

Project Brief



Sustaining Competitive and Responsible Enterprises (SCORE)

Objective

The development objective of SCORE is that Small Medium Enterprises (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

4 years (2009 – 2013)

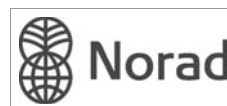
Geographical Coverage

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

- ◆ Launched by the Swiss President, Mrs. Dorris Leuthard (July 2010);
- ◆ All five SCORE training Modules have been adapted and translated into Bahasa Indonesia (2010);
- ◆ Strong collaboration with Astra Dharma Bhakti Foundation, an CSR institution which provides SCORE upgrading services to automotive SMEs, causing a sharp reduction to the ILO-SCORE training contribution to only 10 per cent (2010-current);
- ◆ The Ministry of Manpower and Transmigration started to integrate SCORE methodology into their training portfolio, expand and fund the SCORE trainings activities to five provinces outside Jakarta (Central Java, South Sulawesi, South East Sulawesi, Central Java and Lampung) (2010-2012);
- ◆ Completion of trainings for SCORE's trainers in six provinces covering four out of five main training Modules of SCORE on workplace cooperation, quality management, productivity and cleaner production and human resources management;
- ◆ The Indonesian Employers' Association (Apindo) has integrated SCORE methodology into the Apindo's SMEs programme (2011);
- ◆ Establishment of SCORE Evaluation and Monitoring (M&E) database system, presenting an overall results of 88 companies registered as pilot enterprises of SCORE, 92 instructors trained; 441 enterprise staff trained (48 per cent managers and 52 per cent workers);
- ◆ Three of SCORE participating SMEs from Jakarta, Central Java and South East Sulawesi, won the "Parama Karya Award" the Indonesia highest Productivity Achievement Award 2011 (2012); and
- ◆ Completion of the SCORE Social Marketing Campaign in Jakarta and Makassar which had showed an increase in awareness of both management and workers on responsible workplace practices and in working relations as well as communications.