

# Sustaining Competitive and Responsible Enterprises (SCORE) Programme



## In Brief:

Launched in July 2010, the SCORE Indonesia programme is designed to help small medium enterprises (SMEs) in Indonesia to boost quality and productivity, improve working conditions, reduce environmental footprints and strengthen collaboration and communication between employers and workers. It helps enterprises to be more competitive in global markets, thereby creating jobs. Funded by the Swiss State Secretariat for Economic Affairs (SECO) and the Norwegian Agency for Development (NORAD), the SCORE programme is supported and implemented by the Ministry of Manpower, Indonesian Employers' Association (Apindo), national trade union confederations and the Dharma Bhakti Astra Foundation. Indonesia has been chosen as one of seven countries along with India, China, South Africa, Ghana, Viet Nam, and Colombia to implement the SCORE programme.

## Supported by:



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## Highlights in 2014:

1. **Implementation of SCORE Indonesia's Module 1 on Workplace Cooperation by the Ministry of Manpower using their own budget in three new provinces:** North Sumatra, Lampung and West Nusa Tenggara. The total amount of allocated budget for this training activities was USD 45,868.

2. **Implementation of SCORE modules in existing four provinces:** Central Java, South Sulawesi, Lampung and Jakarta with the new module (Module 5 on Occupational Safety and Health/ OSH) and Module 1.

3. **As the result of the SCORE Call for Interest, there are 10 Technical service Providers selected to organize and conduct the SCORE Training of Enterprises (ToE) throughout**

Indonesia on the fee basis. One of them, BEDO in Bali has successfully conducted the ToE batch 1 where the participating enterprises paid USD 150 commitment fee. To this event, BEDO also invited the Swiss Contact officers to observe the whole workshop. The Swiss Contact found the SCORE methodology excellent and has interest to apply it in the tourism sector.

4. **Conducted a training of Module 5 on OSH in South Sulawesi and Central Java,** in collaboration with the Labour Inspection Directorate of Ministry of Manpower.

5. **Supported the Ministry of Manpower in organizing the National Productivity Gain Sharing seminar** as part of the work result of AC4 team and SCORE Indonesia.

6. **Gender related data comparison** between phase I (2009-2012) and Phase II (2013-now):

- ◆ Number of female active trainers increase from 8 to 16 people.
- ◆ Number of female owned enterprise, increase from 14 per cent to 23 per cent.
- ◆ Number of female staff trained in the workshop, increase from 33 per cent to 41 per cent.

7. The SCORE Evaluation and Monitoring (M&E) database system (established in 2012), presenting an overall results of **127 companies registered as participating enterprises of SCORE Indonesia, 60 active instructors; 303 managers (38 per cent) and 492 workers (62 per cent) trained. Around 38 per cent from total managers and workers are female** (as of Feb 2015).

## Targets in 2015:

- Continue to support the SCORE implementation by the Ministry of Manpower through cost-share budget with the provincial budget.
- Develop a new National Standard Competency certification for SCORE trainer by adapting the existing standards to the SCORE methodology.
- Develop the SCORE short version modules through some adaption from the SCORE Global. These short versions modules will be used for provinces with limited number of productivity instructors and will be applied for SMEs outside the SCORE requirements.
- Assist the Ministry of Manpower, through its Productivity Training Centre in Bekasi, in modifying the basic training curriculum for the young/new national productivity trainers to fit the SCORE methodology. This will include classroom training, on-site visit and consulting services.



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### Estiarty Haryani, Director of Productivity and Entrepreneurship, Ministry of Manpower:

Sustaining Competitive and Responsible Enterprise (SCORE) programme, launched in Indonesia in 2010, is designed to enhance productivity and competitiveness of small and medium enterprises (SMEs). Initially led by the ILO, the Programme has now become a tripartite programme, implemented together by government, workers' organizations and employers' organizations.

In 2012, the SCORE programme was adopted by the Government of Indonesia, through the Ministry of Manpower, by incorporating the SCORE methodology and modules into basic curriculum for the training of new national productivity instructors at the National Productivity Training Centre, which has provided Trainings of Trainers (ToT) for 46 instructors and labour inspectors.

The Ministry of Manpower has extended the implementation of SCORE trainings to new provinces, including North Sumatra, Yogyakarta and West Nusa Tenggara. To date, SCORE has been implemented in ten provinces, reaching 127 SMEs, five of which were awarded with Parama Karya, the Indonesian Productivity Achievement Award, presented by the President of Indonesia.

Moreover, the Ministry of Manpower with support from the ILO is now planning the establishment of a SCORE Centre of Excellence this year, which will act

as an information centre for SMEs to help them improve business and boost competitiveness. It is expected that this Centre of Excellence will be able to reach more SMEs, covering over 60 percent of Indonesian businesses, and is envisioned as a venue for SMEs to get information and knowledge about managing and improving productivity based on SCORE training modules.

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The strong commitment shown by the Ministry of Manpower and its officials has played an important role in ensuring the successful implementation and sustainability of SCORE in Indonesia. Estiarty Haryani, Director of Productivity and Entrepreneurship at the Ministry of Manpower, is one of them. To fully understand the SCORE programme, she participated in SCORE training and in the dissemination process of SCORE to provinces in order to ensure effective implementation of the programme and trainings.

“Different from other existing methodologies to boost productivity, SCORE provides a step-by-step guide to their approach that can be adjusted according to the needs of SMEs,” said Estiarty. “This has made the SCORE methodology very effective in boosting the productivity and competitiveness of SMEs,” she added.

The SCORE training programme 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 learn about various tools for improvement, followed by three site visits to each enterprise. Five training modules cover issues related to workplace cooperation, quality,

## SCORE Programme is effective in boosting Indonesian SMEs' productivity

productivity and cleaner production, human resources management and safety, health and workplace relations.

Estiarty emphasized that it is not possible for SMEs to fake the results of participating in the SCORE programme.

Through enterprise assistance, all improvements are measured and monitored.

"In the beginning, many SMEs were doubtful. Is it really working? Are we not wasting our time for this? SMEs generally realize that their business performance is not yet productive and they do their business based only on what they know. However, after participating in the training and gaining the benefits, they requested more trainings on other modules," she explained.

In just three months after participating in the SCORE programme, companies have witnessed increased productivity, better working conditions and improved communication between management and workers. The enterprises also managed to reduce the number of reworked and rejected products, absents and workplace accidents.

Responding to requests for additional trainings, the Ministry of Manpower with support from the ILO is now formulating shorter versions of the five SCORE modules. It is expected that these short versions will help the implementation of SCORE trainings in areas with a limited



number of instructors and limited resources.

"Considering the vastness of Indonesia, having these short versions is intended to allow regional governments to conduct their own SCORE trainings using their own

budget. To date, SCORE has already been part of the Regional Productivity Training Centres in 22 provinces, and will continue to expand," said Estiarty.

She hopes that the SCORE programme can be sustained, expanded and even become part of society.

"My hope is that productivity and being productive can be part of everybody's lives and be at the heart of any worker and business. The SCORE programme can help change the mind-set and work patterns of SMEs and society more generally to be more productive," she added.

The SCORE programme was initially funded by the Swiss State Secretariat for Economic Affairs (SECO) and the Norwegian Agency for

Development (NORAD). Indonesia has been chosen as one of seven countries, along with India, China, South Africa, Ghana, Viet Nam, and Colombia to implement the SCORE programme. ❖