieved the following results in Bolivia*:

Over **63**
ENTERPRISES
trained across **Bolivia**

Skills built of
over **530** **WORKERS AND
MANAGERS**

More than **11,800**
EMPLOYEES have
benefited from
enterprise improvements



* Results to October 2017

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

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**MINISTERIO DE TRABAJO,
EMPLEO Y PREVISIÓN SOCIAL**

