



# Sustaining Competitive and Responsible Enterprises – SCORE Phase III

## Rationale

Small and medium enterprises account for two-thirds of all jobs worldwide and make crucial contributions to income generation. Despite this, in developing and emerging economies, they are often far less productive than larger firms, provide inferior working conditions and struggle to comply with labour and environmental standards. SMEs are thus less likely to participate in global supply chains and to draw on their potential for growth and job creation. By providing practical classroom training combined with in-factory consulting, SCORE helps SMEs to overcome these challenges.



*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 raised awareness on productivity and working conditions together with the Stakeholders and Implementing Partners. In 2013, the Ministry of Manpower (MoM) adopted SCORE Training content as part of the Basic Productivity Training curriculum for the new Productivity Instructors. In addition to MoM, the SCORE Programme successfully engaged with different ministries, agencies and companies. Due to 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 consists of five modules:

- Workplace cooperation
- Quality Management

## 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

- Productivity and cleaner production
- Workforce management
- Occupational safety and health

For its third phase, the SCORE programme seeks to ensure that service providers (consultant companies, industry associations and government agencies) are fully capacitated to independently provide SCORE training to SMEs. The programme also continues to work with international corporations, who use SCORE training to improve working conditions, quality and productivity in their supply chains. The results and experiences from the enterprise level are disseminated at the policy level through the SCORE training programme for policy-makers and social partners.

### Governance Structure

All project activities are governed through national or global Tripartite Advisory Committees (TAC), consisting of governments, employers' associations, trade unions and donors. Project review meeting with the National Tripartite Advisory Committees (NTAC) take place twice a year and once a year for the Global Tripartite Advisory Committees (GTAC). The meeting is intended to update all parties on project progress and discuss the work plan for the next six months.

### Results to date

SCORE Indonesia continuously deliver quality performance that is equipped with strong ownership. In addition to training, the programme is able to support SMEs in accessing funding, marketing product and building networks for knowledge exchange.

By 2019, there has already been a large number of SCORE trainings delivered independently (12 implementing organisations); all of which attained a high level of cost recovery (90%). Inclusion of SCORE in business plans are also seen with high number of SMEs indirectly benefiting from SCORE Training (1,700). Furthermore, 490 enterprises –with around 7% trade unions members–were trained and sound efforts to develop gender-responsive programming (e.g. female entrepreneur training; gender awareness activities) were fully embedded into the programme deliveries.



*Percentage of SMEs in Indonesia that report improvements after SCORE Training in 2019*

Assumptions that there was not only a market for SCORE but also financial resources available to support SCORE to be uptaken by SMEs, have proven true in Indonesian context. SMEs in the SCORE target group are now a priority for various government departments as well as other funders such as universities and domestic foundations – making SCORE training readily available to carried out without support from implementation partner. To ensure sustainability, the programme now expects for development and continuity of its established practitioners and communication mechanism to remain high.