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Acronyms and abbreviations

ABB : Asea Brown Boveri (MNE)
AGI : Association of Ghana Industries
CEC : China Enterprise Confederation
CTA : Chief Technical Advisor
DOLISA : Department of Labour (Provincial) Vietnam
DCED : Donor Committee for Enterprise Development
EIP : Enterprise Improvement Plan
EIT : Enterprise Improvement Team
FIP : Factory Improvement Project
FDG : Focus Group Discussion
FTA : Free Trade Agreement
ILO : International Labour Organisation
ILS : International Labour Standards
KII : Key Informant Interview
KPI : Key Performance Indicators
MESW : Ministry of Employment and Social Welfare (Ghana)
MOFA : Ministry of Foreign Affairs
MOMT : Ministry of Manpower and Transmigration
NORAD : Norwegian Agency for Development and Cooperation
NORMES : (within ILO) International Labour Standards
NPC : National Project Coordinator
NTAC : National Tripartite Advisory Committee
PRS : Poverty Reduction Strategy
SECO : Swiss State Secretariat for Economic Affairs
SENA : Servicio Nacional de Aprendizaje
(National Vocational Training Service) Colombia
SCORE : Sustaining Competitive and Responsible Enterprises
SME : Small and Medium Enterprises
SOE : State Owned Enterprises
TAG : Tripartite Advisory Group
TOE : Training of Enterprise
TOR : Terms of Reference
TOT : Training of Trainers
UNDAF : United Nations Development Assistance Framework
VCCI : Vietnam Chamber of Commerce and Industry
WB : World Bank

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I. EXECUTIVE SUMMARY

1. Summary of the project purpose, logic and structure

SCORE is a practical training and workplace improvement project to increase the productivity of small to medium-sized enterprises (SMEs) while promoting respect for workers' rights. The project demonstrates best international practice in manufacturing and service sectors and helps SMEs to participate in global supply chains. Through the SCORE technical cooperation project, the ILO is assisting government agencies, training organizations, employers' organizations, industry associations and trade unions in emerging economies in Africa, Asia and Latin America to offer SCORE training to enterprises.

SCORE's development objective is that SMEs are more sustainable through being cleaner, more productive and competitive and providing more sustainable and decent employment. The project is expected to achieve the following outcomes:

1. Industry associations can market and coordinate enterprise-upgrading services to their local members.
2. Service providers can effectively deliver training and advisory services for workplace upgrading on a commercially sustainable basis.
3. Labour inspectorate services work with mass media to disseminate progressive workplace practices.

The project is based on the participation of SMEs to a maximum of five training modules covering essential aspects (workplace cooperation, quality management, clean production, human resources, occupational safety and health). Each module is implemented through a combination of classroom training and on-site enterprise coaching with a minimum of three enterprise visits undertaken by SCORE service providers.

2. Present situation of the project

The project started in 2009 and has developed the following:

1. The global SCORE training package consisting of five training modules approved by representatives from unions and employer organizations.
2. The SCORE training package is being translated into eight languages and adapted to several manufacturing sectors as well as the service sector (hotels).
3. A comprehensive training of trainers and capacity building programme for organizations that want to offer the training package. To ensure quality, the ILO has introduced a trainer certification system that allows only qualified consultants to use the SCORE and training materials in Ghana, Colombia, South Africa and India.
4. A monitoring and evaluation (M&E) framework that follows the Donor Committee for Enterprise Development (DCED) standard for results measurement including a database to monitor project activities and enterprise impact in real-time.
5. The project piloted a public-private partnership agreement with the Swiss retailer COOP who is currently funding training of its suppliers in China using the SCORE training package.

As of October 2012 (3 -15 months before project end, depending on the country), the project has already achieved the following:

- The project has built capacity in 19 institutions (government agencies, industry associations, and training organizations) in seven countries to offer the training programme. Cost-sharing arrangements with these institutions have leveraged resources from these organizations of more than 1 Million USD (which includes in-kind support for ministries and government agencies).
- 253 trainers (33% women) have been trained on the SCORE Training Programme. These trainers have trained 233 SMEs representing more than 46.000 workers. Training consists of two days of classroom training of two managers and two workers, with typically three follow-up visits of consultants over the course of two months. More than 1781 managers and workers (65% managers / 35% workers; 33% women 67% men) have jointly participated in classroom training.
- All enterprises (233) participated in training on SCORE Module 1: Workplace cooperation, which is considered the mandatory module for enterprises interested in the programme. About 43% of enterprises take at least one more module after module 1 (the SCORE success criterion was set at 30% in the project document for phase I and has thus been met).

3. Purpose, scope and clients of the evaluation

As the budget is over USD 5 million and the project will end in December 2012, the ILO requires an independent final evaluation. This requirement is specified in the project document.

The **objective** of the final independent evaluation is to assess the SCORE intervention, examine the approach, assess current impact and sustainability, and provide recommendations and lessons learned.

The **clients** of the evaluation are:
The donors SECO and NORAD, the SCORE project management team, ILO Country Office Directors and other field and headquarter staff as well as tripartite members of the Global Project Advisory Committee and National Committees and partner organizations in the evaluated countries.

The evaluation findings and recommendations will be used to inform future project strategy and operations design. The evaluation report will be disseminated in the ILO for organisational learning through the EVAL's i-Track evaluation database. A summary of the evaluation will be made available publicly through EVAL's and SCORE's websites.

The evaluation covers the period from September 2009 to present, looking at the linkages between the various country projects and the global component to generate findings on the six evaluation criteria for all country projects and the global components and compare the lessons from other countries' implementation.

Since a mid-term evaluation was undertaken in March 2011 and as stated in the inception report, this evaluation will use the mid-term evaluation as the baseline for appraising progress in countries where no fieldwork was undertaken (South Africa, Indonesia) and use the DWCP case study in India produced by the EVAL unit as a baseline for comparison.

4. Evaluation methodology

A mixed methods approach was used for the evaluation. An initial desk review was undertaken based on available project documentation and data through the SCORE papyrus platform and M&E database.

Fieldwork was undertaken in four countries, using the following methods:
a) Key informant interviews using semi-structured interview format with primary stakeholders and tripartite constituents in each country;
b) Enterprise visits including i) enterprise walkthrough ii) Senior management interviews iii) workers interviews in gender disaggregated groups
c) In-depth group discussion with SCORE trainers
d) Structured observation

Interpretation was done using a combination of contribution analysis techniques and appreciative inquiry techniques. In each country a national consultant was recruited that contributed to contextual understanding of the project, in addition to speaking the local languages that the international evaluator doesn't speak (in China and Vietnam). Daily exchange of notes and learning value of the interviews was done.

The evaluation followed a transparent and participatory methodology. The evaluation is carried out according to UNEG and OECD/DAC quality evaluation standards.

5. Main findings and conclusions

Validity of the intervention design and relevance

SCORE is not a typical ILO tripartite project – there is little involvement of the Ministry of Labour or Trade Unions – but its nature to be a demand-driven product places it more specifically on the employers' side.

More time is needed to specify the product brand, clients and implementation modalities: up to end 2013 for defining the product and a clear marketing and communication strategy, and a second phase over four years with a branded product and gradually increasing cost-recovery in line with an exit strategy accepted by the national partners.

SCORE as a product generally responds to the needs and requirements of most of the SMEs encountered, but it needs further tailoring and grounding on local context and legislation to be more marketable to SMEs. More demand-side contents are needed.

The technical approach based on sector studies that was followed is questionable: some assumptions did not materialize and many countries are feeling the economic crisis in a way that affects the clusters/sectors of the SCORE clients. It may be useful to envisage an alternative strategy based on the national ownership/SCORE champion that will lead to cluster/SME identification and ensure sustainability of SCORE at the end of the second phase.

Quality and competency of the trainers is a key issue for the success of SCORE but also a challenge. There is some loss of motivation linked to the slowly implemented certification process for trainers.

A major effort is being done in providing M&E information that follows DCED standards and contains gender disaggregated information at the global, country and enterprise levels. At the global level the M&E information is very detailed and comprehensive and provides valuable information to appraise real-time progress. This needs to be matched at field level by reliable data collection. More effort and supervision is needed regarding the data collected from the enterprises.

Gender is insufficiently addressed in SCORE, and there is no gender strategy. More efforts are needed to promote gender awareness and non-discrimination, as well as ensuring gender mainstreaming.

There needs to be a much more aggressive communication and information campaign regarding SCORE, not enough is being done to advertise it and publicise it.

Progress and Effectiveness

SCORE has clearly achieved some important results in SMEs in all four countries visited, particularly at the SME level. Implementation of 5 S, creation of an Enterprise Improvement Team (EIT) and preparation of an Enterprise Improvement Plan (EIP), knowledge development of the workforce, improved productivity and lower defect rate, generally better working conditions (cleanliness, social aspects) are all visible in the participating SMEs visited. However there is not yet a critical mass (e.g. sufficient number of participating enterprises) in each country that could ensure project sustainability. This is due to the fact that SCORE remains a product under development and that some countries have only recently started working with the enterprises (for example in Ghana the official launch was only made in November 2011). Regional projects results have to be differentiated by country (and in some cases by region).

Different speed of implementation across the countries means that in some countries only module 1 has been rolled out. Module one on workplace collaboration is effectively the cornerstone of SCORE and is rightly compulsory. In those countries where the module is passed down to the workforce level (Colombia, Ghana) there is a major change in management/workers relationship. This is a direct result of SCORE but the current qualitative indicators used by SCORE are not specifically capturing it.

Effectiveness of the project is generally very good as relates to the results of module 1. Overall it varies from country to country depending on level of implementation of the five modules, sectors and industries concerned, and the quality/capacity of the trainers, the understanding of the national counterparts, and the support received from the various levels within the ILO. The implementation strategy should be more country specific in line with the partnership strategy to increase effectiveness. One potential way forward is to multiply the Public-Private Partnerships in supply chains where SCORE can address second tier enterprises – such as is being done with COOP in China.

Effectiveness of management arrangements and efficiency

The human resource structure for the project is very small, both at the Global Component level as well as in the field offices, which means that resources are quite stretched to ensure the smooth implementation of such a complex and innovative project. This is a very positive indication, although human resource level may be overstretched in a second phase and additional resources may be required.

The project had to deal with unforeseen constraints and events of various nature (covered in the body of the report under each country section) that caused a slow implementation of the work plan at the country level and led to an extension of the implementation period up to the end of 2013 for certain countries.

Impact orientation and sustainability

Impact cannot be seen in such a short period of time. SCORE is a comprehensive process of improvement for enterprises that includes short, medium and long-term results. The development results of the project can only be achieved over the long-term. As present, given the difference in implementation and rollout period for the project in all the countries (some having started only 14 months ago), it is not possible to generalise the results.

Sustainability is one of the challenges of the project for the next phase. To consider the three levels of sustainability as defined by the project (financial, technical, and institutional) requires also a longer time frame, in which a branded product is being marketed to both SMEs and service-providers. This is not yet the case and should be one of the foci of the last year of the project 2013 before a new phase begins.

SCORE is a good and useful project that fills a gap and has great potential. It has further benefited from the support of a very pro-active donor SECO at the global and country levels.

6. Selected Condensed Recommendations (R), lessons learned (LL) and good practice (GP) (full details are mentioned at the end of the report)

R.1 The project needs to consolidate before it expands. It should use year 2013 for consolidation in all countries.

R.2 SCORE requires a second four years phase to become gradually sustainable from 2014 until 2017.

R.3 SCORE needs to develop a gender strategy and mainstream gender in the project.

R.4 SCORE has to define the product, branding, partnership and communication strategy for the second phase

GP1. Trainers have in almost all countries made more enterprise visits than agreed upon, showing commitment and responsiveness to SME needs.

GP2. Inclusiveness of the tripartite members in SCORE training is a good approach.

GP3. The National Tripartite Advisory Committee in project countries is a forum where SECO has been able to contribute to SCORE implementation.

GP4. The SCORE training structure that combines two-day classroom with practical coaching in the enterprise for each module is a good structure

LL1. SCORE is rightly targeting the SMEs with 50 to 250 workers as its target group.

LL2. A communication and visibility strategy has to be developed from the start of the project.

LL3. Results in complex regional projects are highly context specific and understanding of the context, culture, socio-economic situation, are key elements of analysis.

LL4. A case study analysis based on partnership strategy as an entry point can be used as an alternative to traditional sector studies.

II. Project Background

Project goals, objectives and strategy

The SCORE project was created as a response to the Conclusions reached by governments, employers and workers at the International Labour Conference in 2007 concerning the promotion of sustainable enterprises. SCORE promotes responsible and sustainable workplace practices in SMEs. It is a key pillar of the Sustainable Enterprise Programme of the ILO's Enterprise Development and Job Creation Department and integrated in the ILO Programme and Budget Outcome 3: The Promotion of Sustainable Enterprises.

Furthermore, five out of the seven SCORE participating countries (India, Indonesia, South Africa, Vietnam, and Ghana) are implementing a Decent Work Country Programme. Those programmes have been established as the main vehicle for delivery of ILO support to countries and are the framework for ILO intervention in the country.

SCORE is a practical training and workplace improvement programme to increase the productivity of small to medium-sized enterprises (SMEs) while promoting respect for workers' rights. The project demonstrates best international practice in manufacturing and service sectors and helps SMEs to participate in global supply chains. Through the SCORE technical cooperation project, the ILO is assisting government agencies, training organizations, employers' organizations, industry associations and trade unions in emerging economies in Africa, Asia and Latin America to offer SCORE training to enterprises.

SCORE's development objective is that **SMEs are more sustainable through being cleaner, more productive and competitive and providing more sustainable and decent employment**. The project is expected to achieve the following outcomes:

1. Industry associations can market and coordinate enterprise-upgrading services to their local members.
2. Service providers can effectively deliver training and advisory services for workplace upgrading on a commercially sustainable basis.
3. Labour inspectorate services work with mass media to disseminate progressive workplace practices.

SCORE is operating in seven countries covering different sectors[1] and focuses on several sectors and sub sectors/clusters:

Table 1. SCORE geographical and sector coverage

Country	Region	Sector	Sub-sector/cluster
China	Dalian, Chengdu, Chongqing	Textile and manufacture	Garment and machine and electrical parts
Colombia	Cundinamarca	Horticulture	Cut-flower
	Antioquia	Textile	Garment
Vietnam	HCMC, Dong Nai	Furniture	Wood products

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[1] According to the ILO, sectors were chosen through a transparent sector selection study and process in consultation with ILO field offices, ILO constituents and the donors.

Ghana	Greater Accra	Food processing, manufacture	Drinks and manufacture
South Africa		Tourism	Ecotourism lodges
India		Manufacture	Auto and machine parts
Indonesia		Manufacture	Auto parts and others

Each country is implementing the project in at least one (sub) sector or cluster of SMEs. The following overall impact is expected in participating enterprises:
- Business growth as a result of improved competitiveness and better access to markets
- Overall improvement in the culture of worker-management collaboration leading to continuous improvement as well as reduced labour absenteeism and turnover
- Improved quality in terms of reduced defects and improved on time delivery
- Improved productivity through better environmental management (reduced waste and energy consumption) and better workplace management (reduced labour accidents and sick leave)

On the local level, industry associations and service providers are capacitated to promote and deliver services on a commercial basis to build responsible competitiveness among SMEs.

SCORE project countries are at different stages of implementation. Some country projects have continued work of previous ILO projects (CSR textile in China and FIP in Vietnam). SCORE in India, Colombia started later, while Ghana and Vietnam were the two latest countries to implement SCORE as per the following table:

Table 2. SCORE official launch date or start of training in project countries

Country	Region	Start date or official launch[2]	Implementation
China	Dalian,	Nov. 2009 (launch)	35 months
	Chongqing, Chengdu	May 2011 (launch)	17 months
Colombia	Cundinamarca, Antioquia	May 2011 (first training)	17 months
Vietnam	HCMC, Dong Nai	August 2011 (first training)	14 months
Ghana	Greater Accra	Nov. 2011 (official launch)	11 months
South Africa	(Source: Mid-term evaluation report)	Nov. 2009?	18 months lost, only 17 months activity and currently under internal SCORE evaluation
India		March 2011 (first training)	19 months
Indonesia		July 2010 (launch)	26 months

Institutional and management structure

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[2] The official launch date does not always correspond with the actual start of activities. In Indonesia, Ghana and Colombia, SCORE was launched later so that some results could already be presented at the launch.

SCORE has started operations in September 2009 and is scheduled to end in December 2012. It is funded by the Swiss State Secretariat for Economic Affairs (SECO) and the Norwegian Agency for Development Cooperation (NORAD) as equal partners with an overall budget of USD 8.4 Million.

The **seven SCORE country projects** (0.5 to 1 million USD budget per country, 1-2 National Project Officers plus administrative support) report directly to the Director of the closest ILO Country Office and receive support from regional Decent Work Country Teams. **A global component** (Chief Technical Advisor, Training & M&E Officer plus 50% admin support) based in Geneva coordinates the project and serves as a knowledge hub.

It has already been acknowledged that the timeframe under the current project is too short to ensure a sustainable business service programme. The mid-term evaluation established the need for a Phase II of SCORE and confirmed that a longer timeframe is needed to reach programme sustainability.

III. Evaluation background

The evaluation manager is Michael Axmann and the administrative ILO Unit is EMP/Enterprise/SEED.

Purpose, scope and clients of the evaluation

As the SCORE project will end in December 2012 and its budget is over USD 5 million, the ILO evaluation policy requires that it go through an independent final evaluation. This requirement was specified in the project document and agreed upon by the donors.

The **objective** of the final independent evaluation is to:

a) Assess the SCORE intervention focussing on what has worked, what has not worked, and why this was the case;
b) Examine if the best approach was taken, and if it was optimally executed;
c) Assess current impacts and the sustainability of the project activities undertaken and where possible, identify evidence of pathways and indicators of long-term impact;
d) Provide recommendations to support ILO's expansion of its enterprise development activities based on the assessment of the key success factors, best practices and constraints faced by the project;
e) Provide a clear articulation of the 'lessons learned' and identify good practices to inform future project development and contribute to knowledge development of the ILO and project stakeholders.

The **clients** of the evaluation are:

a) The donors SECO and NORAD - close collaboration (such as sharing the Terms of Reference, asking for comments on the draft report and meetings in Bern) with the donor during the evaluation will ensure that donor requirements are met and no additional, external evaluation by the donor will be necessary;
b) The SCORE project management team, ILO Country Office Directors and other field and headquarter staff;

c) Tripartite members of the Global Project Advisory Committee and National Committees and partner organizations in the evaluated countries.

The **evaluation is to be used** in the following ways:
a) Findings and recommendations are due to inform future project strategy and operations design;
b) The evaluation report will be disseminated in the ILO for organisational learning through the EVAL's i-Track evaluation database. A summary of the evaluation will be made available publicly through EVAL's and SCORE's websites.

Scope

The evaluation covers the period from September 2009 to present, to create an accurate and comprehensive picture of the global project's context and development. The evaluation looked at the linkages between the four country projects and the global component to generate findings on the six evaluation criteria for the four country projects visited.

Acknowledgements: our gratitude is extended to all SCORE project countries staff for their precious support and kind collaboration during the evaluation exercise, as well as to Mr. Stephan Ulrich from the Global Component in Geneva for solving a number of constraints and Mr. Michael Axmann as evaluation manager for the management of the evaluation process. A special mention goes to all national partners, in particular to the CEC in China, for their enduring hospitality at all times and for facilitating the work of the evaluation team.

IV. Methodology

The evaluation has followed a participatory and inclusive approach. In line with the Paris Declaration regarding aid effectiveness, the evaluation included national capacity development as a specific aspect of the evaluation methodology. As such one national evaluation consultant in each country was hired in order to assist the evaluation process and provide a reality check as regards to the country-specific context in which the project operates. The same international evaluator has undertaken the evaluation of the two components, namely: the Global component in Geneva, and the fieldwork in the four countries selected (Colombia, China, Vietnam, Ghana). This was necessary to ensure comparability and consistency in the interpretation of the data. The rationale for the choice of methodology is detailed in the inception report (annex 2a) and the list of evaluation questions is mentioned in annex 5.

The international evaluator has acted as evaluation team leader in all field country visits, as well as ensuring the coaching and exchange of analysis and interpretation with the national consultants. In China and Vietnam interviews were undertaken through an interpreter hired by the ILO.

The evaluation addresses three different units of analysis, with a particular focus on points 2 and 3 hereunder:
1) The overall ILO strategic positioning of the project, as regards to the ILO mandate, objectives and the positioning within the national and the UN development objectives in each country, including the WB PRS where relevant;
2) The project global level (looking at the Global Component and overall project management based in Geneva), including the monitoring and evaluation of the project;

3) The country specific level (with fieldwork in four project countries) − with purposive sampling of SMEs based on at least one good case, one bad case visit for each location where the project was implemented.

National consultants provided each a series of deliverables that were used for the analysis of the data and information collected, including a SWOT analysis for every key stakeholder meeting held[3]. For each country visit there is a corresponding annex (annex 6) on the tripartite situation in the country. Findings were discussed daily and perceptions/interpretation exchanged at the end of each day for an average of thirty minutes.

The evaluation used a mix of methods to address these three levels mentioned above.

An initial documentary review was undertaken that served as a basis for this inception report. The list of documents consulted appears in the bibliographical annex 4.

All seven countries of the SCORE project plus the Global Component were subject to a documentary review as part of the methodology.

1. Global SCORE Component review
An initial documentary review of the project documents was undertaken which led to developing the inception report (annex 2a), the evaluation framework (annex 2b) and the questionnaire (annex 5) containing the evaluation questions.

2. Desk review for Indonesia, India, South Africa
These countries were appraised through desk review only. For South Africa and Indonesia, the Mid-term evaluation report undertaken by BSD in April 2011 served as baseline. For India, the case study conducted by EVAL was the reference document.
At the request of the ILO the countries not included in the fieldwork were removed from the contents of the final evaluation report.

3. Field work in Colombia (one week), China (two weeks), Vietnam (one week) and Ghana (four days)
At the field level data collection and interviews were carried out through several methods.
- Key Informant Interviews were held using semi-structured interview format: Questions included close-ended responses and some open ended responses while some additional qualitative data was obtained using a five-point scaling system, in order to complement available data. In total 81 such interviews were held (49 men and 32 women) as detailed in the annex 3;
- 22 group interviews were held with a range of respondents from the management level down to the workforce level. Gender specific focus groups were held as far as possible in every factory visited given time and management production constraints (12 women FGD were held in total in the four countries).
- 7 in-depth group interviews were held with SCORE trainers (2 in Colombia, 3 in China, 1 in Vietnam, 1 in Ghana);
- 14 factories were visited in the four project countries (6 in China, 3 in Colombia, 3 in Vietnam, 2 in Ghana) and 13 factories provided a walk-through tour that allowed for

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[3] Interview notes and evaluation team SWOTs contain confidential information and are therefore not included in the annexes

the evaluation team members to obtain data from structured observation. Time for the factory walk-through was 340 minutes (or five and a half hours);
- In total 103 meetings and phone interviews were held (individual and group interviews) with a total of 93 men and 74 women, for a total interview time of 6355 minutes, giving an average of almost 62 minutes per interview;

To ensure that the findings are credible and substantiated, triangulation was be used for each key finding (e.g. confirmation from three different sources).

Bias and limitations

The international evaluator did not speak Chinese or Vietnamese and interviews were conducted through interpretation services.

The TOR contain 45 questions to be answered and the draft evaluation report followed this structure. The current report format is different from the draft report at the request of the ILO and of SECO. Desk review countries content has been removed from this report.

Given the high number of regional projects in ILO (HIV/AIDS, IPEC, DWCP, BW, SCORE, etc.) it is suggested that EVAL develops a specific template for complex multi-country regional project evaluations.

At the wider analytical level, it should be noted that the evaluation focuses on SCORE as the unit of analysis, and therefore cannot capture the global results of the range of ILO projects undertaken in each country. Where and when possible the evaluation has attempted to capture the synergies and potential linkages to other projects and larger frameworks (such as the DWCP).

Globally a project with so many diverse countries across three continents should pay more attention to the analysis of the value system, management cultures, social realities (including ethnicity as an issue that influences management systems in the SMEs) and a wider range of realities which are context specific and transcend the technical aspects of the project, yet are critical in understanding why results are (or are not) achieved.

Fieldwork was undertaken using purposive sampling (using good case and bad case methodology), therefore it is not possible to generalise the findings, as they are not statistically representative. At the same time the evaluation also used contribution analysis to define the wider range of possible factors influencing the results obtained at the enterprise level, particularly given the global economic crisis and currency fluctuation issues.

Practical limitations: Initially the concept of "bad case" SME selection was not understood. For SME visit the selection of the bad cases included those companies that had decided not to continue with SCORE or did not complete the modules. In Bogotá only one visit was possible to the flower-cutting factories, despite having requested a visit to two SMEs. Another limitation is that in three cases enterprises could not make their workforce available for focus group discussions; therefore the information from management could not be triangulated with the workforce. (China).

Another limitation encountered was the inability to verify the quality of the translation from the original English version into the six languages that SCORE is providing the training programme in, which was also felt to go beyond the contents of the TOR.

It is important to note that the evaluation did not evaluate the contents of the modules, as this was already done in the mid-term evaluation, although it did capture the reflections from the trainers and enterprises and stakeholders on the quality and contents of the modules themselves.

V. Evaluation Findings

At the request of the ILO and SECO the report structure is based on the BSD mid-term evaluation of April 2011. SCORE Global and each country evaluation findings are presented following the specific six evaluation criteria.

V.1. SCORE Global Component

V.1.1. Relevance and strategic fit of the intervention

The project is entirely relevant to the target groups that are concerned by the intervention across the seven countries where SCORE is being implemented. The rationale for the project and its strategy are both well founded and the four countries visited (Colombia, China, Vietnam, Ghana) have a need for such an intervention. It is especially interesting to develop such a project at a time of global economic crisis to see to what extent the negative effects of the crisis can be mitigated by better management practices and competitiveness. The global strategy is to roll out the five-modules training package that consists of a mix of two days classroom training (conceptual) and a minimum of three visits to coach the enterprises at the workplace (practical application). The target groups are SMEs from 50 to 250 staff are proper targets, although the project goes beyond the manufacturing sector and includes other sectors and sub-sectors such as cut-flower in Colombia, lodges/tourism in South Africa, food and drinks manufacture in Ghana. This led to additional delays in activity implementation since the material had to be adapted to the specific type of activities pursued by the participating SMEs.

The project is relevant because it addresses key aspects of enterprise management to improve competitiveness while also improving social dialogue and workplace conditions. SCORE has a results framework that includes short, medium and long term results, thus encompassing from the immediate pressing concerns of the enterprise to longer-term objectives. It is further relevant as countries have a specific provision for support to SMEs in their development objectives, so that SCORE also supports national priorities.

V.1.2 Validity of intervention design

It is difficult to appraise the intervention design for several reasons: first, as mentioned by the mid-term evaluation, because the CTA was recruited three months after the project was started, and therefore many of the strategic decisions regarding the intervention design were already made, including the choice of countries and in some cases the sectors that would be covered. Secondly, because the project document and other background documentation are not authored or dated, it is very difficult to identify the origin of the decision-making process. Thirdly, because as mentioned in

the Donor Committee for Enterprise Development (DCED) pre-audit conducted in September 2011, the results-chain needs to be better articulated, and explain in more detail the logical sequence of events.[4] The evidence base is not always presented in the documents to make the connections and understand the rationale for decision-making. More detailed information is therefore required in the project document so that evaluations can re-trace the flow of events back to the original design and decision-making process. A challenge for the evaluation was to find documented evidence for decision making.

One issue the evaluation was not able to answer is why, if the Factory Improvement Project that existed before SCORE was leveraging such positive results, it did not go into a second phase but was replaced by the current SCORE project.

Two critical gaps in the SCORE design phase were the absence of a gender strategy and the absence of a communication strategy for the project.

Many of the assumptions made in the project design were untested but have also not been tracked to adapt the project to the reality of the context. One of the biggest challenges is to identify competent service providers able to train SMEs both at the classroom level and coaching them in the enterprise with subject matter expertise. This has been a major limitation and one of the reasons why trainer certification is proceeding slowly and is not yet undertaken in all SCORE countries. A team is needed to ensure proper conceptual and pragmatic support to SMEs for each module, and it remains a challenge to find service providers that have this capacity for all modules.

Product definition

SCORE is a very good and relevant global product, but is still a product under development that has not yet fully matured in all project countries. One of the key findings is that national partners in various countries did not clearly understand the objectives of the SCORE project. Is this a training project, or a coaching project, or what is it exactly? The lack of initial involvement of the national partners in the project design means that they have lower background information, knowledge and understanding. Therefore it is important that for every country a SCORE brand be developed that identifies clearly the product that is being offered. SCORE needs to be more explicit about the project strategy over the short, medium and long-term as objectives evolve over time.

Defining the client

Here also there have been misunderstandings on who the primary client for SCORE is: the SMEs, the service providers, or the national counterparts. As a product under development, the SCORE strategy was not fully rolled out (for example trainer certification only occurred after having started implementation) leading to unmet expectations for some of the project clients (for example in Dalian in China). SCORE now needs to link its brand to its marketing strategy specifying who the client is in every country.

Identifying capable and certified service providers

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[4] Sadia Ahmed, Report on pre-audit of implementation of the DCED Standard and suggestions for Enterprise Level Data collection, September 2011

Different approaches have been tried in different countries and even within countries in order to identify suitable service providers (e.g. trainers that can also accompany the enterprises) in SCORE methodology. The two issues here are one the capacity, the second the certification of the quality of the service provider. In terms of capacity, the evaluation has seen mixed results, and this discussed under each country section. Further efforts are needed to accelerate training certification.

A key question here is whether trainers are supposed to be industrial experts with technical background in the enterprises they are coaching. While in FIP international trainers were used (e.g. not a sustainable option) they were not industry specific experts (and therefore the primary role was not coaching). SCORE is using locally based service providers that certainly contribute to the sustainability of the project. However in all project countries visited it is a challenge to identify such a level of expertise.

Identifying national partners/SCORE champions and owners

SCORE has followed a technical approach to defining the sector as the entry point for the project. The process is that the sector study leads to the identification of the national partner, and that of the SMEs that are potential SCORE clients. The evaluation would like to challenge this approach in view of the mixed quality of the various sector studies undertaken and in view of the implementation results and number of participating SMEs in the project. It is the suggestion of the evaluation to use as an entry point a **case study approach** instead of a technical sector study. Identifying first and foremost the proper national owner of SCORE may actually be a more advantageous entry point for the project. The choice of the national partner (owner and depositary) of SCORE could lead to the identification of the sector/clusters of activities, based on the understanding of the project objectives and the needs of the SMEs. The first step may be to identify the institution(s) at national level that will be required to own and ensure the sustainability of the project, the identification of the sector and that of participating SMEs to know the demand before determining the type of activities that the SMEs participating in SCORE are involved in.

SCORE marketing and visibility

SCORE Global indicated that there had been no marketing or communication strategy at the outset of the project because there were no results to show. The evaluation challenges this assumption and based on experience believes that all projects have to contain a built-in communication and marketing strategy from the onset. With such ambitious project objectives SCORE should work at creating a critical mass of informed potential users and beneficiaries from the beginning. It is largely recognized by stakeholders in all field countries that SCORE is under advertised, has little visibility (including at the tripartite level and despite the NTAC meetings) but particularly outside of the direct sphere of influence of SCORE (such as among the general public). As mentioned by the mid-term evaluation some media articles have been produced, but the efforts to publicize and market SCORE are too little and too few. There needs to be an overall strategy for marketing and dissemination of SCORE through both the national partners and the media in a targeted manner to enhance the general knowledge about the project. The creative and the innovative nature of SCORE is potentially very good if it can be properly consolidated and made visible to partners and clients and the general public. One of the reasons for the initial low participation of

SMEs/difficulties in identifying the clients in some countries (Colombia, Ghana) was also partly due to the low visibility and low general level of knowledge of the project.

Approaching SMEs

The single biggest challenge that is encountered by the EIT and the SMEs is the lack of commitment from senior management. There are various reasons for this lack of commitment, ranging from an "I don't need this sort of information to run my company" to "I already know all this so SCORE should apply to my middle-managers, not to me", with all possible shades in between. There is a wide consensus among interviewees that a more inclusive relationship with senior management would enhance the implementation of SCORE in the participating SMEs. In order to achieve this, it was suggested to use a half-day leadership workshop only for SME owners and senior managers to explain clearly the benefits of joining SCORE as well as managing their expectations. It would also allow to take them through the monitoring data needed, particularly the KPIs which are being collected in the project. Finally this could allow obtaining clear and written commitment from the senior management level and could facilitate rollout of SCORE at the enterprise level.

A challenge found in one factory visit was that the owner was using unskilled factory workers at the minimum wage level and he did not see why he should consider investing time and effort in human resources, since the work could be done by anyone and he had no problem replacing workers who left the enterprise. Convincing the management to invest in human resource management as part of the company improvement process is one issue that could perhaps be developed further when contacting an SME to participate in SCORE.

A valuable lesson from Colombia was the very successful ILO WISE project that took place, in which the company owners were constituted as a group on go-see visits to the factories to identify the good practices from their competitors. Although there is a risk associated with this approach, the evaluation considers that proper management of such a tool is actually very positive and constructive for expanding SCORE and may lessen the need for the enterprise technical skills of the trainers, as the owners/senior managers adopt a peer review based on positive change in the SMEs they visit. SCORE should consider incorporating such an approach in all locations where it is deemed culturally and contextually acceptable.

Another important factor relating to SME participation is the rollout time for the SCORE modules. Many of the SMEs visited have peak production periods, and a specific effort should be made to implement the modules outside those periods. Three companies visited could not participate in the second SCORE module because the timing was not adequate given their production constraints.

Knowledge sharing and cross-fertilisation

SCORE has by now acquired substantial experience in the seven countries it covers. This knowledge and experience should certainly be used and capitalized upon for the next phase of the project, which is clearly warranted. There have been two knowledge-sharing encounters during SCORE in Indonesia and Italy. The evaluation would recommend holding another such meeting during 2013 to draw all the lessons and good practices from the various countries in order to consolidate SCORE for a next phase of the project and be able to define a standard for the product in every country.

The knowledge sharing papyrus platform used by SCORE and the M&E database contain valuable information for the Global Component, donors and other Geneva-based and international stakeholders. Detailed information is available concerning all participating companies and trainers, with both quantitative and qualitative information.

However there is no corresponding platform at the country level to contribute to knowledge sharing and learning in the same way as it is designed at the global level. The mid-term evaluation had made some comments as regards to the feasibility of virtual meetings. However a country-specific, local language, repository of information possibly web-based should be considered, both as a means to further contribute to dissemination and knowledge about SCORE, but also in order to build the in-country knowledge about the subject matter.

Training of labour inspectors and the media to promote workplace practices

The initial objective of SCORE to train labour inspectors and the media (outcome 3, output 3.3 of the logical framework) has not found a clear sustaining rationale in the four countries visited. While labour inspectors are generally rightly included in the SCORE TOTs, there is no obvious link or synergy between labour inspectors and the media. It is the view of the evaluation that another approach should be used to disseminate knowledge to the general public and that this should be defined in the communication strategy, leading to a revision of the logframe outputs. The rationale for linking labour inspectors with the media is unclear and questionable. Labour inspectors are seen in some countries as representing compliance to certain delicate issues such as child labour, something that may deter potential clients from joining. This aspect needs to be revised and improved.

Tripartite nature of SCORE

Some stakeholders interviewed question the tripartite character of the project, particularly at the country level since the Ministry of Labour and the Trade Unions are not directly implementing partners of SCORE. It is however necessary to see SCORE over the long-term and not only with a short-term vision. Since SCORE targets SMEs, employers initially represent the primary client. However as the project is able to leverage results and achieve medium and longer-term results, SCORE may at the later stage of its life cycle be used by other ILO projects and/or national programmes to support and reinforce both labour inspectorates and trade unions. Indeed SCORE has an important capacity to be integrated into other larger programmes that work at the enterprise level.

The medium and longer-term expected results of SCORE are highly relevant for both labour inspectors and trade unions as they will show increased social dialogue, better respect of working conditions, more compliance to national legislation, and in some cases/countries development of collective bargaining and even creation of new trade unions (some of which are incipient as in Vietnam, and Ghana). Just because SCORE is not implemented with the active participation of the three tripartite members, being essentially Employer driven, doesn't mean that it is not advancing the issues and objectives of its other constituents. Not all projects that ILO does should necessarily include hands-on implementation by tripartite partners, as long as there is tripartite support at the National Tripartite Advisory Committee.

Gender

The project did not develop a gender strategy during the design phase. As a result there is no specific understanding in the various countries on how to incorporate gender issues into the project implementation and this needs to be addressed in the second phase of the project. Gender was not mainstreamed into the project design. To mitigate this shortfall, country NPCs have attempted to ensure gender-parity requirements for participating in the training and in the selection of trainers. However this was not always possible as management of participating SMEs appointed EIT members and service providers were selected based on their skills, with widely different gender composition according to the location. The project reporting and M&E system does however provide disaggregated data at all levels in line with good practice.

Cost-effectiveness

In this first phase of the project it does not appear as though the project is particularly cost-effective, for various reasons:

1) Because the project is in the roll-out phase, and not in the consolidation phase yet, therefore without a critical mass of SMEs that can contribute to achieving cost-effectiveness (relatively few 234 SCORE SMEs globally);
2) Because various strategies have been tested to obtain cost-sharing by the enterprises, with various degrees of success depending on the countries/sectors;
3) Because the start of such a type of project is cost-intensive, and cost-effectiveness is obtained when the project reaches the consolidation stage and has defined and branded its product, implemented a marketing and pricing strategy;
4) Because none of the countries have a sufficiently long-term SCORE experience to appraise some of the important results that are only achieved over the longer-term (e.g. development objectives of the project)

An important issue to contribute to cost-effectiveness at the country level is the actual physical location of the SMEs that participate in SCORE. The evaluation had to travel often over 90 minutes by car to reach the SME participant in the countries visited, something that has two implications for SCORE: 1) the cost of the logistical arrangements, 2) the time that remains available for the trainers in the SME once they get there. If three to four hours are needed to reach the enterprise and return home, the actual amount of work-time available in the enterprise is limited. It would be very useful to have at least two SMEs in the same neighbourhood visited in one day, travel time allowing. This may also explain partly why the number of visits to the SMEs are often considered insufficient (minimum of three are required by SCORE), since the actual work-time within the enterprise is often limited to two to three hours, so arguably more time may be needed – whether more visits or more working-hours in the SMEs.

SME award and recognition

Enterprises in all countries are showing a series of certificates and awards gained from their participation in various events and trainings, showing the importance given to the image of the company. SCORE Global should consider giving a certificate of participation to SMEs per module completed, as an added incentive.

Scaling and replication

In line with the mid-term evaluation, this evaluation does not recommend at present any expansion or scaling of SCORE, despite the strong pressures that are being placed for such a replication. There are four primary reasons for not recommending an expansion during this phase of the project, for all countries visited:

1) The product brand, roll-out strategy, communication and marketing is not yet clarified and defined – this is a pre-condition in the view of the evaluation for any replication;
2) Because the second phase will be much more labour intensive for the project staff, and additional countries will overwhelm the current human resource capacity of the project;
3) Another reason is that SCORE is widely viewed already as a success story, because of the initial results of the workplace module and quantifiable cost-savings in the SMEs. However it is too soon to expand at a time when the project has to make clear choices and opt for a viable and sustainable strategy in each implementing country, in line with the current context, demand and lessons learned, and the limited human resources placed in the project;
4) As a success story, greater political pressure is being applied and scaling of SCORE may actually come into direct competition with other projects or national programmes (e.g. India). Therefore it is important not to be too ambitious too soon and bide time until SCORE is actually ripe for expansion, possibly near the end of phase two.

There is always a choice between breadth and depth. SCORE has already started implementation in seven countries, although several are still at the initial stage and have only completed module one (Colombia, Ghana). SCORE can become rightly ambitious but only if it can overcome its difficulties and complete a successful second phase with consolidated results in terms of quantity of clients (achieving a critical mass in each country) and sustainability at the financial, institutional and technical levels.

V.1.3 Intervention progress and effectiveness

Monitoring and evaluation

At the Global component level documentation was prepared to guide the implementation in the various project countries. Along with the project document, a global strategy was developed, and a comprehensive M&E system was designed that includes web-based information. The M&E papyrus knowledge-sharing platform collects very detailed and comprehensive information on the project activities, the trainers, and the enterprises. The SCORE specific M&E database also contains up-to-date information regarding the project results, the enterprise level-results, and all data gender disaggregated. Progress information contained in this report is taken from the M&E database[5].

The highly developed M&E system is inclusive of indicators and baselines. A first level of information is found with the binomial indicators (Yes/No) that track whether SMEs adopt good management practices through SCORE training. These are the first line of results measurement and can be attributed to SCORE training. The second line of

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[5] Country and global progress report indicators, included as annex 7

results measurement is the twelve Key Performance Indicators (KPIs) that supplement the binominal indicators to track longer-term development.

However enterprise management doesn't always track or use these KPIs. They are divided into two categories: some basic indicators (number of EIT meetings, number of suggestions, etc.) and some more demanding ones (such as efficiency, energy consumption, etc.). Depending on the sector even bad enterprises do collect efficiency information (for example in Colombia garment sector where SMEs are paid on the time sold). But it is difficult to find enterprises reporting on all the twelve KPIs. There is a need for making KPI collection a priority, on incremental basis with an initially limited number of indicators and after having secured senior management commitment to track this data. An improvement would be for SCORE to push forward two or three critical KPIs in each country to develop management skills, as many relate to production, but few are directly useful for management decision-making. Importance and use of the KPIs need to be rolled-out to senior management from the onset, and maybe expand as the project rolls out the different modules. The enterprises met that use all of these indicators (albeit in a different format) are actually no longer in SCORE (e.g. in China) because they are more advanced and use external consultancy support targeted to their management needs.

In general SCORE has had a very strong dedication to the establishment of an M&E system that meets the DCED requirements and provides very large amounts of information, something that is certainly a good practice example. But the general reporting on the project progress from the country levels is weak and needs to be improved. Rather than focusing on activities, greater effort should be placed on reporting on results and triggering processes, not just the facts as they occurred. Some specific training on M&E and results-based reporting to the National Programme Coordinators (NPCs) would also further enhance local level capacity of the SCORE countries.

Data analysis

KPIs report on enterprise improvement over time. They need to be looked at on annual basis and comparatively from one year to another, as there is no point in taking a shorter period given production peaks in many sectors and the fact that the change process has to be seen over time. In many countries there is not yet the sufficient time-line for meaningful data analysis.

The SCORE M&E system is quite advanced and provides comprehensive information in real-time in all countries, and represents a great effort at accountability and transparency. However some of the key results of SCORE are not being captured because they cannot be measured: For example, the change in the relationship between management and workers that is a direct result of module one implementation. Qualitative methods are needed to appraise such a change.

Results at SCORE participating SMEs

At the practical level the project has achieved mixed results that are very much context specific and cannot be generalised. A summary of the project effectiveness is presented hereafter compared to the expected project results:

TABLE 3: SWOT analysis of SCORE expected results across the four countries visited (Colombia, China, Vietnam, Ghana)

Expected results	Strengths	Weaknesses
1- Improvement of culture of worker-management collaboration leading to continuous improvement, reduced absenteeism and turnover	1. Clear and visible results of improved worker-management relationship in the good case companies visited in all four field countries visited. 2. Greater identification of the workforce with the enterprise and in the management of the SME 3. Anecdotal evidence of lower absenteeism and turnover, but too soon to generalize to all countries. 4. Anecdotal evidence of suggestions made by workforce linked to improved production	1. No clear manner or indicator identified to capture the change in worker – management relationship. 2. Data sets incomplete to generalize the effects 3. More time is needed to analyse quantitative results (absenteeism, turnover)
	Opportunities	**Threats**
	1. Certainly a key strength of the project, should be better reported upon and captured	1. Lack of available data (e.g. not compiled by the SMEs)
Expected results	**Strengths**	**Weaknesses**
2-Business growth as a result of improved competitiveness and better access to markets	1. Too soon to generalize, but anecdotal evidence of cases where competitiveness improved as a result of SCORE 2. SCORE has the potential to contribute to this result over the medium to long term	1. Recent rollout of SCORE in some countries doesn't provide the time-line necessary to appraise results. 2. Assumption that business growth is linked to SCORE unproven and untested
	Opportunities	**Threats**
	1. SCORE can be a leading tool for SME improvement of competitiveness if targeted to the demand	1. Market access is not directly achieved through SCORE – except in PPP approach
Expected results	**Strengths**	**Weaknesses**
3- Improved quality in terms of reduced defects and improved on time delivery	1. Observed in the factories in all countries visited. 2. Particular rapid results in sectors like garment (Colombia), parts and manufacturing (China)	1. Not yet being tracked in all SMEs across all sectors and countries. 2. Less advanced SMEs aren't driven by these concepts necessarily
	Opportunities	**Threats**
	1. Most although not all of the SMEs can see visible results of reduced defects after module one already – thus creating demand for further participation in module 2	1. No contribution analysis to identify other factors that affect the SME outside of SCORE – no attribution possible
Expected results	**Strengths**	**Weaknesses**
4- Improved productivity through better environmental management (reduced waste and energy consumption) and better workplace management (reduced labour accidents and sick leave)	1. Observed in good case SMEs in three countries (Colombia, Vietnam, China) for environmental management, particularly waste management 2. Anecdotal evidence of lower labour accidents (China, Ghana) and improved sick leave (Vietnam)	1. Labour accidents in some countries are not reported unless they are serious as they affect workers pay 2.Improving environmental management may in cases require relatively important investments from the SMEs that they may not be in a position to undertake initially
	Opportunities	**Threats**
	1. Strong potential interest to develop the environmental aspect in Medellin (Colombia) and other countries (China) if linked to national legislation and public sector.	1. Depends on level of investment (sometimes high) required – for example for energy consumption 2. UNIDO already has a training project on environmental issues.

There were long delays in actually setting-up the operational structures in the project countries, finding the clients, partners, and starting activities. The mid-term evaluation indicated that a year of preparation/lead-time was needed. Recruitment challenges and changes in NPCs contributed to additional delay and loss of local organisational memory.

It is the firm belief of the evaluation that the product is a good one firmly constructed on an SME friendly approach and highly relevant to SMEs even in difficult times. It has already achieved significant positive changes in the participating enterprises. Its concept is excellent and the approach is well founded. Nonetheless numerous challenges remain and SCORE should not be seen as a consolidated success story, but rather as an incipient one, with the potential of becoming a good model in the future.

The Global Component has just recently started working on social marketing and the development of a communication strategy (prepared in July 2012) that is long overdue in the view of the evaluator, and remains somewhat shy in its approach – a more aggressive public image of SCORE is needed.

While SCORE works in seven countries, it is little known at the national level, and has a limited number of participating enterprises. Reading about SCORE gives the impression of a large-scale regional project, but in reality its significance at the national levels has not been yet recognised (with the exception of Indonesia, but this country was not subject to field visit). SCORE Global may underestimate the challenges of entering new clusters and countries, as efforts are dispersed and figures show that the number of participating enterprises (234 in total since the beginning of SCORE) is not as high as it could be if efforts were concentrated in less sectors/countries for a project that started at the end of 2009.

SCORE Global Progress Report (Source: SCORE M&E Database) Nov. 2012
Number of Enterprises Trained (Module 1) 234
Number of Enterprises Trained (Module 2) 90
Number of Enterprises Trained (Module 3) 33
Number of Enterprises Trained (Module 4) 40
Number of Enterprises Trained (Module 5) 28

While there is always a trade-off between depth and breadth, and it is always appealing to donors to increase the number of countries covered, SCORE should be very cautious and set as a priority the consolidation of the work in progress before thinking of any additions. Any expansion may run into capacity limitations.

Another factor that affects the results regarding participating enterprises is the time required to translate and adapt the training modules. Only China is offering the full range of module training from the four countries that were visited. This also explains the lower figures for modules three, four and five as Colombia, Vietnam and Ghana are about or are just rolling-out module 2 at the time of the evaluation.

In terms of responsiveness, SCORE project countries staff are quite satisfied with the support received from the global component. However decision-making should be streamlined to ensure quicker response to the countries, something already mentioned by the mid-term evaluation. The Global component is characterised by a consensual management decision-making process which may be good to develop ownership and

mutual understanding, but that can negatively affect the respect of the timeline for implementation at SCORE country level. It is also not always clear how decisions are being made, as the evidence for decision-making is not always documented.

V.1.4 Efficiency of resource use

The SCORE global component is a very small unit of two people, the Chief Technical Advisor (CTA) and an M&E and training officer. The unit administrative officer is providing additional administrative and financial support. SCORE Global also counts with an expert trainer. Recently additional support was contracted for developing the communication strategy and developing social marketing campaigns. However this is reportedly not done under the project budget. This is a very slim set-up for ensuring cohesion, support and supervision to a complex project that spreads across seven countries in three continents and numerous sectors and sub-sectors. The limited human resource base may also be one reason why some decisions require a long lead-time to be actually rolled out to the country level, since both SCORE staff are also involved in travelling to the countries and are quite stretched to perform all of their functions, in addition to ensuring comprehensive reporting and M&E data analysis for project donors in line with the ILO requirements.

There is a limited travel budget allocated to the Global component for supporting the work of the project countries. In terms of budget, the project budget itself in total is relatively large. The country level management staff structure is lean in all project countries, with no more than three staff in any given country.

The project has been able to start cost-recovery with various levels of success in the different countries, but there is potential for larger scale cost recovery for the second phase of the project.

V.1.5 Effectiveness of management arrangements

The specific structure of the ILO technical cooperation programmes makes management arrangements normally heavy and complex for regional projects that are implemented in many different countries. The papyrus platform only indicates the Global component and each country staff under SCORE. However in practice, there are many other players that intervene in the management arrangements, both from an administrative and a technical perspective. In various countries (Colombia, Ghana) there is no ILO office director, and therefore the project also reports to the Lima Area Based Office for Andean countries or to the Abuja regional office of the ILO. There are also technical experts in various locations (Lima, Bangkok) that have provided assistance and support to the SCORE project. In addition, the financial and administrative requirements for an administratively decentralised project are quite demanding in terms of ILO reporting.

The overall structure of the project is management intensive despite efforts by all the staff to be as quick and responsive as possible. SCORE is a part of the ILO structure and does not work in a vacuum. Management involves more than the global component and the field office. In many cases, a country office or regional office has some oversight of the project, and some technical resource persons from Enterprise in other offices (such as in Lima and Bangkok) also provide technical support.
At present the lean structure of the human resources in the project (Global Component and country offices) means that resources are stretched to fulfil their roles and ensure

monitoring of the SMEs. Strengthening of the human resource capacity at the country level in countries like China or Colombia would facilitate improved monitoring and reporting.

The model followed in Vietnam is interesting because the national partner (VCCI) is actually the one contracting the NPC and working with ILO on contractual basis. While the short contractual time frame is not conducive to ownership and commitment of the national partner, the delegation of authority to the national partner for the recruitment of the NPC is something that could be further explored for other countries in the future.

At the country level management arrangements are subject to a verbal agreement but there are no defined parameters against which partners are expected to implement the project. Annual work plans form the basis of the partnership agreements but do not lay out roles and responsibilities and strategic objectives of the partnership. This has led to varying interpretations by project partners. In order to avoid any ambiguity amongst partners, management arrangements should be much more detailed and roles and responsibilities at all levels clearly reflected and mainstreamed[6]. In general management arrangements remain vague and lead to interpretation. As there are always two sides to a coin, on the one hand this gives greater freedom to deal with partners, as flexibility is required to adjust to the actual implementation needs. However the negative side is that partners may differ in their interpretation regarding their roles and responsibilities.

It is also important to use a common terminology and understanding of concepts across the project countries. For example, launching the concept of a Centre of Excellence for SCORE without specifying its objectives and attribution is understood differently by national actors and adds to the level of confusion amongst partners. This should be avoided and only a standard terminology should be used and translated accordingly.

V.1.6 Impact orientation and sustainability of the intervention

SCORE has a vast potential to become a reference for SMEs across the manufacturing world in a wide range of countries, because the intervention is grounded on essentials and fundamentals of good management and efficient workplace collaboration. It can potentially become a model and expand once it has consolidated its product. The sustainability of SCORE is linked to four aspects:
1. Defining and branding the product;
2. Institutional ownership of SCORE national champions;
3. Certifying and maintaining a pool of trainers/service providers that can roll-out the product in each country;
4. Obtaining payment from SMEs for the service (cost-recovery).
The project cannot become sustainable over the current time frame for implementation as it is too short and because SCORE remains a product under development. It should however become sustainable technically, institutionally and financially by the end of the second phase.

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[6] In a number of countries SCORE implementation is based on the work plan but there is no official MoU signed (e.g. China, Ghana). Colombia only signed a MoU with SENA in October 2012.

Understanding the importance of the context and local values

SCORE is a complex and ambitious project that works geographically across seven countries in three continents at the micro, meso, macro and meta levels. In every country, and often in every region of the country where the intervention takes place, there is a set of values, culture, management habits, social and economic behaviours that determine how people interact and do business. In order to provide a product that is demand-based, it needs to be specifically tailored to the needs of the clients. There may not have been enough attention to the contextualisation of the product in SCORE.

SCORE results are necessarily country, and even region/department specific. It has already been translated into six languages, but further work is warranted to ensure the proper contextualisation of the SCORE material to the countries. In particular in China, it came out very strongly that the lack of inclusion or reference to national legislation and Chinese laws and regulations were undermining the value of SCORE to the SMEs.

Understanding the specifics of the trade

SCORE has courageously entered into clusters that were neither part of the FIP nor for which previous expertise existed: the flower cutting cluster in Colombia, the lodges in South Africa, the food processing in Ghana, are new areas of activity not covered by FIP. As a result, there was a need to adapt the contents to the specifics of the trade (South Africa) reviewing the KPIs to ensure they were relevant to the enterprises (Colombia flower cutting), or simply having to expand the client base because the cluster is so negatively affected by the global crisis –and generally poor management practices- that SCORE comes too late to rescue the enterprises (food processing in Ghana, now expanded to manufacturing).

Documenting the rationale and decision making process

The SCORE project was launched in 2009 even before the CTA was recruited, and a number of decisions regarding countries, and sectors of activity were already made. As mentioned in the mid-term evaluation, there is little documented evidence available to allow a reconstruction of some of the key decisions made regarding these critical choices. Decision-making appears to be a complex process in SCORE that includes the SCORE staff and Global Component, but seems to go through an in-house vetting process that is complex and not very transparent. Different services are required to give their views on the project contents, but it is difficult to understand who is ultimately responsible for what. As such it remains unclear how much the CTA may steer the project when changes or adaptations are needed.

As mentioned in the pre-audit of the DCED, it is also necessary for the documents established by SCORE to clearly identify the theory of change and assumptions in a manner that allows linking the different components of the logframe to the objectives and outcomes. Further efforts are warranted to be actually able to trace the logic of the intervention in line with the analysis that was done of the situation, as the rationale and linkages are not always explicit or grounded on evidence. One of the project assumptions that SCORE can assist SMEs through the global economic crisis is challenged in some of the countries visited. Tracking of assumptions to enhance responsiveness to changing conditions should be a key element of management.

Defining a sustainability strategy

A sustainability strategy should be based on the partnership strategy and product brand and its marketing strategy. To date there has been little accomplished and it is impossible to achieve sustainability over the current project time frame. To obtain some degree of sustainability SCORE needs to be further extended over a four-year period if it is to achieve any significant progress. The partnership strategy will address the issue of institutional sustainability (e.g. defining a SCORE champion(s) in each country), the process of **trainer's certification** will ensure the technical sustainability of SCORE, and last but not least a definition of the financial sustainability strategy is needed. There is clear evidence from the enterprises visited that some companies are able to pay in all of the project countries, but this has to be shown beyond words through their paid participation in SCORE. In all countries it was stated that things provided free of charge are not properly valued, and that some degree of cost-sharing is necessary from the companies that enter SCORE. However different modalities are possible according to each country's context. In particular, public funding for SCORE is a clear possibility in China / Chongqing, where this is being included in the continuation of SCORE, with a third of the costs supported by public funding, one third subsidised by the donors, and one third covered by the SME. Likewise in other countries companies are willing to pay a fee for participating in SCORE, provided a) the fee stands at an acceptable level and b) the product responds to the expectations of the SME (including in terms of support to the enterprise). Interestingly enough the evaluation could not find evidence that those companies that were able to quantify (in some cases substantial) costs-savings through their participation to SCORE would be more willing to pay for the service than others, so anecdotal evidence suggests there is no correlation between cost-savings and propensity to pay a SCORE service fee.

It is further necessary to determine the actual market value of SCORE for every country, since this will also affects the price, communication and marketing strategy for the project.

Another issue regarding the sustainability of the project is that SCORE contains elements that lead to short-term, medium-term and long-term (such as the development objective) results. Not enough understanding of the phased and gradual process of SCORE is found amongst the national partners, and there is some confusion between the different results at the different stages of implementation that need to be clarified to contribute to a clear sustainability strategy.

V.2 Colombia

V.2.1. Relevance and strategic fit of the intervention

The intervention is in line with the country's priorities. In the National Development Plan for Colombia 2010-2014 growth and competitiveness form one of the three key pillars of the national development vision. Colombia is also one of the two SECO concentration countries in Latin America.
There is no DWCP in Colombia. The intervention links to the current UNDAF 2008-2012 under Outcome 2 and Country Programme Outcome 2.2. Increased national capabilities to develop competitive and sustainable productive processes that take into account regional characteristics and comparative advantages, particularly outputs 38 and 39.

The strategy document as drafted in Colombia is not a proper strategy, rather a descriptive and narrative report that mixes both global and country specific elements.

A proper country specific strategy is required laying out a clearer vision of outcomes and a clearer results-chain that develops the links between the activities and the outcomes.

In terms of national ownership, results have been uneven across the sectors. There are more difficulties in the flower-growing industry in part due to the financial difficulties faced by the sector, which is undergoing a concentration of suppliers, but also due to personalities with a change in 2011 in the project's counterpart, Asocoflores. The various actors of the textile cluster in Antioquia seem to have greater ownership of the project. The national vocational training and apprenticeship agency (SENA) has just signed a MoU with ILO in October 2012 that is a positive development for SCORE in terms of leveraging national ownership and as regards to the institutional sustainability of the project.

V.2.2. Validity of the intervention design

Assumptions have not been tracked and no action was taken in view of the changing assumptions. The sector selection was undertaken two years ago, in 2010, on the basis of the Swiss based company BSD report. The global economic crisis and the foreign exchange rate fluctuation (particularly that of the US dollar) affected Colombia in two manners: According to Asocoflores, the cut-flower guild, a number of enterprises had to shut down resulting in a smaller number of enterprises and a growth of the larger enterprises. As a result in Cundinamarca there are no additional potential enterprises meeting the criteria to enter the project, while there are potentially 14-16 enterprises that are reported to be interested and meeting the criteria in Antioquia department. Conversely in the textile sector confection enterprises have also undergone a restructuring and fragmentation with a larger number of small enterprises and the disappearance of larger enterprises. In Antioquia all respondents indicated that the project would have a larger number of enterprises if the criteria could be lowered to 25 workers to enter the project. While the SCORE approach can conceptually be used in smaller enterprises as well as in larger enterprises, the evaluation considers that, in its present state, SCORE should continue to focus on SMEs of 50 to 250 workers. However the evaluation also visited SMEs that had more than one production site under the same owner, and therefore the unit that participated in SCORE was technically below the threshold of 50 workers, but in reality they did comply with the requirements if all the production units were counted.

The project started with two entry points in two locations: flower cutting in Cundinamarca and textile/garment in Antioquia. In the cut-flower sector, according to Asocoflores all enterprises in Cundinamarca have been covered and there is no further client in the department, but there may be an option to extend to the Antioquia department where some 14-16 enterprises are reportedly interested to enter the project. In another region, some 4-5 enterprises focussing on exotic flowers for the domestic market are also reported to be interested. In total the possible expansion in the flower-growing sector is another 20 enterprises.

In the textile sector options for expansion are both available locally in Antioquia if the minimum number of workers can be lowered, whereas there is an interest in expanding to Cundinamarca that has some 45 enterprises as potential clients.

In terms of SME participation, it was been difficult to "sell" participation in the project and information campaigns had to be launched twice to so that enterprises would enter the project. One reason for this is the multiplicity of training available in

Colombia for enterprises, another the lack of visibility of the SCORE project nationally and locally.

V.2.3 Intervention progress and effectiveness

The project is contributing directly to social dialogue in the enterprises, something that was evidenced during the focus group discussions held in the various enterprises visited. The project empowers the workers and new intermediate management structures are appearing with greater interaction and participation between workers and management.

It is too early for the project to have reached all its stated objectives, after seventeen months of operations, but it is on track to achieving its primary objectives with the stated target groups as per the July 2012 update of the work plan. Anecdotal evidence from three enterprises shows an important change of behaviour in the workplace. The question is to know whether it will be sustained over time.

At the enterprise level there is a sense of empowerment for those who are members of the EIT group. An interesting comment from women workers was increased motivation by being able to engage with management and ILO and other persons they have normally no contact with in their lives.

Table 4. SCORE results achieved at the SME level in Colombia against the expected results using the traffic light system (red=no progress, yellow=medium progress, green=high progress). Not representative, covers only SMEs visited. Ratings based on evaluation enterprise visits/interviews and note/data interpretation and findings, as per criteria identified in the first column which are the immediate project objectives as mentioned in Table 3: (NB: this applies to all country tables 4, 6,7,8)

Enterprise	Wayuu Flowers Bogotá	Crea Jeans Garment Medellin	CICP – garment Medellin	Comments
*ER1	🟩	🟥	🟥	Wayuu grew 40% over the past 3 years – e.g. before SCORE. Not yet consolidated data in garment regarding business growth, needs to be considered over a longer period as modules only recently launched.
**ER2	🟩	🟩	🟩	Respect for women and morality an issue – many female single headed households. EIT groups strong and sometimes appear as middle-management function (garment)
***ER3	🟩	🟩	🟩	Rapid results from the implementation of 5 S and module one. Timing not adequate to participate in module 2.

*ER1**-** *Business growth as a result of improved competitiveness and better access to markets*
***ER2 - Improvement of culture of worker-management collaboration leading to continuous improvement, reduced absenteeism and turnover*
****ER3 - Improved quality in terms of reduced defects and improved on time delivery*

Two major obstacles have been the restructuring of both sectors leading to a smaller number of target beneficiaries than envisaged (concentration in the flower-sector,

down-sizing in the textile-confection) meeting the criteria. Clearer and more flexible criteria for entering the project and more visibility and better articulation with service providers are necessary.

Gender

Cultural factors plead strongly for a proper gender strategy in Colombia. FGD with female workers indicated a strong need for incorporating gender outright in the first module of SCORE. Almost all stakeholders interviewed supported the suggestion that gender should be included in the contents of module one. The project needs a country specific gender strategy to support implementation.

V.2.4. Efficiency of resource use

SCORE Colombia started with two National Project Coordinators, one in Medellin and one in Bogotá, to follow each of the sectors (garment in Medellin and cut-flower in Bogotá), each supported by an administrative assistant. The coordinator in Medellin did not have her contract renewed and there is currently one National Project Coordinator overseeing both sectors of activity. In Medellin, a project assistant based at the Science and Technology Centre of Antioquia (CTA) provides very useful support, while the NPC and an administrative assistant are based in Bogotá.

V.2.5. Effectiveness of management arrangements

The management structure is weighing on the decision process. The NPC has limited responsibility as both strategic decisions and different persons are addressing tripartite questions through the Lima area office[7]. In addition the technical aspects go through a long consultation process from Colombia to Lima and Geneva and may lead to late responses and delayed decision-making on important issues. There is no clear delineation of responsibilities in decision-making to know who is responsible for strategic decisions for the project. For the sake of maintaining positive dynamics further delegation of responsibility to the country level (NPC) is warranted. Ultimately the success of the project cannot be based entirely on the technical contents of the SCORE but on proper management of partners and relationships, and this cannot be handled effectively from a distance[8].
There is no ILO country office in Colombia; the Lima Area Office covers SCORE Colombia – as well as Bolivia, Ecuador, Peru and Venezuela.

While the project staff has authority to implement the project and ensure financial and administrative management, strategic and technical decision-making is not clearly identified. The NPC also needs training on working with tripartite constituents, as she has no previous ILO experience

Tripartism is a very delicate question today in Colombia, as evidenced by the ILO high-level mission of February 2011, and is managed by the Lima area office. The national tripartite Advisory Committee in Colombia does meet and has a specific function as Colombia is the country in Latin America that files the highest number of claims (given

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[7] Comment from the Lima office:"This conclusion should be based on factual evidence. Division of labour between NPC (see ToR), HQ (knowledge hub and methodological support) and SRO (technical backstop) has been defined". Evaluator response: Statement maintained grounded on review of the evidence collected through interviews.
[8] Feedback from the Lima office indicates their general disagreement with the contents of this paragraph.

violence and murders of trade union members and representatives). The issue of tripartism is politically sensitive in Colombia and there is very limited connection with the SCORE project. Trade Union members of the NTAC have heard of SCORE but not any update on results during the meetings. It does not add any value to SCORE, as the project is not tripartite in its mode of implementation[9].

V.2.6 Impact orientation and sustainability

It is too early to appraise any significant contribution. This should be looked at during the second phase of the SCORE project, as it is still currently in its early stages of development in Colombia. Only module one out of the five modules that constitute SCORE package has been fully rolled-out to date.

At present institutional sustainability is not yet assured. This is largely due to the lack of formal written agreements with national partners. However a MoU was just signed between SENA and ILO in October 2012, and similar agreements should be expanded to other partners. Technical and financial sustainability are required as part of the project strategy. There are options for greater cost-recovery, but always in partnership with public funding particularly if the product is more targeted to the demand and contextualised (e.g. more national-level inputs).

The difficulty in Colombia is to understand whether the ILO has a clear partnership strategy for SCORE[10]. There are some difficulties in identifying a single partner to be able to cover **both** aspects of the ILO methodology – namely the formal training during two days for trainers who are enterprise representatives and replicate the training in the enterprises, and the visits –officially three, but in many cases there have been a fourth and fifth visit- to the enterprises by the trainers who provide coaching and consulting services. In a nutshell, SENA has the training skills but not the subject matter expertise, particularly in some of the modules (mod. 2, 3). Other partners, such as the CTA in Antioquia, who has also been working in the past with the ILO and is using reportedly very successful methodologies from a previous ILO WISE project, appear to have the willingness and interest in joining efforts with SENA, but they are also not coaching/consulting experts. As a result SCORE needs more than a single partner, and this should be clearly spelled out in a SCORE country partnership strategy document that will lead to formal agreements with the selected partners.

In terms of future orientation, it is very important is that any scaling of the project take into consideration the very different management cultures of the various regions of the country. Any attempt to replicate experiences should be grounded into a clear understanding of the context. A special warning was given not to expect that replication of what is done is Antioquia to Cundinamarca would achieve similar results

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[9] This is a special case, as the NATC was not created exclusively for SCORE, given the political tripartite context in Colombia.

[10] Comment from the Lima office "The strategy has been discussed with the main partners in Colombia and has been re-shaped in the last few months. On the supply side, SENA will integrate (see MoU) SCORE in its portfolio of services. The MoU explicitly mentions both aspects of the methodology (training and visits). On the other end, as per the MoU, SENA should work in collaboration with other public and private providers (Corporación calidad, CTA, etc.) explicitly mentioned in the MoU. The project main focus will be to strengthen SENA´s capacity (in different regional Offices) to respond to enterprises´ demand.
On the demand side, the project should mobilize enterprises and workers to request for SENA´s trainings. The strategy will target employers and workers associations in particular to advocate for SCORE methodology. Evaluation should analyse the latest development and not only assess the 2010 strategy paper, out dated.".

given a different business culture – something that requires a very good knowledge of the country and locally based selection and decision-making.

V.3. China

V.3.1 Relevance and strategic fit of the intervention

The intervention is in line with the country's priorities and the United Nations Framework, particularly under the new DWCP soon to be signed. While it is not a SECO or NORAD concentration country, the region has been identified as an important one and the inclusion of China as project country is supported by both donors.

The project primary counterpart, CEC; has shown strong ownership at the local level (Chongqing, Chengdu and Dalian) where the project is being implemented. However the ownership is uneven since Dalian was the first place to test the SCORE approach and there was some confusion regarding the project objectives there at the beginning, particularly regarding the nature of the project - a training project or a consulting project. This aspect was not sufficiently clarified and led to unmet expectations amongst project participants, trainers and the CEC. As a result, SCORE activities have been at standstill for over one year in Dalian.

V.3.2 Validity of the intervention design

In China the project draws from its predecessor project CSR textile and one of the NPCs was already involved in the previous project.

Assumptions have not been tracked but the global economic crisis has also affected the sectors of activities chosen by SCORE. Some enterprises reported their worst sales volume ever in 2011. There is no evidence of any change in implementation from SCORE to address the global crisis affecting the enterprises. Nonetheless from a total of six enterprises visited, two have outgrown the SCORE target as they've been expanding very rapidly and are able to pay for targeted consulting services (one in Chengdu –private-, one in Dalian – joint Sino Japanese-, with respectively now 370 employees and 320 employees and both hiring to expand), while another which is a good example of SCORE application (Chongqing) having completed the five modules has a 20% drop in sales and lost 21 staff over the last year given the economic crisis. Therefore one has to be very cautious not to make generalisations given the different client base in each location (different mix of SoE, private, and joint-ventures), the type of activity, and the level of concentration and competition, as well as the category of the enterprise buyers, and the type of market they are competing in.

It was difficult to trace back the initial sector study in Dalian and the evaluation did not see the sector studies for Chongqing and Chengdu, however these areas were suggested by the CEC for implementing SCORE.

V.3.3 Intervention progress and effectiveness

The project has been implemented in two phases in China. SCORE started in Dalian in 2009, and expanded to Chongqing and Chengdu in 2011. Recent implementation was undertaken in these two new locations, as in Dalian no further training and coaching to enterprises took place in 2012. The dynamics in Chongqing and Chengdu are quite positive as activities are just starting, whereas in Dalian there is a new to re—inject

some of the lost optimism that was originated at the beginning of the project and revisit the implementation modalities in line with the context.

Two different approaches have been used in each region. Dalian was the first to start the project but partners had unclear understanding of the SCORE strategy and therefore did not properly see the longer-term objectives, leading to unfulfilled expectations. While initially over one hundred companies reported their interest in the project, there has been some disappointment regarding project implementation results according to the CEC. In Chongqing and Chengdu SCORE is likely to reach its goals as the approach was better tailored to the needs of the SMEs, but it should also be noted that SCORE is subject to cultural specificities and diverse SME market depending on the regions. Some of this is due to the specificity of each location. In Dalian the typology of enterprises of the Economic Development Zone (mostly joint-ventures with a majority of foreign capital or private SMEs, again with a good proportion of foreign ownership) coupled with an incipient SCORE implementation leveraged some criticism as initial expectations were higher than what the project delivered: In addition the lack of trainer certification was a main complaint. It is not evident there that the SCORE package is currently entirely adapted to the needs. While it may be more suitable in Chongqing and Chengdu given the enterprise typology and sectors involved, there should be greater clarity on who the primary users and beneficiaries are, as it appears difficult to balance the right mix of demand-driven content versus the supply-side contents stemming from ILO's mandate to promote ILS and support tripartite considerations, as well as donors interests.

At the enterprise level some evidence of improved social dialogue was witnessed by the evaluation, along with clear and meaningful examples of improved labour conditions (one enterprise now applies 5 day work-week instead of 6, more concern about women's jobs in terms of not working night-shifts or doing hard physical work). However at the local level, the tripartite partners (Ministry of Labour, Trade Unions) had limited knowledge of the project (none in Chongqing, limited in Chengdu, and no tripartite was held in Dalian as the typhoon warning led to one-day official closing).

As regards to the effectiveness of the trainers, different trainer's selection strategies have been used in each location yielding different feedback. However, here the question is for the global component to consider having module specific certified trainers in line with the experience and subject matter background. As some of the trainers indicated, it is unfair that they have one expert trainer per module and they are expected to be able to coach enterprises in all five modules[11]. Trainer certification could be envisaged for trainers in line with their expertise with two sorts of certificates: a) certification as SCORE trainer (rating of 4 or above) and b) diploma of having completed SCORE training (rating of 3.9 or under) – based on a five point rating scale.

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[11] Comment from ILO Beijing: "SCORE China doesn't expect trainers to coach enterprises in the area that is not their expertise. It is why we asked the trainers to work in teams to complement expertise."

Table 5: Trainers perception regarding module contents: Supply or demand-driven?

26 trainers rating - scale from 1 min to 5 max.				
	Chongqing	Chengdu	Dalian	Overall
Averages				
Module 1	4,14	4,40	4,57	4,31
Module 2	3,38	4,40	5,00	3,86
Module 3	4,14	5,00	3,00	4,18
Module 4	3,14	4,00	1,57	2,88
Module 5	3,57	5,00	4,50	4,08

Source: interview notes from trainer interviews

A number of lessons and recommendations emerge from the lengthy meetings held. The information has been shared anonymously with the SCORE Global Component as it contains valuable information that may suggest ways of improving the product and the training rollout. One of the issues was the need to include more context specific information in the modules to make them more demand-based.

Gender

Gender inequality in employment is a big issue in China such as gender segregation of work and inequality in recruitment, pay, training and promotion. Legislation is in place but compliance is a problem. Promoting gender equality in the workplace has been a big challenge and one of the focus areas of ILO's work in the country, but the current SCORE project strategy has not paid enough attention to this or required actions to identify and address gender issues. It can be improved by first integrating a gender analysis in the sector review and selection of participating enterprises, second incorporating gender training in the ToT, and third engendering the training modules, particularly modules one, four and five.

Table 6. SCORE results achieved at the SME level in China against the expected results using the traffic light system (red=no progress, yellow=medium progress, green=high progress). Not representative, covers SMEs visited by the evaluation:

Enter-prise	Chong-qing	Chong-qing	Chengdu	Chengdu	Dalian	Dalian	Comments
Sector	Machine	Machine ABB prov.	Heavy parts	Cables	Vending machines	Parts	Kushida did not participate in SCORE – JAP owned – serious issues of OSHE
Name	Hefeng Machine	Langzheng Machine	Li Duo Abrasives	Xidian Cable Co.	Fuji Bingshan	Kushida Builders hardware	Hefeng, Langzheng, Li Duo did all five modules
*ER1	red	red	red	green	green	red	Machinery suffers from global crisis, lower sales volume and staff. Li Duo reports having decreased *only* 10% sales volume thanks to SCORE, 20% of SMEs in that activity bankrupt over the past 2 years. Xidian cable in full expansion looking at doubling production capacity
**ER2	yellow	green	green	green	green	red	Hefeng in difficulty given the global crisis. Lost 21 workers and having difficulty keeping the workforce, but effect on worker-management very positive (green). Li Duo: no worker left since SCORE started. Xidian cable: has outgrown SCORE, only did mod. 1 and part of 2. Now has 370 employees and consider hiring a consulting firm for their specific needs. Same for Fuji Bingshan
***ER3	green	green	green	green	green	red	Hefeng found module 2 most useful. Important application of module 3 (waste management) for Langzheng. Xidian cable: too busy to have focus groups or participate in more SCORE modules.

*ER1**-** Business growth as a result of improved competitiveness and better access to markets
**ER2 - Improvement of culture of worker-management collaboration leading to continuous improvement, reduced absenteeism and turnover
***ER3 - Improved quality in terms of reduced defects and improved on time delivery

V.3.4. Efficiency of resource use

China has been one of the most efficient countries given its comparatively smaller budget and larger areas of coverage, and has gone through the entire package of 5 modules in the three implementation areas. Therefore the project management in China is particularly lean and efficient in terms of resource use. However the project is currently only staffed by two people (one NPC and one administrative assistant) as the other NPC is on maternity leave. This implies a very heavy workload and limitations in terms of supervision and monitoring, particularly as regards to the indicators and data that are collected from the enterprises. Greater effort to ensure reliable data collection is warranted.

V.3.5. Effectiveness of management arrangements

The project structure in China is comprised of two NPCs and one administrative assistant, under the supervision of the ILO Beijing Office.
With the presence of the ILO country office director, that of an enterprise specialist, and the strategic and technical support of the global component, the management structure and delegation of responsibilities is clearer than countries that do not have an ILO office in the same country. The NPC appears to be able to perform well within his area of responsibility. However some issues such as trainer certification that is currently managed under the global component should be reviewed to make the process less centralised and labour intensive.

Various constraints affected project implementation. One is the lack of ownership of the national level tripartite constituents, in part compensated by the very strong ownership and participation of SECO as donor in the National Advisory Committee meetings. At the local level, differences in enterprise typology, trainers' selection and different operating environments means that corrective measures should be taken at the national level and not at the global level. NPCs, with the support of the Global Component, should be responsible for addressing national level concern and taking proper mitigating actions.

The national advisory committee in China has seen increasing interest and participation from the tripartite constituents at the national level as the project is obtaining positive results. Although they are unaware of the project objectives or implementation modalities, tripartite members are increasingly interested in joining what is seen as an emerging success story. At the NTAC the committee allows SECO to play an intensive communication and coordination role, with a direct hands-on approach that is a tribute to their commitment to SCORE.

V.3.6 Impact orientation and sustainability

Social marketing is now included into the work plan, but there is no clear definition of the term, which means different things to different people. There is also no roadmap to indicate how it is to be achieved. Greater conceptual clarity would lead to smoother implementation.

While the expansion of the project to Chongqing and Chengdu is achieving promising results, the longer time-frame of project implementation in Dalian, albeit with different contextual factors, indicate that SCORE needs to be branded if it is to achieve some degree of financial and institutional sustainability. At present it serves a mix of

purposes and attempts to respond to the needs of different clients, but it has not yet sufficiently defined its target audience. The sustainability of the project at all levels may only be ensured once a clear marketing and branding strategy is defined for SCORE, which includes the partnership strategy, greater visibility and more context sensitive contents, including more practical examples of enterprise application for those trainers providing consulting services[12].

At the provincial and local levels partners (CEC) are showing a clear interest, but this must be anchored on two aspects that are yet to be defined:
- The "branding" of SCORE, or more realistic and targeted objectives of achievement;
- The certification of the service providers as SCORE trainers, probably based on two levels (certification versus diploma of participation[13])

Some trainers who are professional consultants are using the methodology tailored to their customers – outside of the SCORE project enterprises. This is another use of SCORE that is being unreported and yet shows that some of the contents of the modules are useful to professional consultants as they find a market use for it – but outside the project.

All players regard the project as a success story that needs to be scaled. However the early positive results are not yet consolidated and it is particularly important to have a conservative and realistic approach to scaling, as recommended by the mid-term evaluation in 2011. There is a high risk of dispersion if expansion, either geographical or sectoral, is not very carefully planned and grounded on commitment and technical capacity of the implementing partners. Before any further expansion the project needs consolidation and defining its clear priorities for a new phase.

V.4 Vietnam

V.4.1 Relevance and strategic fit of the intervention

The project is entirely relevant to clients and national priorities. ILO has a DWCP in Vietnam, and SCORE support the third pillar of the DWCP. SECO has a number of projects in Vietnam, which are due to increase next year, such as the Tree Promotion Project, that will build on some of the SCORE achievements. Vietnam is a ONE UN country and the SCORE project supports the ONE UN framework through the DWCP.
There are many other ILO projects and SECO-funded projects such as Better Work in the country.

V. 4.2 Validity of intervention design

The project has chosen an innovate implementation through VCCI in HCMC, and VCCI are certainly owning the project and are dedicated to SCORE. However they were not involved in the design and planning stage, and see their role as narrowly limited to SCORE implementation.

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[12] Comment from ILO Beijing : «Some consideration needs to be given to the question of whether SCORE will be a national or global "brand", because the marketing strategy needs clarity as to the framework within which it is working».
[13] Comments from ILO Beijing:" This is particularly useful for the first pilot area Dalian. Trainers have been discouraged by changed certification criteria"

The project seems to target the proper sector (wood manufacturing) and the proper target group (50 to 250 employees), thus avoiding duplication with other on-going projects working on a different scale (such as Better Work). The strategy appears sound including the use of VCCI as implementing partner to contribute to the sustainability and to national ownership.

There is also anecdotal evidence of improved dialogue in the enterprises visited as a result of SCORE. A positive aspect is that at the provincial level, both DOLISA (provincial labour ministry) and the trade union have been trained in SCORE. VCCI is further expected to assist trade union with internal SCORE training. SCORE has contributed to building up a positive image of DOLISA as they contribute to the SME selection.

The project has recently started in 2011 and is not yet ripe for expansion. Some questions regarding the global component and strategy must be addressed before expansion or scaling is taking place. However there is an indication that SCORE could enter lower tier of the supply chain of the larger Better Work factories (e.g. using SCORE in the SMEs supplying BW factories). This is reportedly being tested in Indonesia, and could potentially be replicated in Vietnam.

At times the realities on the ground contrast with the attempts of the project to promote ideas that oppose local culture. For example, in Vietnam, suggestion boxes are only used for complaints; therefore no one is using the suggestion boxes – whereas they are quite active in verbally suggesting improvements at the factory level, albeit not in a written form.

V.4.3 Intervention progress and effectiveness

The project is achieving its set targets and nine SMEs have completed the training for module 1, while module 2 is being rolled out. Initial results are promising and SME selection seems to have been undertaken well.
SME initial results are encouraging with anecdotal evidence of positive change taking place in the enterprise. However it is too early to judge and a longer time frame is needed to see if these results are sustained over time.

The group of service providers/trainers is made up mostly of consultants, but some of the key partners from the tripartite and employers federation (Hawa) have also been trained, which contributes to visibility and broader knowledge of SCORE, in addition to facilitating SME selection into the project (Hawa and Dolisa having contributed to the SME selection on behalf of VCCI). However certification of trainers is still pending.

Table 7. SCORE results achieved at the SME level in Vietnam against the expected results using the traffic light system (red=no progress, yellow=medium progress, green=high progress). Not statistically representative, covers SMEs visited by the evaluation.

Enterprise	HCMC	DongNai	DongNai	Comments
Sector	Wooden floor	Wooden furniture	Wooden kitchen	
Name	Polytech	Dang Long	Danh Moc	Only module one completed, module 2 being rolled-out
*ER1				Polytech has slightly higher sales but shrinking profit margin given the financial costs. Danh Moc adjusting to new market conditions, before 70% export, in 2011 100% domestic.
**ER2				Strong results in Polytech. In Dang Long workforce is totally unskilled at the minimum wage level and management shows no investment in Human Resource investment. 1/6 of the workforce changes on monthly basis. However some improvement in workplace through 5S implementation and information, but not worker-management relationship. No suggestion boxes. Danh Moc: stronger identification of workforce with the enterprise.
***ER3				Polytech: Good practice of substantial financial rewards for good suggestions to improve production and reduce costs (up to US$ 250) – but not using the suggestion box. Dang Long – no previous application of labelling and 5 S. Danh Moc : owner also SCORE trainer and HAWA member – hands-off management style contrasts with local management culture

*ER1**-** Business growth as a result of improved competitiveness and better access to markets
**ER2 - Improvement of culture of worker-management collaboration leading to continuous improvement, reduced absenteeism and turnover
***ER3 - Improved quality in terms of reduced defects and improved on time delivery

One of the difficulties for VCCI was to have a clear understanding of SCORE given they were not involved in the design phase, but had previous experience in implementing FIP. Given the differences, particularly as regards to the objectives and approach in the selection of service providers, this led to some delay and possibly misunderstandings on the objectives of the project. Another constraint was the financial arrangements that were undertaken on short-term basis with VCCI, which is not conducive to project ownership.

V.4.4 Efficiency of resource use

SCORE implementation is outsourced to VCCI. The arrangements are that short-term contracts are signed with VCCI for implementation of SCORE activities. One NPC and one project manager are responsible for the project, with two assistants who are VCCI staff. While the arrangements are highly cost-effective, the short-term nature of the agreements compromise both the partner's commitment and interest and may lead to a change of NPC who does not receive a regular salary for his work. In 2012 only two contracts were signed between ILO and VCCI (USD 25,000 from March to June 2012 and USD 29,000 from July to September 2012), thus the NPC was not paid for the first

quarter of 2012 despite being actively engaged in the project. Longer-term arrangements are necessary to maintain commitment and dedication of VCCI.

V.4.5 Effectiveness of management arrangements

The country is using a different set-up as VCCI is implementing the project. Therefore the NPC is not subject to the regular ILO hierarchy. Nonetheless strong technical support from the ILO Bangkok regional office was particularly appreciated as well as good administrative support from Hanoi. Nonetheless, on the ILO side, the multiplicity of stakeholders (Hanoi, Bangkok, Geneva) weighs on the project and improved communications are needed since the NPC is not an ILO staff.

The NPC is in regular contacts with the Geneva Global Component and the Bangkok office, with little or no contact with the Vietnam office as the project is entirely locally implemented (HCMC and Dong Nai). The fact that the NPC was involved in the previous ILO project FIP is a clear advantage that allows SCORE to be rapidly functional, being similar to the FIP concept.

The national tripartite committee in Vietnam is very useful to present the status of the project and discuss some key issues and ways forward. Again SECO as a donor is very much involved in the discussion and follows progress closely, as in Colombia and China.

V.4.6 Impact orientation and sustainability of the intervention

VCCI is definitely the right partner to become the national champion for SCORE. Its previous experience in FIP gives them a technical advantage that others do not have, and its constituency, membership and reputation make it the proper partner. VCCI is committed and capable of rolling out SCORE in Vietnam. However SCORE is currently locally implemented and any possible expansion would need to consider the capacity and ownership of the VCCI at the national level, something that was not possible to appraise during the evaluation.

SCORE is a product under development that has not yet fully reached its maturity and needs to be seen in a longer-term perspective. SECO is quite supportive of the achievements to date and their reported interest to commit additional funding is evidence of their level of satisfaction with the project. However as mentioned in the mid-term evaluation and generally speaking any scaling or replication or expansion should be cautiously analysed in light of a) available resources b) product brand and marketing strategy, 3) sustainability strategy (define cost-recovery targets) as this is a pre-condition to even envisage scaling. The project should be careful to sequence properly the various steps of the marketing process.

Achieving sustainability requires a long-term engagement with VCCI to own the project and its implementation (inclusive of the planning phase).
There is an opportunity to introduce cost sharing or cost-recovery mechanisms in Vietnam, but this will depend on the marketing strategy.

V.5 Ghana

V.5.1 Relevance and strategic fit of the intervention

ILO has a number of projects in Ghana including a DWCP, and is one of the concentration countries of SECO in Africa. Stakeholder commitment is gradually being built as the project is achieving some visible results.

The country benefits from strong donor support and presence, including direct budget support. There is a DWCP and other ILO projects but limited synergies are to be found amongst them, and they are managed separately under the overall responsibility of the ILO regional office in Abuja, Nigeria, as there is no ILO office in Ghana. However all ILO projects are grouped in the same building. SECO also strongly supports the country.

V.5.2 Validity of intervention design

The strategy had to be reviewed since initially poor analysis from the sector study led to selecting the food-processing sector as an entry point for the project. However given that a number of the initial SMEs selected for SCORE had experienced difficulties or closed in line with the economic crisis that affected that particular activity sector–along with generally poor management skills-, SCORE has widened to encompass the wider manufacturing sector and recent SCORE SME clients are no longer food processing companies. This is one of the reasons of the slow pace of implementation in Ghana.

SCORE has expanded to general manufacturing companies, which include for example aluminium-processing SMEs, out of need and in responsiveness to the difficult situation of food processing SMEs that started participating in the project. It is further envisaged that SCORE could potentially expand to the tourism sector, particularly tourism/hotel industry, with the interest of the Ghana Hotel Association to take a lead role (something that was envisaged since the beginning of the project in Ghana). The question here is whether the capacity is there to support this expansion. From an outside perspective and given the low level of national ownership this is questionable, unless clear and written commitments from GHA and targeted hotels are provided to justify their inclusion in SCORE.

Government institutions have gone through recent changes of the top leadership (new MESW minister this year) and there is a high staff turnover, with little knowledge of the project at the national level in the Ministry. The institutions are generally weak and have limited resources and means to address core issues, although a national commission determining minimum wage does exist. However it is interesting to note that not one worker in the factories visited could specify what the minimum wage was. The project design itself is able to leverage results within the SMEs, particularly in terms of management and workers relations.

V.5.3 Intervention progress and effectiveness

Up to now, only module one has been implemented in the factories, and some positive results have been achieved in a number of cases, including at the workers level in the factories. There is anecdotal evidence of positive results, with some companies even being able to quantify the sizeable savings realized through introduction of the SCORE project. But focusing on only immediate and short-term results undermines the importance of the longer-term results of SCORE, which cannot be appraised over such a short time frame.

In Ghana the trainers have all received a Training of Trainers (TOT) on module one and ten of them have undertaken Training of Enterprise (ToE) in the enterprise. A mission was fielded in February 2011 to certify trainers but none passed the requirements. A consultant from the Kaizen institute has just been specifically recruited for six months to train and certify the trainers for modules one and two.

The technical quality of the modules are recognised by the various partners. The approach that includes both theoretical and practical training in the SMEs brings value for the various stakeholders.

The primary constraints were the slow unravelling of the project into the SMEs, both because of the difficulty of finding adequate clients for SCORE, but also because of administrative and financial delays with the structure of the project, including budgetary limitations for the establishment of the office.

Table 8. SCORE results achieved at the SME level in Ghana against the expected results using the traffic light system (red=no progress, yellow=medium progress, green=high progress). Not representative, covers SMEs visited by the evaluation:

Sector	Carbonated drinks	Drinking water	Comments
Enterprise	Multi-pac Ltd	Everpure	Only module one completed
*ER1	🟨	🟨	Multipac: exchange depreciation has affected profits Everpure: increasing sales volume but cannot identify profit margin
**ER2	🟩		Multipac: strong ownership from EIT, but still high turnover. No HR director and little HR culture. Management supportive of EIT and EIP. Everpure: started as a good case but disconnect between senior management commitment to the EIT. Lack of support to EIT to implement the work.
***ER3	🟩	🟨	Multipac: right now priority on doubling production capacity, open to take module 2 at a later stage, currently efforts in developing production. Cash incentive to workforce for good suggestions to improve production process. Everpure is in the process of opening a water bottling plant that will, according to the GM, cut down on the number of workforce. Workforce believes the new plant will contribute to higher employment. The case study quantified substantial cost savings from SCORE.

*ER1- Business growth as a result of improved competitiveness and better access to markets
**ER2 - Improvement of culture of worker-management collaboration leading to continuous improvement, reduced absenteeism and turnover
***ER3 - Improved quality in terms of reduced defects and improved on time delivery

Gender

Limitations to access for promotion and employment are part of the general environment. The lack of a gender strategy has not led to mainstreaming of gender into the project implementation. All trainers are men. An interesting aspect is that trade unions in Ghana have gender focal points, trained by SCORE, that also undertake

activities in the informal sector (e.g. transportation). In view of the evaluation this could be a potentially interesting entry point for SCORE at a later stage if it wants to pilot informal sector activity, since informal sectors reportedly provide the majority of work opportunities in Ghana.

V.5.4 Efficiency of resource use

The management structure is lean with one NPC and one assistant. There appears to be a potential to roll-out cost-recovery with the enterprises (based on senior management interviews) to a significant extent more readily so than in other countries, something which should be further tested to see whether it holds true in practice.

The NPC is attempting to fulfil the annual work plan, after an initially slow and difficult start, and should be able to meet the objectives. The NPC worked for other ILO projects and therefore cognisant of the ILO procedures and mandate.

V.5.5 Effectiveness of management arrangements

There is no ILO office in Ghana and therefore the project relies on the Global component in Geneva for technical support, and on the regional Abuja office for administrative and financial support. Nonetheless the management structure tends to be fairly heavy for all countries given the different layers of decision-making and consultation required (e.g. national, regional, global component).

Tripartite members met showed little interest and support to SCORE. While this could be in part due to generally weak institutions, it is difficult to see much motivation or commitment to the project from the stakeholders at the national level.

SECO again appears as a clear driving force behind the steering of the SCORE project. The NTAC minutes are not on the website, but only one meeting appears to have taken place (in March 2012) since SCORE started[14]. The MESW had a new Minister in place in March and indicated a high staff turnover leading to low institutional memory.

As in the other countries SCORE has been by purpose and design quite shy in sharing of practices and knowledge outside of its immediate stakeholders, although there have been some attempts at providing information on cost-reduction in the SMEs, for example through the Everpure case study. However this is one area where SCORE can do more.

V.5.6 Impact orientation and sustainability of the intervention

Sustainability in the project has been identified at three levels: institutional, technical and financial sustainability. In order to ensure sustainability of project outcomes at all three levels, the project strategy is based on:
- Coaching coordinating organisations and training providers to embed SCORE into their programme portfolios – institutional sustainability;
- Transferring the system for quality insurance of training to a national partner – technical sustainability;
- Developing funding models to finance SCORE training – financial sustainability.

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[14] There was an indication by ILO that more NTAC meetings took place, but the documented evidence has not yet been provided.

As in the other countries, the issue of sustainability is still work in progress and is not yet assured. However it appears that in Ghana the issue of cost-recovery and having the companies pay for the modules is more advanced comparatively than some of the other three countries visited. Willingness to pay a fee of some USD. 2,500 per module does not seem to scare away the SMEs visited, although it remains to be seen if this goes beyond a declaration of intent and the SMEs will indeed enrol and pay for their next SCORE module training.

The project has been effective in building knowledge of the service providers and at the enterprise level amongst SCORE clients. It has further brought in the tripartite constituents into the training of module one as an effort to disseminate the project and build a support network. The AGI (Association of Ghana Industries) partnership could and should be further enhanced to the mutual benefit of SCORE and AGI, who would then become the national champion of SCORE in Ghana.

Impact orientation is difficult to appraise. All will depend on what product is being marketed, and the fee amount for implementing the service. At this stage it is not possible to make a projection as the actual market value of SCORE remains to be decided for every country (e.g. how much will service providers charge in each country for continuing SCORE training).

VI. CONCLUSIONS

- SCORE is a useful project for a majority of enterprises and comes to fill a gap. In most countries it occupies a special niche of training needs, thanks to a combination of theoretical classroom learning and hands-on application and coaching in the enterprises that makes it different from its competitors. This approach has been recognised as particularly well suited for the SMEs in a majority of the project countries.
- SCORE is a good project that needs to be taken to the next level and address its core challenges: branding, clients, marketing, communication, and sustainability.
- Module one on workplace collaboration is rightly the cornerstone of the SCORE project. It contains a mix of short-term results (5S, EIT) and longer-term results (management/workers cooperation, productivity, improved enterprise performance, etc.) and introduces the need for also participating in the other training modules.
- The different periods of time and operating contexts of the various countries have led to different results for the project. However, the relevance of SCORE is clearly established, and the quality of the training materials have been recognised as being generally of high value.
- SCORE has been able to reach a certain number of SMEs across a range of sectors, clusters, countries and continents. This is quite an achievement for a product that is still under development and that started without a communication strategy or a clear marketing strategy. In several countries there are quantifiable results (short-term for the time being) of enterprise improvement on a number of essential issues. The evaluation was further able to witness such results in the SMEs that were visited during the evaluation.
- SECO is a very pro-active donor that participates constructively in all of the national tripartite advisory committees. SECO is further well aware of the results; challenges and constraints met by the project and have proved very responsive and flexible to adapt the implementation in view of the constraints in all countries.

- However while SCORE has built an initial positive momentum and accomplished positive early results, it is not yet a success story, as it needs to consolidate its product and a marketing/communication/sustainability strategy for the second phase of the project.
- SCORE has a very thorough M&E system that contains a large volume of information and can be further used to appraise progress in quantitative terms as enterprises gradually learn to report more on the KPIs. However data collection quality at field level is an issue and should be closely monitored and validated. More efforts to capture the direct results of SCORE in intangible aspects (such as worker – management relationships) should be made.
- Gender has not been explicitly mainstreamed in the project and the project has no gender strategy. In all countries gender awareness existed among NPCs and the project attempted to ensure gender parity and women participation across the range of activities

VII. LESSONS LEARNED, GOOD PRACTICES AND RECOMMENDATIONS

Lessons

1. SCORE Global component should not await results of the intervention in order to develop a communication and visibility strategy. Low visibility leads to more difficulty in identifying potential clients (Colombia, China, Vietnam, Ghana).

2. Knowledge sharing is a critical component for SCORE Global that should be strengthened both across the project countries and within the countries to ensure cohesion and alignment of project countries. Much learning took place in Indonesia and in Italy in 2011 and 2012 and more knowledge sharing is needed.

3. SCORE Global should not always require a sector analysis to initiate SCORE in a country, but consider undertaking a partnership analysis based on case study methodology in order to identify first the national SCORE champion, then the cluster/sectors and the potential qualifying SMEs in view of the poor quality of certain sector studies that led to implementation constraints and questionable choices (e.g. Ghana).

4. SCORE has the potential of being successfully integrated into larger enterprise level programmes by focusing efforts on second tier suppliers (Better Work, PPP agreements, etc.).

5. Do not assume that because the project did achieve success in one region it will equally be successful in another region of the country. Understanding local business dynamics is a key factor in view of a possible expansion or replication. Cundinamarca is not Antioquia. The mentality, business practices and ethnicity are all different. Likewise Sichuan is different from Dalian. The lesson here is that one size does not fit all, and interventions at each country level need to be contextualised not only at the country, but also at the local level in accordance with the intervention's geographical target.

6. SCORE Global set a target SMEs of 50 to 250 employees (along with other criteria) to join SCORE. It is also clear that the methodology can be applied to both larger and even smaller enterprises, although SMEs are the right target.

7. SCORE Global has rightly identified module one on workplace collaboration as the cornerstone of SCORE success. It must be regularly revisited as enterprises move to other modules, as it remains the overarching element contributing to SME improvement.

8. National project coordinators that have not previously worked with ILO (such as in Colombia) need to receive specific training in addressing tripartite constituents as part of capacity development.

Good practices

1. Trainers have in almost all countries made more enterprise visits than were agreed in the rolling out of the modules. This shows that trainer commitment is generally high and that although additional costs are required, trainers are responsive to enterprise requests for support.

2. The structure of the training modules that normally consist of a two-day theoretical training for up to four enterprise representatives/staff, followed by at least three visits in the enterprise, is a good combination of classroom and learning-by-doing knowledge generation. The length of two days for theoretical training is widely acknowledged as adequate.

3. Including the tripartite members in the SCORE training is a good approach (although not as trainers for the enterprises), even though the Ministry of Labour and the Trade Unions are not the implementing partners of the project, as it contributes to project dissemination and visibility.

4. The National Tripartite Advisory Committees in the project countries have been a forum where SECO has been able to contribute very constructively to SCORE implementation. The relationship between the project and the donor at country level is an unusually close but constructive one with a donor that is very much hands-on and willing to engage on substantive issues in a responsive manner.

Recommendations

A) For the SCORE Global Component level:

1. Extend the project cycle to end on December 2013. During the third quarter of 2013 hold a knowledge sharing retreat to finalise the product branding and marketing based on experience gained and cross-fertilisation from the participating countries in light of the results obtained.
Action: Global Component.   Priority: high Time-frame: Immediate Resource implications: limited
2. Review the new phase proposal of the project to run from January 2014 until December 2017 for a full four-year cycle
Action: Global Component.   Priority: high Time-frame: Immediate Resource implications: None
3. Define the product and the branding strategy as well as a communication and social marketing for the second phase for SCORE Global
Action: Global Component.   Priority: high Time-frame: Immediate Resource implications: limited

4. Develop a gender strategy for the second phase of the project and mainstream gender;
   Action: Global Component, Gender Bureau. Priority: High Time-frame: medium term. No additional resources needed

5. Develop a results-chain that is better articulated and explain more clearly the logical sequence of events for the second phase of the project. Strengthen SCORE M&E capacity trough training of NPCs and knowledge-sharing amongst and within project countries through continued workshops
   Action: Global component Priority: high Time-frame: medium term. Resource implication: additional funds required

6. Improve training method by providing half-day training workshop for SME owners and senior managers to leverage commitment and understanding of KPIs. Consider using WISE methodology to create a peer learning mechanism with SME owners and senior managers.
   Action: Global component, NPCs Priority: medium Time-frame: medium term. Resource implication: some funding required

7. Use a common terminology that defines key concepts: social marketing, centre of excellence, etc.
   Action: Global component Priority: high Time-frame: immediate No resource implication

8. SCORE should pursue the PPP strategy particularly in those areas where it can contribute to the training of the SMEs in the value chain (e.g. China, with COOP and expand to others). Action: Global Component Priority: medium time-frame: medium Resource implications: Limited

B) Recommendations that apply to all SCORE countries

1. Define a partnership strategy that includes written and articulated roles and responsibilities (MoUs) for every partner in each country
   Action: Global Component, NPCs.   Priority: high Time-frame: Immediate Resource implications: small

2. Benchmark the number of target participating SMEs and number of certified services providers needed for each country, as well as the number of modules that can be offered.
   Action: Global Component, NPCs. Priority: High Time-frame: medium term. Resource implications: limited

3. Develop clear guidelines for achieving sustainability in the second phase, using incremental cost-recovery with SMEs
   Action: Global Component, NPCs.   Priority: high Time-frame: medium-term Resource implications: limited

4. Consider creating country specific SCORE knowledge-hub in local language contributing to institutional sustainability and good practice.
   Action: Global Component, NPCs Priority: Medium Time-frame: medium Resource implications: additional funding required

5. Give a certificate of participation to SMEs after completing SCORE modules
   Action: Global component, NPCs Priority: medium Time-frame: medium term. Limited resource implication

6. Ensure early planning in setting the module rollout date to avoid coinciding with peak production periods. Action: Global Component, NPC Priority: medium Time-frame: medium Resource implications: very small

C) Country specific recommendations

Colombia

1. Change the acronym of SCORE in local language to something meaningful and appealing in Spanish, like SUPER (Sported Único Para Empresas Responsables) or similar, but PESR is impossible to pronounce and has no added value.
   Action: Global Component, NPC Priority: high Time-frame: immediate Resource implications: none
2. Incorporate gender in module one adapted to the Colombian context
   Action: Global Component, NPC Priority: high Time frame: medium term. Resource implications: low
3. Review the implementation modalities with Asocoflores to acceptable ILO standards or switch to the garment cluster in Cundinamarca
   Action: Global Component, NPC Priority: medium Time-frame: medium term. Resource implications: none
4. Provide training to NPC on working with the tripartite and increase delegation of authority to manage stakeholders' expectations locally. Action: Global Component, Lima Area Office Priority: medium Time-frame: short. Resource implications: low

China

1. In Dalian, the project should be re-initiated and revised on more demand-driven grounds taking into consideration the context and typology of the SMEs and the possibility of including synergies with other actors. Action: Global Component, NPC Priority: high Time-frame: immediate Resource implications: additional funds are required
2. Given that all five modules have already been rolled out, it may be necessary to have some Expert Trainers at the national level that can be used to refresh and follow-up on the training quality of the service providers, in addition to the certification process
   Action: Global Component, NPC, ILO office Priority: high Time-frame: medium Resource implications: limited
3. Envisage the possibility of extending to other supply chains, such as for ABB or BSCI, based on the PPP experience with COOP.
   Action: Global Component, NPC Priority: medium Time-frame: medium Resource implications: limited

Vietnam

1. Establish long-term commitment with VCCI and ensure staff (NPC) is contracted for the entire project duration, not based on activities performed, to avoid undermining ownership and commitment. Action: Global Component, ILO Office Priority: high Time-frame: immediate Resource implications: limited

2. Define more clearly the roles and responsibilities of the management arrangements, in particular the relationship between the VCCI NPC and the ILO Hanoi office
    Action: Global Component, ILO Office Priority: high Time-frame: immediate Resource implications: None

Ghana

1. Determine the target and sectors that will be covered by SCORE in Ghana, assess critically the capacity to expand to the hotel sector (and GHA capacity to own the project);
    Action: Global component, NPC Priority: high Time-frame: medium term. No resource implication
2. Formalise an agreement with AGI to own the project. Action: Global component, NPC Priority: high Time-frame: immediate. Resource implication: limited

TERMS OF REFERENCE

SCORE – Sustaining Competitive and Responsible Enterprises

Final Independent Evaluation

Key facts

Title:	Sustaining Competitive and Responsible Enterprises (SCORE)
TC Code:	Global SCORE (GLO/09/53/SWI, GLO/10/52/NAD and GLO/11/13/COO) SCORE China (CPR/09/53/SWI and CPR/10/50/NAD) SCORE India (IND/09/50/SWI and IND/10/50/NAD) SCORE Indonesia (INS/09/50/SWI and INS/10/50/NAD) SCORE South Africa (SAF/09/50/SWI and SAF/1050/NAD) SCORE Ghana (GHA/09/50/SWI and GHA/10/50/NAD) SCORE Colombia (COL/09/50/SWI and COL/10/50/NAD) SCORE Viet Nam (VIE/10/50/NAD)
Project administrative and technical backstopping unit	EMP/SEED
Type of evaluation	Final Independent Evaluation
Evaluation Manager	Michael Axmann

Table of content

Introduction and Rational for the Final Independent Evaluation

Since September 2009, the International Labour Organisation has implemented the Sustaining Competitive and Responsible Enterprises (SCORE) project which is funded by SECO and NORAD for a total budget of 8.4 million USD up to December 2012.

In this document this period will be referred to as Phase I of SCORE, Phase II might follow depending on the outcome of this independent final evaluation and the willingness of the SECO and NORAD to continue funding a next phase.

The ILO's Sustaining Competitive and Responsible Enterprise programme (SCORE) aims to improve productivity and quality among small and medium enterprises (SMEs) by building good work place practices. SCORE operates in manufacturing and service sectors and industry clusters, providing assistance through regional and national training organizations and industry associations. The programme combines modular in-class training with on-site counselling and on-the-job learning. It also works closely with employer organisations and trade unions to promote better working conditions through workplace cooperation.

This document describes the Terms of Reference for the independent final evaluation to be undertaken at the end of the current Project, adhering to ILO's policies and procedures on evaluations. It will be conducted by an external evaluation team and managed by Michael Axmann (Specialist in Skills Development Systems at the ILO) as Evaluation Manager.

The Project's performance will be reviewed with strict regards to the following six evaluation criteria: (i) relevance and strategic fit of the intervention, (ii) validity of the intervention design, (iii) intervention progress and effectiveness, (iv) efficiency of resource use, (v) effectiveness of management arrangements and; (vi) impact orientation and sustainability of the intervention. It will also mainstream gender equality.

The evaluation is expected to:

- Assess the SCORE intervention focussing on what worked, what did not work, and why this was the case;

- Examine if the best approach was taken, and if it was optimally executed;

- Assess current impacts and the sustainability of the project activities undertaken and where possible, identify evidence of pathways and indicators of long-term impact;
- Provide recommendations to support ILO's expansion of its enterprise development activities based on the assessment of the key success factors, best practices and constraints faced by the project;
- Provide a clear articulation of the 'lessons learned' and identify good practices to inform future project development and contribute to knowledge development of the ILO and project stakeholders.

Background on project and context of SCORE between September 2009 and December 2012

Project goals, objectives and strategy

As a response to the conclusions reached by the governments, employers and workers at the International Labour Conference in 2007 concerning the promotion of sustainable enterprises, the SCORE project promotes responsible and thus sustainable workplace practices in SMEs. It is a key pillar of the Sustainable Enterprise Programme of the ILO's Enterprise Development and Job Creation Department and integrated in the ILO Programme and Budget Outcome 3: The Promotion of Sustainable Enterprises.

Furthermore, three out of the seven countries (India, Indonesia and South Africa) covered under SCORE are implementing a Decent Work Country Programme. Decent Work Country Programmes have been established as the main vehicle for delivery of ILO support to countries and are the framework for any ILO's intervention in the country.

They promote decent work as a key component of national development strategies. At the same time they organise ILO knowledge, instruments, advocacy and cooperation at the service of tripartite constituents.

SCORE is a practical training and workplace improvement programme to increase the productivity of small to medium-sized enterprises (SMEs) while promoting respect for workers' rights. The project demonstrates best international practice in manufacturing and service sectors and helps SMEs to participate in global supply chains. Through the SCORE technical cooperation project, the ILO is assisting government agencies, training organizations, industry associations and trade unions in emerging economies in Africa, Asia and Latin America to offer SCORE training to enterprises.
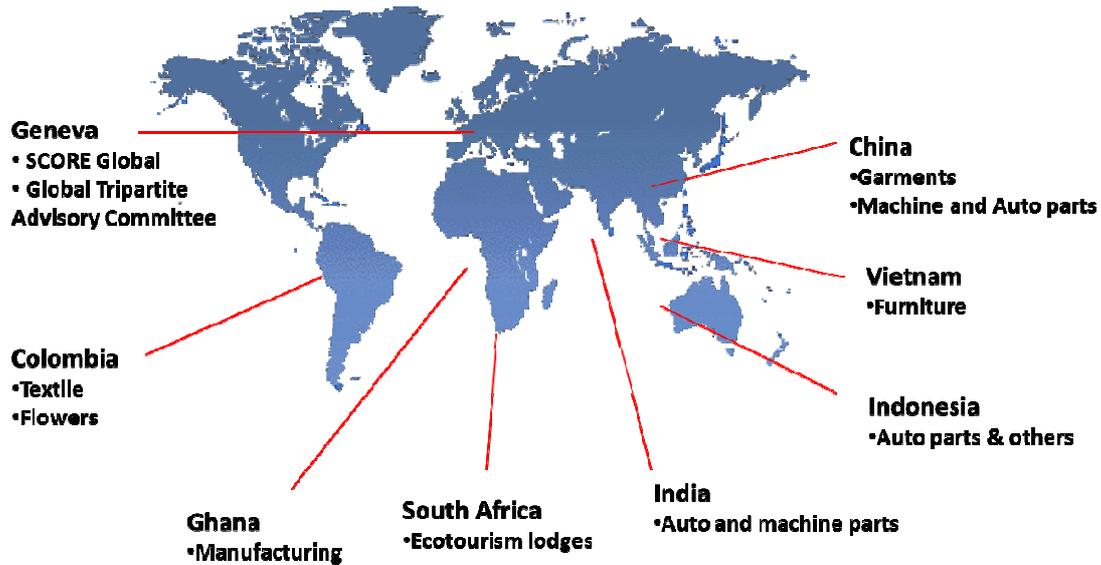
SCORE's development objective is that **SMEs are more sustainable through being cleaner, more productive and competitive and provide more sustainable and decent employment**. The project is expected to achieve the following outcomes:

1. **Industry associations can market and coordinate enterprise upgrading services to their local members.**
2. **Service providers can effectively deliver training and advisory services for workplace upgrading on a commercially sustainable basis.**
3. **Labour inspectorate services work with mass media to disseminate progressive workplace practices.**

SCORE is operating in seven countries covering different sectors[15] (see Figure 1) and focuses on several sub sectors as it can be seen from Figure 1:

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[15] Sectors are chosen through a transparent sector selection study and process in consultation with ILO field offices, ILO constituents and the donors.

Figure 1: SCORE project countries and target sectors

Geneva
• SCORE Global
• Global Tripartite Advisory Committee

China
•Garments
•Machine and Auto parts

Vietnam
•Furniture

Colombia
•Textile
•Flowers

Indonesia
•Auto parts & others

Ghana
•Manufacturing

South Africa
•Ecotourism lodges

India
•Auto and machine parts

Each country is implementing the programme in minimum one (sub) sector or cluster of SMEs. The following overall impact is expected in participating enterprises:

- Business growth as a result of improved competitiveness and better access to markets

- Overall improvement in the culture of worker-management collaboration leading to continuous improvement as well as reduced labour absenteeism and turnover

- Improved quality in terms of reduced defects and improved on time delivery

- Improved productivity through better environmental management (reduced waste and energy consumption) and better workplace management (reduced labour accidents and sick leave)

On the local level, industry associations and service providers are capacitated to promote and deliver services on a commercial basis to build responsible competitiveness among SMEs (see implementation strategy in Figure 2).

SCORE project countries are at different steps along this strategy (see also Figure 2). Some country projects have continued work of previous ILO projects (China and South Africa[16]) or have started from month 1 on and are thus at a more advanced stage (c/d). SCORE in India, Colombia, Ghana and Viet Nam have started later.

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[16] The previous projects in both South Africa and China have been subjected to independent final evaluations. The evaluation reports will be made available to the evaluator.

Figure 2: Step-by-step SCORE implementation strategy


Institutional and management structure

SCORE has started operations in September 2009 and is scheduled to end in December 2012. It is funded by the Swiss State Secretariat for Economic Affairs (SECO) and the Norwegian Agency for Development Cooperation (NORAD) as equal partners with an overall budget of 8.4 Million USD.

The **seven SCORE country projects** (0.5 to 1 Million USD budget per country, 1-2 National Project Officers plus admin support,) are reporting directly to the Director of the closest ILO Country Office and receive support from regional Decent Work Country Teams. **A global component** (Chief Technical Advisor, Training & M&E Officer plus 50% admin support) coordinates the project based in Geneva and serves as a knowledge hub (see figure 3 below).

In each implementation country the project works with the appropriate Ministry and national sector associations and supports the local Decent Work Country Programme (DWCP). SCORE works with UNIDO to implement capacity building interventions on cleaner production. ITCILO is a main partner for training of policy makers on the promotion of sustainable enterprises and the labour dimension of CSR. The project is advised by a Tripartite Advisory Committee (social partners and donors) at the national and global level.

The project has a sustainability strategy, but it was already acknowledged that the timeframe under the current project is too short to ensure a sustainable business service programme. The mid-term evaluation established the need for a Phase II of SCORE and confirmed that a longer timeframe is needed to reach programme sustainability and it therefore recommended the development of a project plan until 2016 which is currently under discussion with the donors and will be informed by the final evaluation of phase one. SCORE Phase II is scheduled to start in January 2013.

Figure 3: SCORE Project Organigram
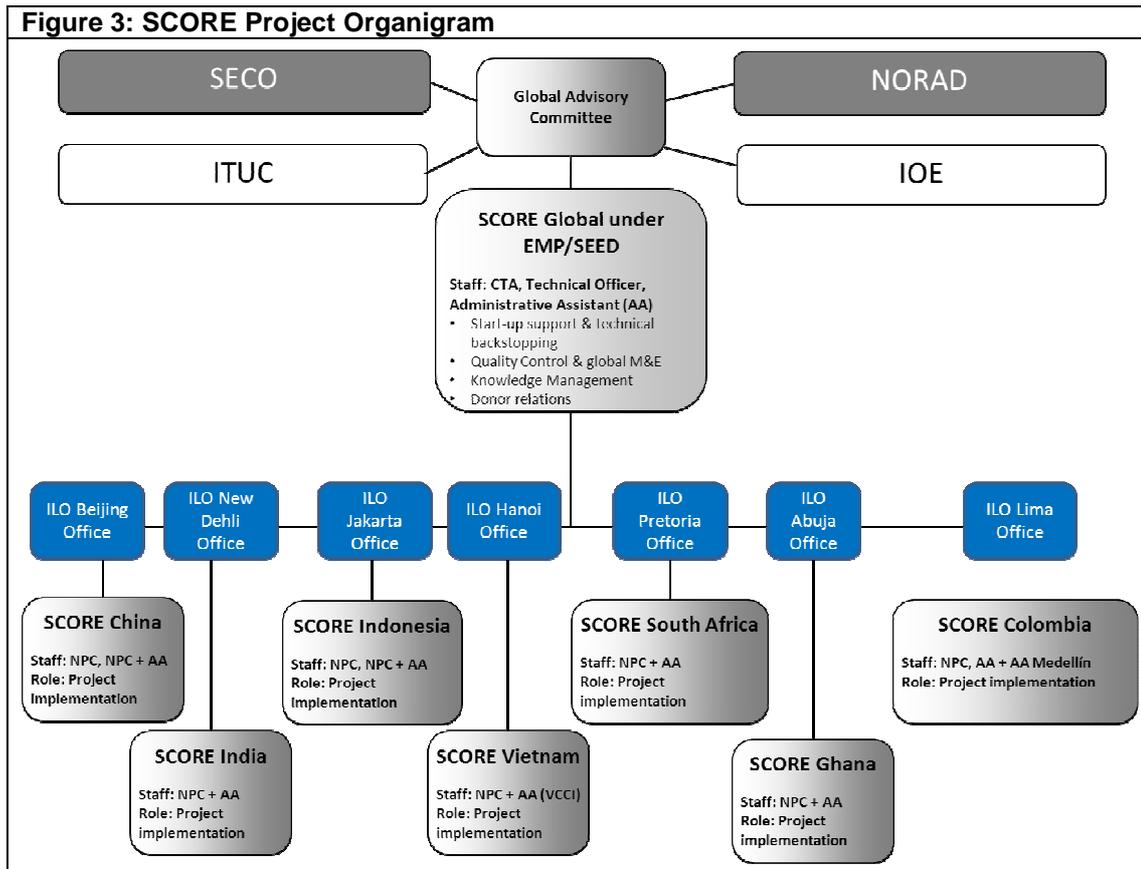
Previous evaluations and reviews

From April to June 2011, the project conducted an independent mid-term evaluation. The Terms of Reference for this mid-term evaluation can be found in Annex 5 and a summary of the mid-term evaluation in Annex 6. The mid-term evaluation was conducted by a Swiss consulting firm, BSD consulting. The report will be made available to the evaluator.

Purpose and objectives of the final independent evaluation

As the SCORE project will end in December 2012 and its budget is over 5 Million USD, the ILO evaluation policy requires that it goes through an independent final evaluation. This requirement was specified in the project document and agreed on with the donors.

The objective of the final independent evaluation is to:

a) Assess the SCORE intervention focussing on what worked, what did not work, and why this was the case;

b) Examine if the best approach was taken, and if it was optimally executed;

c) Assess current impacts and the sustainability of the project activities undertaken and where possible, identify evidence of pathways and indicators of long-term impact;

d) Provide recommendations to support ILO's expansion of its enterprise development activities based on the assessment of the key success factors, best practices and constraints faced by the project;

e) Provide a clear articulation of the 'lessons learned' and identify good practices to inform future project development and contribute to knowledge development of the ILO and project stakeholders.

The clients of the evaluation are:
a) The donors SECO and NORAD - close collaboration (such as sharing the Terms of Reference, asking for comments on the draft report and meetings in Geneva) with the donor during the evaluation will ensure that donor requirements are met and no additional, external evaluation by the donor will be necessary;
b) The SCORE project management team, ILO Country Office Directors and other field and headquarter staff;
c) Tripartite members of the Global Project Advisory Committee and National Committees and partner organizations in the evaluated countries.

The evaluation will be used in the following ways:
a) Findings and recommendations will inform future project strategy and operations design;
b) The evaluation report will be disseminated in the ILO for organisational learning through the EVAL's i-Track evaluation database. A summary of the evaluation will be made available publicly through EVAL's and SCORE's websites.

Evaluation scope

The evaluation will cover the period from September 2009 to present, to create an accurate and comprehensive picture of the global project's context and development.

The evaluation will assess the following components:

- SCORE projects in China, Indonesia, South Africa (projects which have been covered by the mid-term evaluation), Colombia, India, Ghana, Viet Nam (projects that have not been covered by the mid-term evaluation)

SCORE Global component in Geneva (component which was covered by the mid-term evaluation)

The evaluation should look at the linkages between the various country projects and the global component, generate findings on the six evaluation criteria for all country projects and the global components and compare the lessons learnt from other countries' implementation Evaluation criteria and questions

The evaluation will examine the project along the following six standard evaluation criteria, taking into account gender equality concerns[17]. A more detailed analytical framework of questions and sub-questions will be developed by the evaluator:

1. Relevance and strategic fit of the intervention

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[17] Key questions under each evaluation criteria have been designed to help addressing the extent to which the mainstreaming of gender equality has been integrated into the implementation of the intervention, the effectiveness and efficiency in the mainstreaming gender equality, the outcomes delivered in terms of gender equality, and an estimation of the impact of the policies implemented on the equality of women and men, when appropriate.

- *Are the objectives of the intervention consistent with beneficiaries' requirements, country needs, global priorities and partners' and donors' policies?*

- *Did the stakeholders take ownership of the project concept and approach since the design phase?*

- *Was gender analysis included during the initial needs assessment of the project?*

- *Is the project linked to national development frames such as UNDAF, DWCP and ILO's Programme and Budget?*

2. **Validity of intervention design**

- *Are the project strategy, objectives and assumptions appropriate for achieving planned results?*

  o *Is the project's logical framework based on assumptions/hypotheses that are underpinned by evidence that they work and are they documented?*

  o *Has the project effectively evaluated options for expansion where it expanded?*

  o *Does the project contribute to core ILO issues such as labour standards, tri-partism, and social dialogue and to Decent Work Country Programmes (DWCP)?*

- *How well has the project complemented other ILO projects in the country?*

- *Did the project design adequately consider the gender dimension of the planned interventions? To what extent are the output and outcome indicators gender-sensitive? How could the project strategy be adapted to further contribute to gender equality?*

3. **Intervention progress and effectiveness:**

- *To what extent has the project so far achieved its objectives and reached its target groups? Do project outcomes contribute to gender equality?*

- *Has the delivery of outputs been satisfactory?*

  o *Is the training programme effective in leading to the desired impact on enterprises?*

  o *Do partner organizations and trained trainers have the capacity to effectively deliver the training?*

  o *Do results (effects of activities and outputs) affect women and men differently? If so, why and in which way?*

- *Are the results of the project, technical quality and usefulness of ILO outputs and contributions recognized by core partners and direct beneficiaries?*

- *What obstacles did the project encounter in project implementation? What corrective action does the project need to take to achieve its objectives?*

4. **Efficiency of resource use:**

- *Does the project make efficient use of its financial and human resources?*

  o *Is the implementation strategy cost-effective?*

- *Is the distribution of resources between staff and activities optimal?*

5. *Were the intervention resources used in an efficient way to address GE in the implementation?* ***Effectiveness of management arrangements:***

- *Is the project manager well organized, respects time **frames and work plans?***

- ***Is the management** structure (administratively decentralized country projects, global component providing technical advice, supported by Enterprise specialists) effective?*

  - *Has the project staff sought and received adequate support from the relevant ILO units and offices, including gender expertise when needed? Does the country project staff provided with sufficient authority/delegation in executing and managing the project (erg. technically, financial and admin management)?*

  - *Does the Global component provide the required support and services to the country projects?*

  - *How effective is the coordination between the project management (Global and country field) and ILO country offices?*

  - *Does the project management address gender concerns in project implementation?*

- *Are the Global and National Tripartite Advisory Committees functioning and what value do they add?*

- *Does the M&E system include indicators and baselines? Is the <u>monitoring and evaluation system</u> practical, useful and cost effective for project management? Has the project systematically monitored results (outputs and outcomes) through collecting sex-disaggregated data? Does the management use the information generated by the M&E system to assess progress against the objectives (including gender-related results) and take necessary adaptive management when required?*

- *How effective is the project in sharing good practices between country components and communicating success stories and disseminating knowledge internally and externally (including gender-related results and knowledge)?*

- *Is the project a cost-effective way to create jobs and improve working conditions?*

6. **Impact orientation and sustainability of the intervention:**

- *How has project made significant contribution to broader and longer term development impact? What are the obstacles the project encountered towards achieving sustainability and how did the project address these?*

- *Are national partners willing and able to continue the project? How effectively has the project built national ownership and capacity of people and institutions?*

- *Is the project working with partners that want to implement the training programme after project funding ends?*

- *Are the gender-related outcomes likely to be sustainable?*

- *Has the project reached sufficient scale to justify the investment? Are the approach and its results likely to be up-scaled or replicated? Is the project a cost-effective way to create jobs and improve working conditions?*

Methodology to be followed

In general, methodologies should complement each other and data will be triangulated through the different methodologies. The following methodologies will be followed during the evaluation and the evaluator is expected to provide these evaluation methodologies for the project.

a. *Global SCORE component review*

Document Review:

The evaluator will review the following documents before conducting any interviews or trips to the country projects.

- SCORE Project documents
- SCORE Knowledge Sharing Platform (which can be used to access following materials):
  - Monthly progress reports
  - Training materials
  - Work plans
  - Monitoring and Evaluation database
  - Mid-Term Evaluation Report
  - DCDE standards report

Data review / data collection:

The evaluation will review the project's M&E system for tracking project progress in achieving its goal and objectives. The evaluator will review existing quantitative and qualitative data and collect more progress data where necessary.

Interviews:

Individual interviews will be conducted with the persons outlined below (final interview schedule will be developed by the evaluation team). The evaluator will develop a systematic survey/questionnaire and submit it before the country visits to guide the interviews, capture qualitative and quantitative data and ensure objectivity and consistency in interviews in the different countries. This will also help the evaluator to identify knowledge gaps that need to be verified and validated through the interviews.

The evaluator will ensure that opinions and perceptions of women are equally reflected in the interviews and that gender-specific questions are included:

- ILO SCORE project staff and ILO staff in Geneva and in the field who are involved with the management and implementation of the project (refer to Annex 1)
- Selected individuals from the following groups:
  - a) Enterprises (workers and employers) who have participated in project activities;

b) Employers organizations, unions, and ministry representatives that have received training or otherwise worked with the project;

c) Donor representatives from SECO and NORAD in HQ and embassies in project countries ;

d) Others organizations and groups as needed.

b. *Country projects review*

The methodology will be two-fold through:

i. Desk review for other country projects (India, Indonesia and South Africa);

ii. Field visits to selected locations for the country projects (Viet Nam, China, Ghana and Colombia) and the global component (Geneva).

Desk Review:

Few country projects (India, Indonesia and South Africa) will be assessed through desk review only. The Team Leader will gather information in addition to the questionnaire/survey already sent out prior to the desk review and will determine if support from other evaluation team members is required. Review of the following documents will help the evaluation team to answer the evaluation questions for each country:

- SCORE country project documents including:
  - Monthly progress reports
  - Training materials
  - Work plans
  - Mid-Term Evaluation Report
- Monitoring and Evaluation data specific to the country in the M&E database.

Field Visits:

Meetings will be scheduled in advance of the field visits (Viet Nam, China, Ghana, Colombia, Geneva) by the ILO staff, in accordance with the evaluator's requests and consistent with these terms of reference. The Team Leader will gather information in addition to the questionnaire/survey already sent out prior to the field visits and all interviews at these sites and will determine if it is appropriate for other evaluation team members to be present.

Debrief in the field: On the final day of the field evaluation, the Team Leader will present preliminary findings to the ILO project staff, Country Director and other staff designated by the Director and if time permits and at the discretion of the ILO country director debriefing will be held for employer, government, and union representatives.

c. *De-briefing*

Upon completion of the report, the Team Leader will take part in a teleconference to provide a debriefing to SECO, NORAD and the ILO on the evaluation findings, conclusions, and recommendations as well as the evaluation process.

The limitations of the proposed evaluation methodology are acknowledged:

- Quantifying the preliminary impact of SCORE training on SMEs poses many challenges. Many SMEs don´t track performance indicators (KPIs) and thus cannot provide baseline data or progress data. Some enterprises, especially in China, consider the data as confidential and are reluctant to share data with trainers or project staff.

- It might be too early to fully see the impact of the training intervention, especially on indicators that measure longer-term performance such as increase in profits or job creation.

- Even where impact is quantifiable, the evaluation won't be able to measure the net impacts of program participation. That would require knowledge of the counterfactual i.e. the outcomes that would have occurred in the absence of the program which can only be measured using control groups.

Despite these challenges, the evaluation methodology allows to assess outcomes and likelihood of impact by combining quantitative data with qualitative assessments and case studies that demonstrate and visualize the outcome of training.

Main deliverables

The following deliverables are expected by the evaluator (all outputs in English):

1. Outline of evaluation methods to be used by the evaluator and a final work plan;
2. Draft report with specific recommendations for each country submitted to the evaluation manager (Michael Axmann) at the ILO;
3. Stakeholder debriefing in each country and to SECO, NORAD and the ILO;
4. Final Report submitted to the evaluation manager (Michael Axmann) at the ILO within one week after receiving final comments on the draft report. The quality of the report will be determined by the conformance with EVAL Checklist 4 and 6 (refer to Annex 2).

   The evaluation report will follow the EVAL format template (refer to Annex 3 EVAL Checklist 5) and be no more than 50 pages in length + Annexes (including an executive summary following the EVAL template (refer to Annex 4 EVAL Checklist 8).

Gender equality issues shall be explicitly addressed throughout the evaluation activities of the consultant and all outputs including final reports or events need to be gender mainstreamed.

Management Arrangements, Work Plan and Time Frame

Management Arrangements

The final independent evaluation will be conducted by an Independent Evaluator. Due to the remote locations of projects under review, it will be explored whether the Independent Evaluator will be teamed up with other evaluators (t.b.d) or local

consultants for data collection. In this case, the Independent Evaluator will act as the Team Leader for the Evaluation.

The field offices in the countries to be visited will help in organizing hotel bookings, arranging meetings and supporting transportation.

The Independent Evaluator (Team Leader) is responsible for conducting the evaluation according to the terms of reference (TOR). S/he shall:

- Review the TOR and provide input, as necessary;
- Review project background materials (e.g., project document, progress reports);
- Review the evaluation questions and refine the questions in collaboration with the evaluation manager as necessary and to develop interview protocols;
- Develop and implement an evaluation methodology (i.e., conduct interviews, review documents) to answer the evaluation questions;
- Design and conduct a survey/questionnaire;
- Conduct interviews;
- Undertake a desk review of the selected country projects (India, Indonesia and South Africa);
- Conduct an evaluation planning teleconference prior to the evaluation missions;
- Undertake evaluation missions to selected country projects (Viet Nam, China, Ghana, Colombia) and global component (Geneva);
- Prepare an initial draft of the evaluation report and submit it to the evaluation manager at the ILO. Prepare a final report, reflecting any comments or additional inputs received;
- The team leader is to submit the final evaluation report after the evaluation mission according to the timeline provided below. The other members of the evaluation team should be involved in the drafting of and commenting on the final report.

On the ILO's side, the evaluation will be supervised by the Evaluation Manager (Michael Axmann). The Evaluation Manager will:

- Review and approve the final ToRs for the evaluation and liaise with the ILO Management Support Unit and EVAL as necessary;
- Review the evaluation questions and work with the donor and the Team Leader to refine the questions, as necessary;
- Ensure meeting schedules are set up;
- Assist in the implementation of the evaluation methodology, as appropriate and as approved by the Team Leader (i.e., participate in interviews, observe committee meetings) and in such a way as to minimize bias in evaluation findings;
- Review and provide comments on the evaluation report.[2]

- Ensure that the evaluation is conducted in accordance with these terms of reference, for preparing the draft report of the evaluation, discussing it with the other member of the evaluation team, the beneficiaries and the stakeholders.
- Liaise with SCORE project staff wherever their engagement is needed to fulfill the requirements above.

Work Plan

The following is a schedule of tasks and anticipated duration of each output.

Period for evaluation: July 1 to October 15.

Tasks	Work Days	Proposed dates	Who
Pre-evaluation desk-review incl. review of ToRs	4	July	Evaluator
Geneva briefing	1	July	Evaluator
Evaluation of the Global Component	2	July	Evaluator
Preparations for missions	2	July	Evaluator
Field visit in China*	5	July	Evaluator
Field visit in Viet Nam*	5	July/August	Evaluator
Field visit in Ghana*	5	August / September	Evaluator
Field visit in Colombia*	5	August / September	Evaluator
Desk review South Africa, Indonesia, India	6		
Draft Report	10	15 September	Evaluator
Finalization of Document including debrief	5	Oct 15	Evaluator
Total	50		

*Sequence of country missions to be determined.

Work-days, fees and payment schedule

The consultancy will require 50 w/days at a rate of x USD per day. The ILO will further reimburse costs of air and train travel and DSA as specified in the table below.

a) 20% of fees and travel costs paid on submission of the
b) Final payment after completion of full assignment.

Payments are subject to the delivery of the above 3 outputs to the satisfaction of the ILO.

Desired competencies of the evaluator

The evaluator should have

- A minimum of eight years of experience conducting evaluations
- Familiarity with enterprise operations and the provision of BDS services to SMEs. Experience with the Donor Committee for Enterprise Development (DCED) standard for results measurement is a plus.
- Familiarity with the ILO mandate and its tripartite and international standards foundations
- Candidates should also demonstrate solid team work skills, and have excellent written and oral communication skills in English.
- Country experience in one or more of the project countries under review is an advantage
- Geographical proximity of the evaluator (or a team member of the evaluator) to project countries under review can be an advantage
- Gender balance and knowledge of gender equality issues will be considered in the selection of the evaluator/evaluation team.

Legal and ethical matters

This evaluation will comply with UN norms and standards for evaluation and ensure that ethical safeguards concerning the independence of the evaluation will be followed. Please refer to the UNEG ethical guidelines: http://www.unevaluation.org/ethicalguidelines

To ensure compliance with ILO/UN rules safeguarding the independence of the evaluation, the contractor won't be eligible for technical work on the project for the next 12 months and cannot be the evaluator of the final project evaluation.

Annexes (available from EVAL)

Annex 1: List of ILO staff to be interviewed
Annex 2: EVAL checklists 4 & 6
Annex 3: EVAL Checklist 5
Annex 4: EVAL Checklist 8
Annex 5: Terms of Reference for mid-term evaluation
Annex 6: Mid-term evaluation