



## Sustaining Competitive and Responsible Enterprises (SCORE)

### Objective:

The development objective of SCORE is that SMEs are more sustainable through being cleaner, more productive and competitive and provide more sustainable and decent work.

### Key Partners:

- Ministry of Manpower and Transmigration
- Indonesian Employers' Association (Apindo)
- All Indonesian Workers Union Confederation Pasar Minggu - Pasar Minggu (KSPSI - Pasar Minggu)
- All Indonesian Workers Union Confederation - Kalibata (KSPSI - Kalibata)
- Indonesian Trade Union Confederation (KSPI)
- Indonesian Prosperity Trade Union Confederation (KSBSI)
- Astra Dharma Bhakti Foundation

### Duration:

3 years (2009 – 2012)

### Geographical Coverage:

Indonesia

### Donor:



Swiss State Secretariat for  
Economic Affairs (SECO)



Norwegian Agency for Development  
Cooperation (NORAD)

### Budget:

USD 945,837

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## Project Description

The Sustaining Competitive and Responsible Enterprises (SCORE) programme is a global technical assistance programme developed by the ILO to support small and medium sized enterprises' (SMEs) development and create decent work. The SCORE programme aims to solve problems faced by SMEs through a short-term training for managers and employees, along with on-site expert consultations and guidance.

The programme philosophy and approach focuses on the belief that good management and improved labour practices lead to higher productivity and better competitiveness. The programme enables participating enterprises to make major improvements in areas such as working conditions, human resource management, environment management and at the same time to promote quality, productivity, and competitiveness of enterprises.

## Project Objectives and Outcomes

The overall objective of the programme is to assist SMEs in becoming more sustainable through being cleaner, more productive and competitive, as well as providing more sustainable and decent work. Through the SCORE programme, SMEs are expected to:

- Improve worksite management and reduce unnecessary work by implementing 5S systems, in order to improve quality and productivity.
- Improve human resource management abilities and to create a better communication environment for both management and workers.
- Boost corporate responsibility through environment management and cleaner production so as to achieve higher economic returns.
- Improve occupational health and safety management and create a better work environment.

To achieve this objective, the SCORE project needs to deliver the following outcomes:

- Build capacity of trade associations and local organization of employers, so as to enable them to independently manage and coordinate the training and consulting services for SMEs.

- Assist local business development service providers to deliver effective training and consulting services for workplace upgrading on a commercially sustainable basis.
- Disseminate progressive workplace practices through mass media together with labour inspection authorities, journalists, international buyers, multi-national companies and local training agencies.

From these outcomes it becomes clear that the SCORE project does not train SMEs itself. It builds the capacity of local organizations to train and coach SMEs through a commercially viable business model.

## The SCORE Training Modules

The SCORE training combines classroom training with on-site enterprise coaching. Each module starts with a two-day workshop facilitated by a trainer to introduce participants to the basic concepts of the topic and to provide them with an opportunity to learn about the various tools that can help them make improvements. During the two days, enterprises develop their enterprise improvement plans.

After the classroom training, trainers conduct enterprise on-site visits to help enterprises to initiate action and implement their action plans. This approach allows the workshop learning to be applied on-the-job and ensures that learning actually translates into action and enterprises start their continuous improvement journey.



## The Five Modules:

- **Module 1:** Workplace cooperation
- **Module 2:** Quality management
- **Module 3:** Productivity and Cleaner Production
- **Module 4:** Human Resource Management
- **Module 5:** Occupational Safety and Health

### Each module of the programme builds on the overall theme of SCORE and touches on the principles:

- **Workplace cooperation:** Workplace cooperation is the underlying principle of the SCORE programme. SCORE believes that the only way to find effective and appropriate solutions to a problem is to involve all parties affected. This way the exact causes of the problem can be determined and solutions found that are reasonable for both managers and workers.
- **Open communication between workers and managers:** Open communication is a key element of workplace cooperation. Effective workplace cooperation cannot take place if workers do not feel comfortable sharing ideas with management. Enterprise improvement first requires creating an environment where workers and managers are able to share ideas and collaborate. This type of dialogue also ensures that workers understand any changes made to production and are more likely to make sure the changes work because they were involved in the process.

- **Systems-based approaches to enterprise improvement:** The best way to make changes and improvements is to have a systematic approach that is consistently applied across the enterprise and to use systems that ensure the approach is continuous and not ad hoc. Systems help enterprises plan for future changes and improvement, and allow them to objectively measure their progress.



- **Measuring progress for continuous improvement:** The only way to show improvements is to measure progress. This means using various tools to assess the point of departure and then to regularly measure the affect changes in the enterprise are having on productivity, quality and overall competitiveness. This also ensures continuity in work on enterprise improvement, expanding good management and good labour practices.

## Achievements to Date

- Established a joint Declaration Commitment from SCORE stakeholders, signed and witnessed by the Swiss President and the Indonesian Minister of Manpower and Transmigration;
- In collaboration with the key partners, conducted a series of social marketing activities for enterprises;
- Conducted SCORE enterprise baseline assessments;
- Conducted the Training of Trainer and Training of Enterprises Module 1;
- Conducted the International Turin Course on Sustainable Enterprise Promotion Course;
- Conducted impact assessment workshops for pilot enterprises;
- Conducted media-based awareness raising and promotional activities by co-funded ILO media activities on interactive programmes in issues relating to SCORE;
- Conducted the Training of Trainer and Training of Enterprises module 1 and 2;
- Developed Strategic Benchmark Indicators for the Automotive cluster in Jakarta;
- Conducted SCORE Global Knowledge Sharing workshop; and
- SCORE project expansion in other 5 provinces: Central Java, East Java, South Sulawesi, South East Sulawesi and East Kalimantan.

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