



Sustaining Competitive and Responsible Enterprises – SCORE Phase III

Rationale

Small and Medium Enterprises (SMEs) employ two-thirds of the world's workforce and contribute significantly to income generation. Despite this statistic, SMEs are often far less productive than larger enterprises in developing and emerging economies—providing inferior working conditions and struggle to meet labour and environmental standards. As a result, SMEs are less likely to participate in global supply chains, limiting their ability to grow and create jobs. SCORE assists SMEs in overcoming these problems by delivering practical classroom training mixed with in-factory consultancy.



SCORE Indonesia activities have been conducted in 15 provinces (Jakarta, West Java, Central Java, Yogyakarta, East Java, North Sumatera, Lampung, East Kalimantan, South Sulawesi, South East Sulawesi, Bali, West Nusa Tenggara, Aceh and Jambi) for the automotive, food/beverage, handicrafts, furniture and apparel sectors (© ILO).

The programme also works with lead buyers that sponsor SCORE training to improve labour conditions and productivity in their supply chain. In Indonesia, SCORE was launched in October 2009. Over the two phases of the programme, SCORE training in Indonesia has worked with Stakeholders and Implementing Partners to promote awareness about productivity and working conditions. In 2013, SCORE training content was adopted by the Ministry of Manpower (MoM) as part of the Basic Productivity Training curriculum for new Productivity Instructors. In addition to MoM, the SCORE Programme has successfully engaged with different ministries, agencies and companies. As a result of the success of its earlier phases and strong ownership of the implementation partner and government counterpart in Indonesia, SCORE began implementing phase III in 2017.

Objectives and activities

Overall objective of the SCORE Programme is to have national institutions independently providing SCORE training to SMEs to improve their working conditions, productivity, and competitiveness. Key intervention of the programme is support for the implementation of SCORE training, which combines practical classroom training with in-factory consulting.

The SCORE training programme is divided into the following five modules: 1) Workplace Cooperation; 2) Quality Management; 3) Productivity and Cleaner Production; 4) Workforce Management; and 5) Occupational Safety and Health. The third phase of SCORE programme aims to ensure that service providers (consulting companies, industry associations and government agencies) are fully capacitated to provide SCORE training to SMEs independently. The programme also continues to work with international corporations, who use SCORE

Country/region	Global, Vietnam, Indonesia, Ghana, Tunisia, Peru, Colombia, Bolivia Myanmar (other countries: Ethiopia, China, India)
Executing agency	International Labour Organisation (ILO)
Project duration	Phase III: 2017-2021
Total budget	CHF 27,679,000
SECO contribution	CHF 12,000,000

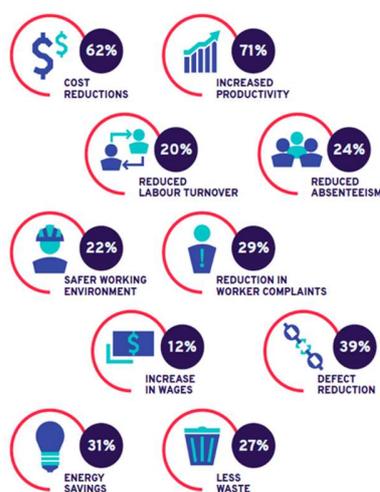
training to improve working conditions, quality and productivity in their supply chains. Furthermore, through the SCORE training programme for policy-makers and social partners, results and experiences from the enterprise level are disseminated at the policy level.

Governance Structure

All project activities are governed by the national and global Tripartite Advisory Committees (TACs), consisting of governments, employers’ associations, trade unions and donors. The National Tripartite Advisory Committees (NTACs) meet twice a year to review project implementation, while the Global Tripartite Advisory Committees (GTACs) meet once a year. The purpose of these meeting is to bring all parties up to speed on current progress and discuss the work plan for the next six months.

Results to date

SCORE Indonesia consistently produces high-quality work with a strong sense of ownership from its implementing partners. In addition to training, the programme is able to support SMEs in accessing funding, marketing their product and building networks for knowledge exchange. In 2020, SCORE trainings have been delivered independently to 523 companies by implementing partners; all of which attained a high level of cost recovery (98%). Assumptions that there was not only a market for SCORE but also financial resources available to facilitate SCORE adoption by SMEs, have proven to be accurate in the Indonesian context. Various government departments, as well as other funders such as universities and domestic foundations, are increasingly prioritizing SMEs in the SCORE target group, making SCORE training readily available to implement without support from implementation partners.



Percentage of Indonesian SMEs that report improvements after SCORE Training in 2020

Responding to COVID-19 pandemic, SCORE was also able to well adjust its training, starting with face-to-face classes but transitioning to a fully online format since the first quarter of 2020. Business Continuity Planning (BCP) training sessions were also developed and delivered in parallel to regular SCORE training. To increase the SCORE Training brand and awareness from lead buyers, the project has developed new attractive training brochures, new videos, new case studies and newsletters. The project also strengthened collaboration between all implementing partners through the development of SCORE Training weekly Productivity Podcast and connect all social media channels from partners to together promote and broadcast good responsible workplace practices.

To strengthen the institutionalization of SCORE Training, the Ministry of Manpower’s Indonesia Productivity Data base system was developed and launched in September 2020. The system will measure 10 productivity indicators in SMEs and provide the Government of Indonesia with important productivity data across sectors and provinces. Furthermore, the trainer certification process has been increasingly handed over to SCORE expert trainers in 2020 with a view to increasing national-level sustainability of the process.