Evaluation Unit (EVAL)

Mid-term Evaluation of "Sustaining Competitive and Responsible Enterprises" (SCORE)

o	**Project Title:**	**ILO SCORE Mid-term Evaluation**
o	**TC/SYMBOL:**	**SCORE Global (GLO/09/53/SWI & GLO/10/52/NAD)**
		SCORE China (CPR/09/53/SWI & CPR/10/50/NAD)
		SCORE South Africa (SAF/09/50/SWI & SAF/1050/NAD)
		SCORE Indonesia (INS/09/50/SWI and INS/10/50/NAD)
o	**Type of Evaluation :**	**Independent Mid-term Evaluation**
o	**Country(ies) :**	**South Africa, Indonesia, China, SCORE Global**
o	**Date of the evaluation:**	**March 3 to April 29, 2011**
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o	**Date project ends:**	**December 2012**
o	**Donor:**	**SECO, Switzerland and NORAD, Norway**
o	**Key Words:**	**Enterprise Development, Workplace Practices, Productivity, Competitiveness, SMEs**
o	**Evaluation Budget:**	**USD 18,900 plus travel costs**

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2. List of Abbreviations

ACTRAV	Bureau for Workers' Activities at the ILO
APINDO	Asosiasi Pengusaha Indonesia (Indonesian Employers' Association)
BDS	Business Development Services
BSCI	Business Social Compliance Initiative
CEC	China Enterprise Confederation
CSR	Corporate Social Responsibility
CTA	Chief Technical Advisor
DWCP	Decent Work Country Programme
FFSTA	Fair Trade in Tourism South Africa
FIP	Factory Improvement Programme

GP	Good Practice
GTAC	Global Tripartite Advisory Committee
ILC	International Labour Conference
ILO	International Labour Organization
LL	Lessons Learned
MNE	Multinational Enterprise
MOMT	Ministry of Manpower and Transmigration (Indonesia)
M&E	Monitoring & Evaluation
NORAD	Norwegian Agency for Development Cooperation
NPC	National Project Coordinator
NTAC	National Tripartite Advisory Committee
PR	Public Relations
SCORE	Sustaining Competitive and Responsible Enterprises
SECO	Swiss State Secretariat of Economic Affairs
SME	Small and Medium sized Enterprises
TAC	Tripartite Advisory Committee
THETA	Sport, Education and Training Authority (South Africa)
ToR	Terms of Reference
ToT	Training of Trainers
UNDAF	United Nations Development Assistance Framework
UNIDO	United Nations Industrial Development Organization
YDBA	Astra Darma Foundation (Indonesia)

3. Executive Summary

3.1 *Background and Context*

The SCORE project was developed as a response to the conclusions of the ILO Conference 2007 concerning the promotion of sustainable enterprises. It draws on the experience and performance of the Factory Improvement Programme (FIP). Additionally, SCORE is based on the strategic collaboration of the International Labour Organization (ILO) with the United Nations Industrial Development Organization (UNIDO).

The SCORE programme aims to support Small and Medium Enterprises (SMEs) in becoming more sustainable through being cleaner, more productive and competitive, and by providing more sustainable and decent employment. SCORE shall be implemented in a minimum of 1 sub-sector and at least 2 clusters targeting 10−15 enterprises in each cluster of the 7 SCORE countries. The core component is a set of 5 training modules, covering the following topics:

1. Workplace cooperation
2. Quality management
3. Productivity and cleaner production
4. Organize your people
5. Organize your workplace

Additionally, the participating enterprises can make use of up to 3 counselling sessions to assist them with the implementation of the methods learned.

SCORE started its operations in September 2009. With a budget line of USD 4,235,098, funded by the Swiss State Secretariat for Economic Affairs (SECO), it was scheduled to end in December 2011. A global component based in Geneva is coordinating and facilitating the implementation in 6 countries: Colombia, Ghana, South Africa, Indonesia, India and China. In 2010 the Norwegian Agency for Development Cooperation (NORAD) joined as an equal partner and donated an additional USD 4,118,347. The project plan was revised in 2010; the project duration extended to December 2012; and a new, seventh, country Vietnam was added to the country list.

The mid-term review has been conducted by BSD Consulting, Zurich. It should provide the project management team, ILO Country Office Directors and other field and headquarter staff with practical feedback on whether the current project strategy, implementation mode, monitoring and evaluation (M&E) system, work plans and resource allocation are suitable for achieving the project's objectives. The evaluation will further be distributed to the members of the Global Project Advisory Committee and National Committees of the countries reviewed.

The review covers the activities in 3 of the SCORE countries − China, Indonesia and South Africa − in which SCORE has been active for 18 or more months. The evaluation further includes the activities of the SCORE global component in Geneva. The methodology includes analysis of materials and documents, face-to-face and phone interviews with ILO and stakeholder representatives, and field visits to Indonesia and South Africa. The review covers the period from September 2009 to present.

Preliminary results of the evaluation were presented at a global knowledge sharing conference with the presence of all project staff. A consultation round with donors and ILO units of the draft version of the report helped to clarify open questions and led to the finalization of this report.

3.2 *Main Findings and Conclusions*

The evaluator found evidence that the SCORE programme is adding value to the participating SMEs. The programme is generally recognized as a good approach in supporting SMEs become more sustainable and it contributes to the development of decent workplaces. The approach to have a global set of training materials, combined with country-specific implementation strategies based on tripartite partnerships and training implementation on a training of trainers (ToT) basis is also appropriate.

However, one of the major restrictions for SCORE is the fact that the project implementation is significantly behind schedule. By March 2011 only 17.4% of the targeted number of enterprises and 12.4% of the targeted number of workers and managers had been trained in one or more modules. This was mainly due to many smaller and larger delays at every level of the project and – fortunately – not due to weak management. The evaluator met highly committed and knowledgeable staff who are capable of managing complex projects of this scale. With the exception of a solid performance measurement system at enterprise level, adequate systems and processes are in place to monitor project progress, and they build a solid basis for the continuation of the project. A weak point of the project is the quality of the data collected and improvement is needed in this area.

In South Africa the evaluator was unfortunately confronted with a project that has until now only achieved very limited results. This is mainly due to poor project management in the initial phase of the project and unfortunate choices in the area of sub-sector as well as cluster. The evaluator, though, has the impression that through the new National Project Coordinator (NPC) many positive changes have been initiated to bring the project back on track.

The delays in implementation are mainly due to the fact that the time needed to establish the project in new countries had been underestimated in the project design. Added to this are lengthy decision-making processes due to the structure of the project set-up. One of the key lessons learned from the first 18 months of SCORE being operational in China, Indonesia and South Africa is that the establishment of an operational unit and partnerships with appropriate partners requires at least 1 year. Further contributed to the delay has also the initial approach to implement all 5 modules at the same time.

The evaluator therefore focuses the recommendations on the use of the remaining resources and adaptations of the implementation plans. The evaluator sees a strong need to concentrate resources and energy at a global as well as at a local level (e.g. implementation process, numbers of countries, scope of training, sectors, clusters, etc). It is recommended that the management places emphasis on implementing the local training through a phased approach and sets a focus on the achievement of tangible results, convincing success stories and case studies to establish a broad recognition at the level of the relevant stakeholders. By doing so, the management will be able to present convincing results − the precondition for all existing and new partners, at a local and a global level, to partner SCORE for further implementation and expansion after 2012.

3.3 *Recommendations*

1. Selection of Target Groups

The experience shows clearly that the training is not suitable for enterprises smaller than 50 employees. Therefore, ensure that companies participating in the training are SMEs in the sense of the definition used in the project plan (50−250 employees, see project plan p. 7, see also LL 1).

2. Improve the Quality of Trainers

The qualification process for SCORE trainers differs currently from country to country. Initial experience showed that not all trainers are capable of providing training on all modules and implementing the programme at enterprise level (see also LL 13 and LL 18). The reason for this is country specific (e.g. lack of education and available trained persons), but has also to do with structure (e.g. the broad scope of the 5 modules' content and the skills required to work with SMEs). As a first step, the evaluator recommends establishing clear terms of reference for trainers as well as selection criteria. The next step is to start measuring the performance of trainers, which requires the development of an appropriate assessment tool. It is recommended that the training of trainers (ToT) concept is re-evaluated at a later stage of the project when additional experience has been gained. A phased approach of the implementation could also lead to increased capacity over time (see Recommendation 4).

3. Training Material

The material is well perceived by both trainers and trainees, and is appropriate for use in the manufacturing sectors, except for Module 3 on productivity and cleaner production, which needs better alignment for use in a SME context. The current and ongoing review of Module 3 with 2 external consultants and UNIDO is well perceived. However, solutions for improved collaboration with UNIDO in countries where UNIDO's presence is low (e.g. South Africa and Indonesia) have to be developed in close collaboration with UNIDO (see LL 4). If the training material is to be used in the service sector, then it needs to be further adapted as shown by the case of the tourism sector in South Africa (see LL 15).

4. Phased Approach

In order to make efficient use of the remaining resources and time, to increase the number of trained enterprises, managers and workers, and to create solid structures for SCORE at a local level (partnerships, trainers, etc.), it is advisable to use a phased approach in the implementation of the training modules (see LL 8 and LL 12). This is in particular based on the positive experience in Indonesia (see GP 1). A similar approach should be envisaged and developed for the other countries, except for China where all 5 modules have already been implemented.

5. Increase Awareness of SCORE at a National Level

A clear marketing strategy is needed to create a demand for SCORE training and to raise the interest of potential partners at a national level. The first step is the creation of tangible results and success stories – which can be achieved efficiently through a phased approach (see Recommendation 4) – that can be shared with the relevant stakeholders through appropriate communication channels (see also GP 1 and LL 12).

6. Improve the Monitoring & Evaluation System

The project management is currently supported through an adequate monitoring system based on the established log frame. It allows monitoring of the progress of the project on a local basis. However, the data quality at local level shows high deficits which impede the aggregation and comparability at a global level. First, there is a strong need to work with clear definitions and indicators (social marketing, trainer, etc.) (see LL 17). Second, the global component must ensure the education of project personnel, as well as trainers who are in charge of the baseline assessment of appropriate data collection (see LL 19). An idea could be to introduce a webinar, which would provide a common basis of knowledge (see LL 9). And, finally, in order to facilitate the

exchange of knowledge, the introduction of a common versioning (title, date, author, etc.) for all documents (see also LL 11) is recommended.

7. Increase the Financial Sustainability of SCORE

Even in the most advanced countries, such as China, Indonesia and South Africa, one can't expect that the project will be self-sustaining by the end of the project (end of 2012). Additionally, even if local training can be implemented in a sustainable way, the ILO components (global and local) will rely on further financing through donor funding. For this reason, the evaluator recommends to develop a clear plan for the programme for beyond 2012. The different partners have to clarify their position with regard to the continuation of the SCORE programme after the end of the project. The basis for doing so could be a business plan spanning the next 3 years.

The following steps are recommended:

- The global component elaborates a business plan for 2013−2016.

- The ILO defines the role of the project in the Enterprise Development Department and explores the possibility of structuring the project similar to Better Work.

- SECO and NORAD define whether they are willing to contribute financially to the programme beyond 2012.

- The ILO, together with the donors, establishes global partnerships with new donors if needed.

8. Define the Next Steps for South Africa

The evaluator recommends that SCORE SA collaborates with an expert in the tourism industry to verify the following: Does the current version of the training material and training add value for management and staff of the wildlife tourism sector in South Africa and could it result in the desired impacts (see also LL 14 and LL 15)? A particular emphasis should be given to the needs of community-owned and managed lodges.

Due to the fact that the potential for scaling up within the wildlife tourism industry is limited, it should be considered whether the training material and training approach could be used in a broader sector such as hospitality in general. If this proves a viable approach, collaboration with Fair Trade in Tourism South Africa (FTTSA) could be envisaged, in which SCORE SA could, through its training, prepare enterprises for certification.

Based on the analysis above a decision has to be taken on the scope of SCORE SA. As resources and time are limited, it would be a good choice to focus on selected modules with high relevance and potential for impact on the project objectives (see Indonesia).

3.4 *Lessons Learned*

Several Lessons Learned (LL) have been identified, both at a global as well as a country level, which underpin the above-mentioned recommendations:

Global

LL 1: Focus on SMEs (50−250 employees) as the target group. Initial experience with SCORE implementation in China, Indonesia and South Africa shows that the training needs of companies that are smaller or bigger than the defined SMEs differ strongly from those of the target group.

LL 2: As the project set-up of SCORE differs substantially from the previous Factory Improvement Programme (FIP), it cannot be expected that SCORE will deliver similar immediate impacts to that of the FIP, but rather will contribute to capacity building in the area of training delivery and therefore focuses more strongly on the sustainability of the activities.

LL 3: The inception of SCORE in new countries requires extensive resources and time, in particular at a global level, and should therefore be considered carefully.

LL 4: Not all assumptions that were initially defined in the project document have proven valid.

LL 5: A solid analysis of the market potential, existing training capacities and potential programme partners that in particular assesses if the final goal of financially sustainable activities without donor funding is viable should be done before entering new countries / sectors.

LL 6: The project implementation needs more time than expected (due to different levels of capacities, time-consuming decision-making, etc.).

LL 7: The formal recruitment of staff at NPC level takes up to 6 months.

LL 8: The broader the scope of the project with regard to the number of countries, modules and sectors, the less tangible the results achieved will be and the more the resources will be absorbed. Instead of starting up with many countries at the same time, countries should have been added gradually one by one after the project started.

LL 9: Physical meetings are extremely useful for experience sharing and for ensuring the quality of project implementation. If the budget does not allow, virtual meetings can also be useful.

LL 10: Implementing the sustainability plan requires tangible results to build and communicate a solid business case for training and participation in the programme.

LL 11: In order to make the monitoring and evaluation system more effective, the quality of documents and data submitted needs to be clear in terminology, versioning, authorship and dates.

Indonesia

LL 12: The focus on Module 1 facilitates fast, achievable and visible improvements that can further be used for marketing and communication activities.

LL 13: Not all trainers are capable of training the modules and implementing the programme at enterprise level.

South Africa

LL 14: The choice of a narrow sub-sector with very specific characteristics is not optimal for the pilot implementation of SCORE in a country.

LL 15: The training material needs to be adapted adequately to the respective sector.

China

LL 16: The strategy of making one module mandatory in order to proceed to the next module proved difficult to enforce.

LL 17: It is crucial to ensure that indicators are understood correctly and reported the same way throughout the project.

LL 18: Many potential trainers do not have the necessary expertise and consulting experience. Therefore the regular ToT is not enough to qualify them as SCORE trainers.

LL 19: SCORE needs to make sure that trainers who collect the data understand all aspects of the questionnaire and know how to do the assessment properly to gather data effectively and consistently through baseline / endline assessments.

3.5 *Good Practices*

Several Good Practices which underpin the recommendations have been identified:

Indonesia

GP 1: Focusing on Module 1 at the beginning of the project, combined with a step-by-step implementation cycle as applied in Indonesia, makes fast results possible which can be used for marketing and communication activities in the early stages of the project.

GP 2: SCORE Indonesia has already implemented the first baseline assessment and is monitoring development at a factory level until an end-line assessment within Module 1.

China

GP 3: Do a well-founded analysis prior to region and sector expansion.

GP 4: Focus the financing model on different partners to increase cost coverage.

4. Body of Report

Based on the Terms of Reference (ToR) "SCORE Mid-term Evaluation" (see Annex 1) and the "Inception Report" of BSD Consulting (see Annex 2), the following mid-term evaluation report is being presented to the ILO by BSD Consulting.

4.1 *Project Background*

The SCORE project was developed as a response to the conclusions of the ILO Conference 2007 concerning the promotion of sustainable enterprises. It draws on the experience and performance of the Factory Improvement Programme (FIP), a project that focused on increasing productivity and workplace collaboration in medium to large companies in Sri Lanka, India and Vietnam. Additionally, SCORE draws on the strategic collaboration of the International Labour Organization (ILO) with the United Nations Industrial Development Organization (UNIDO), where the cleaner production programme of UNIDO, which supports the set-up of National Cleaner Production Centers, was financed by the Swiss State Secretariat of Economic Affairs (SECO).

SCORE started its operations in September 2009. The "SCORE project document" (Feb 2009) describes the key components and results to be achieved. The SCORE programme aims to support Small and Medium Enterprises (SMEs) in becoming more sustainable through being cleaner, more productive and competitive, and by providing more sustainable and decent employment. SCORE shall be implemented in minimum of 1 sub-sector and at least 2 clusters targeting 10−15 enterprises in each cluster in 7 countries. The core component is a set of 5 training modules, covering the following topics:

1. Workplace cooperation
2. Quality management
3. Productivity and cleaner production
4. Organize your people
5. Organize your workplace

Additionally, the participating enterprises can make use of up to 3 counselling sessions to assist them with the implementation of the methods learned.

With a budget line of USD 4,235,098, funded by the Swiss State Secretariat for Economic Affairs (SECO), it was originally scheduled to end in December 2011. A global component is coordinating and facilitating the implementation in 6 countries: Colombia, Ghana, South Africa, Indonesia, India and China. In 2010 the Norwegian Agency for Development Cooperation (NORAD) joined as an equal partner and donated an additional USD 4,118,347. The project plan was revised in 2010 (SECO, NORAD project document version 10.0, June 2010); the project duration extended until December 2012; and the new, seventh, country Vietnam was added to the country list.

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)

4.2 *Evaluation Background*

The mid-term evaluation provides the project management team, ILO Country Office Directors and other field and headquarter staff with practical feedback as to whether the current project strategy, implementation mode, monitoring & evaluation (M&E) system, work plans and resource allocation is suitable to reach the project objectives within the given time frame. Preliminary results of the evaluation were presented at a global knowledge sharing conference with the presence of all project staff. Close collaboration with the donor during the evaluation ensured that donor requirements were met and no additional, external mid-term evaluation by the donor would be necessary. Clients of the evaluation are also the tripartite members of the Global Project Advisory Committee and National Committees of the evaluated countries.

The evaluation will review the activities of the 3 SCORE countries that have been in operation for the last 18 months:

- China
- Indonesia
- South Africa

The evaluation further includes the activities of the SCORE global component in Geneva. It will cover the period from September 2009 to the present to create an accurate and comprehensive picture of the project's context and development.

The mid-term evaluation has been conducted by BSD Consulting (BSD) as an independent evaluator.

For further information on the project purpose, scope and management arrangements, see the Inception Report in Annex 2.

4.3 *Methodology*

The methods used to conduct the SCORE mid-term evaluation consist of:

- Document reviews
- A team-planning teleconference
- Individual interviews
- Field visits
- Data review / data collection
- Debriefing in the field
- Post-trip meeting
- Field survey (conducted by ILO using monkeysurvey.com)

To evaluate the 3 selected countries, different procedures have been used:

- For the analysis of **SCORE South Africa** and **SCORE Indonesia** the evaluator combined document reviews, telephone interviews and face-to-face meetings.
- The research for **SCORE China** consisted of desk research combined with telephone interviews as far as availability and language allowed.
- To evaluate the **global component of SCORE** in Geneva, the evaluation team combined the desk research of relevant documents with interviews with key persons within the ILO.

Based on the analytical framework and standard evaluation criteria outlined in the ToR (see Annex 1), specific questions that will guide the evaluation were developed (see Table 1). Following is an overview of the evaluation questions (not including sub-questions; for more information including sub-questions and specific sources for each question, see Inception Report in Annex 2). According to the relevance of each question, it is marked in the table if the question is answered at a global SCORE level, country level or at both levels:

Table 1: Evaluation Criteria

Question	Global SCORE	SCORE Country level
1. Validity of the project strategy, objectives and assumptions		
Are the project strategy, objectives and assumptions appropriate for achieving planned results?	x	x
Is the project's log frame based on assumptions / hypotheses that are underpinned by evidence that they work and are they documented?	x	x
Does the project contribute to core ILO issues such as labour standards, tripartism and social dialogue?	x	
Has the project been designed based on a reliable analysis of the needs of the country?		x
How have countries been selected?	x	
How is the project linked to national development frameworks such as UNDAF, DWCP, and ILO planning frameworks?	x	
2. Project progress and effectiveness		
To what extent has the project so far achieved its objectives and reached its target groups?	x	x
Are the training materials and the set-up of the training programme effective in leading to the desired impact on enterprises?	x	x
Do the trainers have the capacity to deliver the training effectively?		x
What efforts have been undertaken to ensure that both women and men are able to benefit from project activities?	x	x
Is the project on track to achieve its objectives during the remaining time?	x	x
What obstacles does the project encounter in project implementation?		x
3. Efficiency of resource use		
How well does the project manage its financial and human resources?	x	x
Is the implementation strategy cost effective?	x	x
4. Effectiveness of management structures		
Is the management structure (semi-decentralized country projects, global components, supported by enterprise specialists) effective?	x	
Has the project staff received adequate support / cooperation from the relevant ILO units and offices?		x
Has the country project staff been provided with sufficient authority / delegation in executing and managing the project (e.g. technically, financially and admin management)?		x
Does the global component provide the required support and services to the country projects?		x
How effective is the coordination between the project management (global and country fields) and ILO country offices?	x	
What evidence exists that project management addresses gender	x	x

concerns in project implementation?		
Are experiences and good practices sufficiently shared between country components?	x	
5. Impact orientation and sustainability		
Is the project working towards ensuring that activities started by the project will continue after external funding ends? What are the obstacles to achieving sustainability and how can they be overcome?	x	x
Is the monitoring and evaluation system practical, useful and cost effective for project management? Does the project keep the right records and collect the necessary data and information to assess progress against project documentation and whether assumptions and hypotheses are correct in a final evaluation and subsequent impact assessments?	x	x
What are the potential up-scaling strategies?	x	x
Is the project a cost-effective way to create jobs and improve working conditions?	x	x

More detailed information about the evaluation methodology and a detailed programme of the interviews conducted in Geneva, South Africa and Indonesia can be found in the Inception Report in Annex 2.

4.4 *Main Findings*

This section outlines the main findings of the evaluation questions starting with the global SCORE component and followed by the countries China, Indonesia and South Africa.

The section of South Africa is outlined with more details due to the specific interest of the Donor SECO.

Identified lessons learned and good practices are highlighted using the following abbreviations:

- Lessons Learned (LL)
- Good Practice (GP)

The Lessons Learned and the Good Practices, together with the Recommendations are further described in the conclusions of Chapter 5.

4.4.1 Global SCORE

4.4.1.1 Validity of the project strategy, objectives and assumptions

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

The project strategy, objectives and assumptions are outlined in the initial project plan with the first sole financing partner SECO (Feb 2009). With the entrance of NORAD, the project document has been updated and led to the currently valid project plan version of June 2010.

The project strategy, objectives and assumptions for the SCORE programme draw on multiple years of experiences and lessons learnt from previous ILO projects, such as the "Factory Improvement Programme" (FIP) in Sri Lanka, Vietnam and India, the project "CSR in the Chinese Textile Industry" in China and the "ILO/Swiss Project for Enterprise Competitiveness Development" in South Africa.

The described SCORE development objective is:

SMES are more sustainable through being cleaner, more productive and competitive, and by providing more sustainable and decent employment (see project document p. 7).

The evaluator agrees that this objective is highly relevant. However − as was the case in South Africa − the programme allowed enterprises with less than 50 employees to participate in the training. The evaluator found evidence that the training material and the requested actions and measures were in many ways not relevant to them. It is therefore very important that the project sticks to the defined scope and definition in place. The evaluator also discussed the issue with associations and trade union representatives. They agreed to the finding and also highlighted the fact that bigger companies are often already at another level of development where their needs differ largely from the needs of smaller companies.

➔ LL 1: Focus on SMEs (50−250 employees) as the target group. Initial experience with SCORE implementation in China, Indonesia and South Africa shows that the training needs of companies that are smaller or bigger than the defined SMEs differ strongly from those of the target group.

Furthermore, the immediate objectives in the project plan are the following:

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 sustainable basis.
3. Progressive workplace practices are shared and disseminated at the local, national and global level in collaboration with labour inspectorate services.

In this regard, the evaluator wants to highlight that, although the objectives are appropriate for achieving the planned results, it cannot be expected that the current SCORE training will deliver an impact similar to that of the previous FIP. SCORE focuses more on sustainability and training delivery through local trainers and institutions, whereas FIP worked mostly with international experts for training delivery.

➔ LL 2: As the project set-up of SCORE differs substantially from the previous Factory Improvement Programme (FIP), it cannot be expected that SCORE will deliver similar immediate impacts to that of the FIP, but rather will contribute to capacity building in the area of training delivery and therefore focuses more strongly on the sustainability of the activities.

The SCORE project strategy and objectives are underpinned by the expectation that working conditions can be improved through a step-by-step capacity-building approach as shown in the figure below (Figure 1):

Figure 1: Step-by-Step SCORE Implementation Strategy

a	b	c	d	e
Select sub sector / cluster and lead enterprises	Identify and support the capacity of national/local institutions, experts and service providers to facilitate and deliver	Training modules & Counselling	Identify and disseminate good workplace practice through industry associations and labour inspectors using mass media	Replicate and Expand
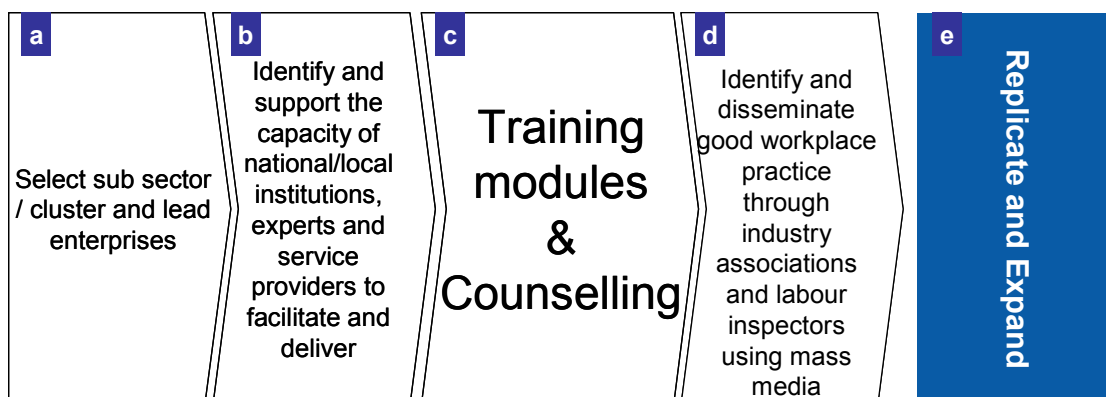
An Implementation Guide (current draft version 1.0, Jan 2011) was developed to ensure that local ILO staff and partners are able to implement the overarching strategy at a local level. The draft is used by the local NPCs for project implementation.

Based on the evaluator's experience in implementing factory improvement programmes related to BSCI, Global Gap and MNE specific programmes and the assessments of the performance of the SCORE programme until now, the evaluator assesses the implementation strategy to be appropriate for achieving the overarching project goals.

When it comes to the country-specific implementation strategy, please follow the evaluator's assessment of the project implementation in China, Indonesia and South Africa as outlined in the country-specific sections of this evaluation report (see 4.4.2 – 4.4.4).

On a general level, the evaluator found evidence that the project scope with regard to the number of countries, the institutional setting, the available resources and the time frame given presents a big challenge. The establishment of SCORE in new countries requires extensive resources and time, and adds complexity to the project management. The expansion to more countries should therefore be considered carefully. The focus should, in the opinion of the evaluator, rather be on improving the concept of SCORE in the currently active countries. This observation is referenced in several sections of this report (see log frame, sustainability, etc.).

> ➔ LL 3: The inception of SCORE in new countries requires extensive resources and time, in particular at a global level, and should therefore be considered carefully.

It is very fortunate that NORAD joined the programme in 2010 and extended SCORE to 2012 through its financial contribution, otherwise the project would have been heavily underfunded. Unfortunately, however, NORAD's joining the programme also led to an additional geographical expansion of the programme which increasingly challenges the accomplishment of the objectives within the given time frame.

Is the project's log frame based on assumptions / hypotheses that are underpinned by evidence that they work and are they documented?

The log frame in place was originally developed for the first version of the project plan in 2009. Due to the financial contribution of NORAD in 2010, some changes were made to the document (e.g. an increased number of enterprises, trainers, managers, workers, representatives, policy-makers reached).

Evidence was found that not all the assumptions made have proven correct:

a) Assumption for the development objective:

- Global recession does not severely affect SMEs in the chosen countries

    The global recession, apart from other factors, has had a negative impact on the development of the tourism sector in South Africa, which is currently affecting the participating enterprises severely.

b) Assumptions for the immediate objectives:

- Business Development Services (BDS) providers with SCORE expertise are available in the country

    China is struggling to find BDS providers that fulfill these requirements. Additionally, in South Africa it has not yet been proven that BDS providers with SCORE expertise are available. The assumption that BDS providers with SCORE expertise are available in the country has been an important challenge.

- UNIDO collaboration on material development and capacity building is functioning well

    The collaboration with UNIDO to develop Module 3 has not functioned well in the past. Further to that, UNIDO is lacking suitable capacity to support SCORE in several of the target countries (e.g. South Africa, Indonesia)

➔ LL 4: Not all assumptions that were initially defined in the project document have proven valid.

Although the evaluator judges the log frame to be useful in monitoring if the project is on track to achieve the objectives, the objectives initially set are highly ambitious. The complexity of the project and the pitfalls of implementation are addressed in the section 4.4.1.2 Project progress and effectiveness as well in 4.4.1.5 Impact orientation and sustainability.

Does the project contribute to core ILO issues such as labour standards, tripartism and social dialogue?

The evaluator assessed the conformity of the programme with core ILO issues such as labour standards, tripartism, social dialogue and gender diversity. These core issues can be incorporated in the project in 2 ways: In the organizational set-up and governance of the project, as well as in the content of the training itself.

Reflection on the organizational contribution:

The tripartism and social dialogue requirements are covered through the establishment and ongoing meetings of the tripartite steering committees at a global and a local level and through endorsement within the ILO structure (Job Creation and Enterprise Development Department).

Reflection on the contribution through training material:

According to the partners interviewed at ILO headquarters, the training material was aligned with support from ACTRAV, ACT / EMP and the Gender Bureau (see 4.4.1.4). The assessment of the training material against the core ILO issues showed the following (for more details see Annex 3):

- The issue of labour standards is reflected in all modules except module 3. Labour standards form a key component of the training.

- The issue of social dialogue is addressed in all modules, except Module 3. It is especially focused in Module 1. Social dialogue is mostly referred to as a bipartite dialogue between labour and management.

- The issue of gender diversity is addressed in all modules, mostly with a focus on non-discrimination.

Overall, the ILO core issues are well covered throughout the project. They are either reflected in the structural / organizational set-up of the project (such as tripartism and social dialogue) or in the training material itself (such as labour standards, social dialogue and gender issues).

How have countries been selected?

The selection of the countries was on the one hand based on work that has already been done in certain countries prior to the SCORE project (China and South Africa) and on the other hand on the priorities of the donor SECO. No formal pre-study and needs assessment were made at a country level, which would have analyzed SME structure and needs, the market potential for the willingness of the SMEs to participate financially in the SCORE training and capacity building, existing training capacities and potential programme partners.

➔ LL 5: A solid analysis of the market potential, existing training capacities and potential programme partners that in particular assesses if the final goal of financially sustainable activities without donor funding is viable should be done before entering new countries / sectors.

How is the project linked to national development frameworks such as UNDAF, DWCP, and ILO planning frameworks?

The SCORE programme is a key element of the "Sustainable Enterprise Programme". The Sustainable Enterprise Programme is linked to the ILO Decent Work Agenda through both the ILC Conclusions (2007), concerning the promotion of sustainable enterprises, and the ILO Global Employment Agenda, which as the employment pillar of the Decent Work Agenda provides guidance for the attainment of full and productive employment and decent work for all. The Decent Work Agenda implements the core mission of the International Labour Organization, following the guidance of the ILO Declaration on Social Justice for a Fair Globalization.

The programme and budgets (P&Bs) are organized around the 4 pillars of the Agenda – employment, rights, social protection and social dialogue – and detailed in the 19 outcomes set out in the Strategic Policy Framework 2010–15 (SPF). SCORE contributes to Outcome 3 on sustainable enterprises: more precisely indicator 3.3.

According to the ILO requirements, SCORE should fit into and contribute to the Decent Work Country Programmes (DWCP). For the countries analyzed, the evaluator found evidence that in China, Indonesia and South Africa, the SCORE programme is linked to Country Programme Outcomes (CPOs) of the DWCP (see Table 2).

Table 2: Link of SCORE Project to the CPOs of the DWCP

China	Link to DWCP: Implementation of national employment policies strengthened through improving knowledge and services for employability, employment and enterprise development
	Sector focus in garments, automotive and machine manufacturing
	Strong link to environment and CSR (Corporate Social Responsibility)
	Expanded partnership with UNIDO
	Active involvement of the Ministry of Labor and Social Security (MOLSS) and national employers' organizations and affiliates
Indonesia	Link to DWCP: Employment targets in medium-term development plan are underpinned by policies and programmes with emphasis on pro-poor employment growth and enterprise development
	Cluster approach targeting SME suppliers in the auto-parts sector
South Africa	Link to DWCP: Greater opportunities for women and men to secure decent employment and income
	Sector focus on rural tourism
	Creating employment opportunities in rural areas, especially for youth
	Link between local economic development and enterprise upgrading

The evaluator did not assess in further detail if the national DWCP of China, Indonesia and South Africa refer to additional national development goals (such as national development strategies, the United Nations Development Assistance Framework (UNDAF), the Poverty Reduction Strategy Papers (PRSPs), etc.), nor to the Millennium Development Goals and the ILO's contribution to these goals.

4.4.1.2 Project progress and effectiveness

The evaluator observed that the global component put a lot of effort and care in following the project plan and implementing the mentioned targets accordingly. The current Chief Technical Advisor (CTA) started in Dec 2009, 3 months after implementation in the countries covered by this mid-term review started. At the time, initial decisions at a local level concerning project implementation had already been taken (e.g. countries, sectors, clusters, initial strategic partners, and NPCs in China, Indonesia and South Africa). The evaluator received broad feedback from the stakeholders interviewed that the CTA quickly built bridges and achieved a level of trust with his stakeholders (e.g. internal ILO (especially ACTRAV, MULTI), donors, UNIDO, local partners, etc.), which enabled him to build up further the structure and processes.

An additional full time project manager joined the global component in July 2010 and supported the CTA in:

- Coordinating and guiding the individual country design process
- Developing and coordinating the contextualization of the training material
- Developing and maintaining external relations with the donors and other global stakeholders
- Developing a substantive monitoring and evaluation system and an impact assessment system
- Providing technical guidance and support to the National Project Coordinators (NPC) in each country

The global component is challenged by different levels of capacity and the engagement of country offices, with several new staff joining the project (who needed to be trained and supported), and by lengthy decision-making processes (see LL 3). This has to be taken into account when assessing the sustainability of the project (see 4.4.1.5 Impact orientation and sustainability).

➔ LL 6: The project implementation needs more time than expected (due to different levels of capacities, time-consuming decision-making, etc.).

To what extent has the project so far achieved its objectives and reached its target groups?

With regard to the objectives for the global SCORE component, the project shows some initial convincing results.

Before engaging in the specifics, the evaluator wants to flag that the definitions used at a local level are not coherent (e.g. what exactly is a trained trainer or a trained enterprise?), which limits the informative value of the data available.

Nevertheless, some important observations can be made. Table 3 shows the available aggregate figures with regard to the objectives in the field of capacity building and outreach at an enterprise level. In the cases of China and Indonesia (see country sections) the project will reach its stated goals at the level of trained representatives, trainers and policy-makers. The key question,

however, is whether the project will be able to train the targeted total number of 500 enterprises and 2,000 workers and managers by 2012.

Table 3: Global Progress Indicators

Level	Selected SCORE performance indicators	Current status (March 2011)	Target value (Dec 2012)
Outputs	B1: Number of representatives from industry associations and unions trained	**22 Total** 14 Male 8 Female	**20 in each country**
	B2: Number of trainers trained	**31 Total** 19 Male 12 Female	**20 in each country**
	B3: Number of policy-makers, labour inspectors and journalists trained	**88 Total** 47 Male 41 Female	**160 Total**
	B4: Outreach of social marketing campaign	Ca. **3.8 Million people** have been exposed to radio broadcasting or publications on responsible workplace practices in the countries	Not defined yet
Outcomes	C1: Number of enterprises trained	**87 Enterprises trained** 37 on workplace cooperation 64 on quality management 9 on human resource management 30 enterprises received on-site training	**500 Total**
	C2: Number of workers and managers trained	**248** workers and managers trained	**2000 Total**
	C3: Participants satisfaction with training	**70−85%** of participants on average rank training as good or very good	**75%** of participants rating training and counselling as good or excellent
	C4: Number of enterprises signing up for additional modules	–	**30%** of customers taking up more than one training module

The evaluator is convinced that the targeted goals will only be achieved if the remaining resources are concentrated. A phased approach for implementing the training combined with an effective marketing campaign could support this (for further discussion see 4.4.1.3).

Are the training materials and the set up of the training programme effective in order to lead to the desired impact on enterprises?

The early stage of the programme and the absence of performance data at an enterprise level do not allow assessment of whether the training materials contribute to the desired impact on enterprises.

What the evaluator was able to assess was stakeholders' perception of the materials. Evidence is given through statements of interviewed persons within the ILO, with local associations and enterprise representatives that the materials seem adequate for use in SMEs within manufacturing sectors to promote the inclusion of sustainability issues in the management of the enterprises and to support decent workplace creation.

The evaluator assessed that the training materials have been aligned with support from ACTRAV, ACT / EMP and the Gender Bureau with key ILO norms and messages and are ready for implementation at a local level. The local adaptation is however not yet fully implemented.

The global component is aware of the need to further improve the material. Special emphasis should be placed on:

- Module 3 will require additional adaptation. The evaluator wants to highlight the need for improved usability of this module for the SME context. The ongoing review with 2 external consultants and UNIDO staff is well perceived by the evaluator (see 4.4.1.1, p. 5).

- Module 4 on human resource management needs further alignment for gender issues and requires the ACTRAV review.

The method of qualifying trainers and enterprises differs from country to country. Initial experience showed that not all trainers are capable of training all the modules and implementing the programme in the enterprises (see LL 13 in Indonesia). The reason for this is country specific (e.g. lack of education and available trained persons), but has also to do with structure (e.g. the broad scope of the 5 modules' content and skills required to work with SMEs). The evaluator recommends that clear terms of reference for trainers are defined, that performance of the trainers is appropriately measured and that the implementation of the modules is done consecutively.

What efforts have been undertaken to ensure that both women and men are able to benefit from project activities?

Beside the fact that the training material covers gender issues (see 4.4.1.1) and is soon to be aligned with the Gender Bureau of the ILO, gender concerns are not yet actively addressed in the training implementation. The global component will have to make sure that gender issues are understood and properly implemented at a local level once the alignment is made. Positive developments into this direction show the activities planned at the SCORE Global Knowledge Sharing and Training Workshop (gender guide for employers, good practice sheet/checklists, SCORE knowledge sharing platform).

Is the project on track to achieve its objectives during the remaining time? What obstacles does the project encounter in project implementation?

The evaluator assessed that the achievement of the project objectives is highly challenged. Out of many obstacles, the evaluator wants to highlight the following obstacles that the project encountered in its implementation:

- Geographical scope

    The geographical scope is very broad, the timelines are tight and the remaining time is short. The implementation of the programme includes a demanding implementation strategy with national trainers and local partners. The entrance of NORAD permitted the extension of the project for another year and added substantial resources to the global component. The evaluator views the expansion to the new country Vietnam as a big challenge.

- Staff recruitment

The evaluator observed that formal staff selection processes required up to 6 months. This fact is especially challenging for setting up activities in new countries (e.g. Ghana, Columbia, India and Vietnam). One of the reasons it takes so long to hire staff is that SECO and some ILO offices insist on advertising positions. This goes beyond the minimal requirements as NPC positions don't need to be competed according to ILO rules. The costs of competing positions are significant delays in project implementation.

➔ LL 7: The formal recruitment of staff at NPC level takes up to 6 months.

4.4.1.3   Efficiency of resource use

How well does the project manage its financial and human resources?

It was not the evaluator's task to provide a financial audit or to further analyze the financial fluxes. First, the evaluator checked if the expenses of the offices of China, Indonesia and South Africa for 2009−2010 remained within the agreed budget lines. In the case of China and Indonesia, substantial under-budgeting was observed, whereas in South Africa several budget-posts were overdrawn under the first NPC (for more details see 4.4.3.3).

Second, the evaluator had a closer look at the level of expenditure. The figures received have been analyzed by category level (see Table 4). Comparing the different countries first, Indonesia and China have a high level of similarities in their expenditure structure. South Africa was apparently the country with the highest nominal expenditure level. It also differs substantially from Indonesia and China on the level of missions (12.1% vs 0% for Indonesia resp. 9% for China) and subcontracting (22.5% vs 2.3% for Indonesia resp. 0% for China), as well as on the use of funds for implementing the seminars (8.4% vs 20.1% for Indonesia resp. 20.8% for China).

Table 4: Expenditure Structure (2009/2010)

Cost Item		Expenditure in %			
		Indonesia	South Africa	China	Global
11	Expert international and consultants	−	−	4.9	74.4
13	Local staff	9.9	5.3	10.3	3.2
15	Missions costs	−	12.1	9.0	5.2
16	Evaluation missions	−	0.4	−	1.2
17	National experts	48.8	32.7	40.7	−
21	Subcontracts	2.3		−	3.0
32	Seminars	20.1	8.4	20.8	1.2
41	Equipment	6.9	1.5	0.4	4.3
51	Operation and maintenance of equipment	0.8	1.3	4.9	0.3
53	Sundries	4.7	9.3	2.3	0.7
62	Program support cost	6.6	6.5	6.6	6.6
	Total (%)	100	100	100	100
	Total (USD)	**166,219**	**317,965**	**305,852**	**704,827**

A more in-depth analysis of the resource use or even an assessment of costs versus benefits at a country level, as well as a comparison of those figures between countries has proved to be difficult at this stage with the information given due to the following reasons:

- In order to make an appropriate assessment of costs versus benefits, data needs to refer to the same time frame. The costs available at the country level, as well as at the global level refer to the years 2009 and 2010, but the performance data that the evaluator received reflects the current status in March 2011. The unequal time frame could bias the picture and therefore questions a detailed cost / benefit analysis with the information available: Major expenses could have occurred during the 3 months from January to March 2011 in a country, which could have lead to increased performance. However, the data given would not reflect the expenses, yet it would reflect the achieved results.

- In order to make an informative assessment of costs versus benefits, cost items need to be available in more detail (e.g. costs for social marketing campaigns and labour costs for trainers).

- In order to compare the cost−benefit ratio between the different countries, data needs to be comparable. As pointed out in Recommendation 6, some indicators are interpreted differently in different countries which make sound comparison difficult. Therefore, data needs to be aligned prior to such an analysis.

Despite the difficulties of assessing the resource use and effectiveness of the human resources, the evaluator wants to highlight that he got the impression that Indonesia and China made good progress and show good performance compared to the costs, whereas he perceived the situation in South Africa SA as unsatisfying.

Is the implementation strategy cost effective?

The implementation of SCORE on a global level with training modules accompanied by factory visits can generally be judged as an effective way to achieve the goal of more sustainable SMEs. This finding draws on experience gained from previous projects like the FIP.

Nevertheless, the chosen training implementation strategy and the given institutional framework limit the effectiveness of available resources. The evaluator wants to highlight 2 points that should be analysed further:

- Focus on implementation scope: the case of Indonesia shows that a focus on the implementation of only 1 to maximum 2 modules for an inception phase of up to 2 years can be a cost-effective way to implement the programme (see 4.4.2.3). The observations suggest that the more modules and different sectors the project has to deal with, the less tangible the results achieved and the more the resources are bound (e.g. for building up the trainers capacity, etc.).

- Focus on geographical scope: It is obvious that the more countries and clusters the SCORE project has to work with, the more resources are being absorbed at a global level. It is therefore questionable if the strategy to expand quickly to many countries is cost effective.

➔ LL 8: The broader the scope of the project with regard to the number of countries, modules and sectors, the less tangible the results achieved will be and the more the resources will be absorbed. Instead of starting up with many countries at the same time, countries should have been added gradually one by one after the project started.

4.4.1.4 Effectiveness of management arrangements

Is the management structure (semi-decentralized country projects, global components, supported by enterprise specialists) effective?

A detailed overview of the management structure installed can be found in the current work plan. The project design includes 1 global and up to 7 national components within the Sustainable Enterprise Programme at the ILO. According to the required governance system, a global as well as individual National Tripartite Advisory Committees (NTAC) has to be installed. Terms of Reference for the NTACs have been developed which are assessed as useful for its purpose by the evaluator.

For the local NPCs, individual backstopping persons were appointed.

Within the current setting, the global component is challenged to match the ILO requirements with regard to budgeting, reporting and engaging with corresponding partners and dealing with lengthy decision-making processes due to the highly demanding project reporting and finance management processes at the ILO.

Does the global component provide the required support and services to the country projects?

The evaluator identified evidence that local project officers and staff are very satisfied with the support and services provided. In the cases of Indonesia, China and South Africa the staff highlighted the high responsiveness to questions and support for all kinds of operational questions as well as more strategic challenges (e.g. partner's choice).

How effective is the coordination between the project management (global and country fields) and ILO country offices?

The evaluator found evidence that the project management in the local country offices is generally perceived to be effective. This perception is based on interviews with the NPCs and the local country officers in charge.

What evidence exists that project management addresses gender concerns in project implementation?

So far, gender concerns have not been systematically addressed in the programme. Concerning the new countries, the project has taken several measures to ensure gender equality. These are:

- The project has emphasized the importance of selecting sectors that employ mostly women (e.g. Colombia).
- Training materials have been reviewed by the Gender Bureau and are thus gender sensitive.
- Trainer guides contain guidelines on ensuring gender equality in training.
- Training of trainers contain sessions on gender equality concerns.
- The M&E system ensures that collected data is separated according to gender.

The evaluator sees this as good progress in further integrating gender issues into the project management. He does, however, not share the vision that there is a need to choose sectors against this requirement (bullet point 1 above), as long as the overall goal of the programme remains sustainable enterprise and decent workplace creation.

Are experiences and good practices sufficiently shared between country components?

The evaluator identified a number of channels that shows evidence that experiences and good practices are shared. The local feedback, however, showed that the frequency and quality of sharing could be improved. Beside the visits of the CTA and the training officer of the global component to the local offices, the various mail and phone conversations, the evaluator found the following channels of interest:

- Papyrus – a web-based knowledge-sharing platform

  The global component developed the SCORE knowledge-sharing platform called Papyrus, which contains key documents, contacts, links and supporting documents. The evaluator assesses this platform to be extremely helpful for further sharing and developing knowledge amongst the SCORE partners. The evaluator, however, often found it difficult to identify the dates of the documents shared. This is broadly due to missing dates and incorrect versioning of the documents and this should be improved as soon as possible by a firm request to every management partner to use clear names, dates and version numbers for every document used within the project.

- Physical meetings

  So far, only one physical meeting (SCORE Global Knowledge Sharing and Training Workshop Bogor, April 2011) with all the management responsible was held. The evaluator finds such physical meetings very helpful. The feedback from the South African NPC was that the meeting contributed strongly to his understanding of the SCORE approach and that the exchange with the other NPCs was very valuable. This shows that such experience sharing is particularly important for new project staff. The possibility of at least 1 additional physical meeting taking place should be investigated (e.g. early 2012). As an alternative, virtual global meetings (e.g. Skype, etc.) could be held.

➔ LL 9: Physical meetings are extremely useful for experience sharing and for ensuring the quality of project implementation. If the budget does not allow, virtual meetings can also be useful.

4.4.1.5 Impact orientation and sustainability

Is the project working towards ensuring that activities started by the project will continue after external funding ends? What are the obstacles to achieving sustainability and how can they be overcome?

The project plan describes a sustainability strategy that should ensure training delivery after the project funding ends. It builds on the assumption that sustainability of training and capacity-building interventions will be supported through the following 3 interlinked dimensions:

- Financial sustainability – the ability of the services to generate sufficient revenues to recover their costs.

- Institutional sustainability – the organization of the different stakeholders in a system where each player has an institutional mandate, capacity and incentive to continue to perform its role.

- Technical sustainability – the technical relevance and quality of the service to the client.

According to the project plan, it is expected that the service providers will eventually (within 3 years) be able to handle the full cycle of the training and capacity building programme of SCORE without much project support for marketing and expert coaching. Coordinating organizations

therefore need to develop a business model which allows them to offer the services on a cost-covering basis.

Figure 2 shows how project partners work together to achieve the targeted sustainable impact.

Figure 2: Sustainable delivery strategy
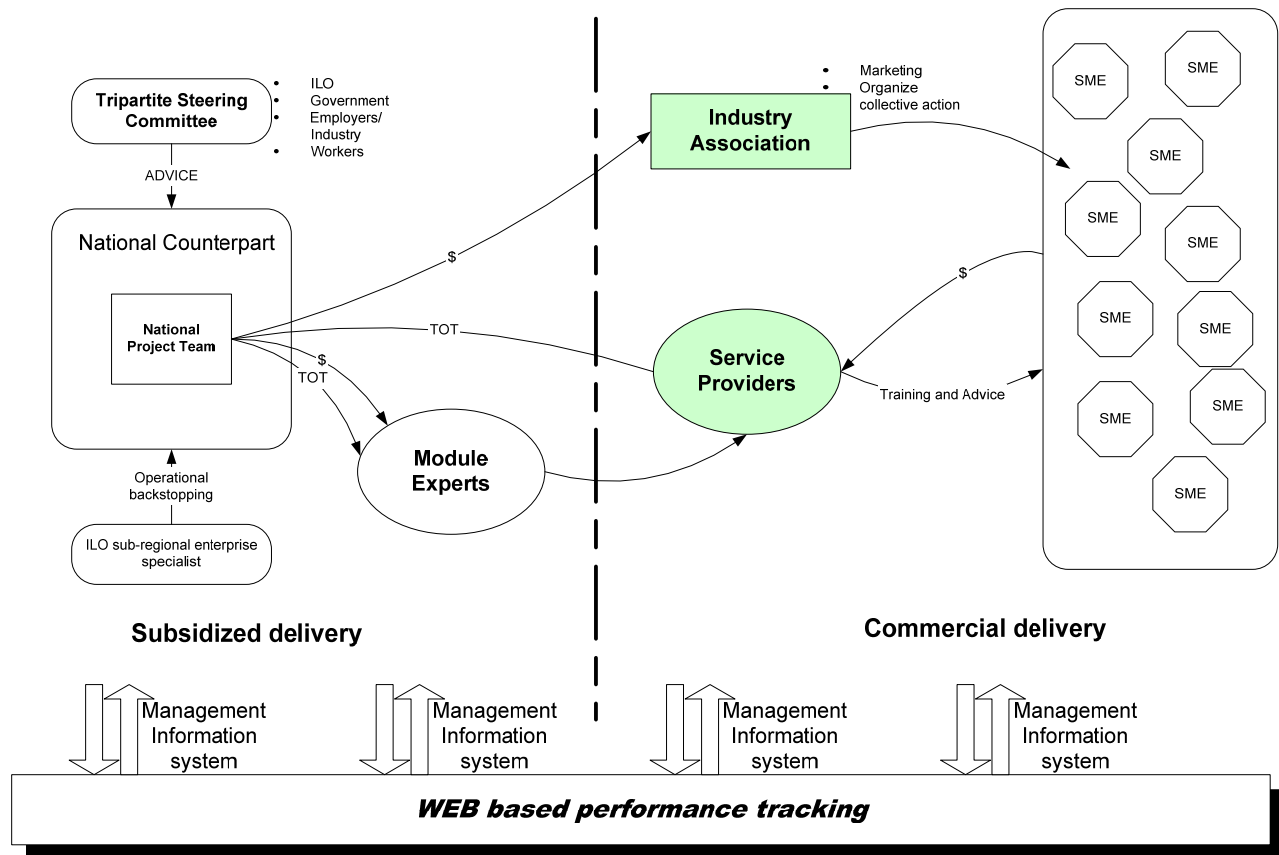
The project plan already identifies several ways of covering the costs of training and building up sustainability of the programme:

- Fees from participating enterprises
- Organizations' membership fees
- Sponsorship by large buyers (as part of their CSR programmes or PR)
- Government subsidy schemes
- SCORE project funds during the start-up phase
- A mix of the above

While the evaluator assesses the ideas as outlined in the strategic project plan to be highly meaningful, the status of the implementation of the strategy is critical as very little training has achieved complete cost recovery. The evaluator found thus far little evidence that the project objectives can be achieved in this section by the end of 2012. Table 5 shows how the project thus far was able to realize a certain amount of cost recovery per module.

Table 5: Global Sustainability and Impact Indicators

Level	Selected SCORE performance indicators	Current status (March 2011)	Target value (Dec 2012)
Outcomes	D1: Cost recovery per module	**0−8%** Financial sustainability remains a problem. In Indonesia, the Ministry of Manpower and Transmigration does not want SMEs to be charged for training and committed USD 700,000 to role out SCORE training in 33 provinces.	Min. **75%** cost recovery in India, China and South Africa.
	D2: Level of independence of partners in training provision	ILO still organizes most of the trainings with partners in support.	Service providers conduct training without project support and outside of target clusters.
Impact	E: Impact on enterprise performance	Selective evidence shows that enterprises are improving performance and working conditions due to the training. No consistent measurement system with baseline assessment, benchmarking indicators and monitoring manuals was developed. Countries collect data systematically, but still on an inconsistent basis.	A number of indicators have been set up to judge the impact.

The figures show that still a lot of work has to be done to make sure that training delivery will be ongoing when project funding ends. Following the reflections in the project plans on cost recovery, the evaluator wants to highlight that generating fees from training participants, membership, sponsorship or other subsidies requires convincing success stories.

Overall, the evaluator identified a special need to focus the remaining financial resources on achieving convincing and tangible results through the training programme and by finding new partners willing to invest in the SCORE programme. The evaluator cites the project plan where it is said that "SCORE aims at placing a product in the market for business services. As such it is in its essence a supply driven programme and ensuring sustainability of a supply driven programme requires careful understanding of the local market and investment in time to support institutions and markets to adopt the new product and mature."

➔ LL 10: Implementing the sustainability plan requires tangible results to build and communicate a solid business case for training and participation in the programme.

Is the monitoring and evaluation system practical, useful and cost effective for project management? Does the project keep the right records and collect the necessary data and information to assess progress against project documentation and whether assumptions and hypotheses are correct in a final evaluation and subsequent impact assessments?

After the entrance of NORAD and additional funding, the global component installed an M&E system with the aim of providing an effective project-monitoring platform. The M&E system follows the Donor Committee for Enterprise Development (DCED) standard for results measurement. This standard tries to harmonize reporting through a set of indicators which the SCORE project also monitors. The evaluator judges the system installed as practical and useful in reaching its targets,

especially when in a final evaluation and subsequent impact assessment baseline information will be required.

However, a few weaknesses have been seen regarding data collection and reporting:

- Terminology of indicators: Certain indicators are not interpreted the same way in all 3 countries (e.g. the indicator "trainers trained" means trainers who received ToT and are certified). This leads to difficulties in comparing the reported data on country level and especially on a global, aggregated level.

- Missing country-specific target values: Not all of the target values are defined at a country level, but only at the global level. To have target values for all indicators at a country level would make it easier to track progress at a country level.

- Inconsistent reporting of country-specific target values: Certain country-specific target values are defined e.g. for SCORE China and for SCORE Indonesia. However, they are not captured the same way. While China has a specific country log frame, Indonesia cites its target values in the progress report format. A consistent format to capture country-specific target values would be useful for general comparability.

➔ LL 11: In order to make the monitoring and evaluation system more effective, the quality of documents and data submitted needs to be clear in terminology, versioning, authorship and dates.

What are the potential up-scaling strategies?

The evaluator identified 2 main components in place for up-scaling:

- First, a mass-media-based marketing campaign with the purpose of reaching out to more workers and managers in the area of intervention and influencing of attitudes and behavior in relation to dialogue-driven workplace upgrading. As part of this outreach campaign, the project aims to collaborate with journalists and labour inspectors on awareness-raising seminars on what makes good SME case studies and what constitutes good workplace practices.

- Second, in each country the project needs to select a counterpart with the capacity to replicate intervention in new parts of the country and new sectors. The counterpart in China, CEC, has for example offices all over the country, as well as affiliated industry associations in which they can deploy the training materials.

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

The evaluator did not find evidence that new jobs have been created. This is no surprise due to the early stage of the project.

However, initial evidence is observed that enterprises are improving performance and working conditions due to the training. The evaluator visited 2 enterprises in Indonesia that showed significant improvements in factory cleanliness and workers reported higher staff motivation due to visible improvements and workplace cooperation (with weekly meetings with the owner).

4.4.2 SCORE Indonesia

4.4.2.1 Validity of the project strategy, objectives and assumptions

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

In Indonesia the SCORE programme started in September 2009 with no prior activities to build on. The strategy, objectives and assumptions were developed based on the results of a comprehensive market research provided by Dr Derry Pantjadarma ("Sustainability through Competitive and Responsible Enterprises") in Jakarta in November 2008, as well as on consultations by the ILO with workers, employers and ministries.

The SCORE project plan (Feb 2009) was then used and adapted to the local situation and resulted in the Indonesian project outline by October 2009. This plan was formally signed by the local country office and the Ministry of Manpower and Transmigration (MOMT).

SCORE Indonesia has adapted the implementation strategy by focusing the training on Module 1 (at least in the first year) and developing an implementation cycle. The step-by-step approach within this cycle is:

1. Marketing event of training programme
   - CEO participation
   - Interested SMEs sign a commitment form
2. Baseline visit
   - Baseline assessment of enterprises
   - Verification of CEO commitment
3. Selection of enterprises for Module workshop participation
   - Based on baseline assessment
   - Through trainers
4. In-factory coaching
   - 3 half-day visits over a period of 2 months
5. Presentation of improvements by enterprises
   - This is the marketing event described under point 1 and closes the cycle

Due to the early stage of the project implementation and a lack of available enterprise performance data, it is too early to assess the impact of this approach. However, trainers, company managers as well as workers' representatives interviewed were convinced that this step-by-step approach is an effective way for improvements and scaling up. Thanks to the implementation cycle, the first tangible results (improved workplace collaboration and 5S[1]) have been achieved within only 3−4 months. The results and testimonials could then already be used for the next marketing activities (e.g. radio) and events.

> ➔ LL 12: The focus on Module 1 facilitates fast, achievable and visible improvements that can further be used for marketing and communication activities.

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[1] 5S is a method for organizing, cleaning, developing and sustaining a productive work environment. The methodology originates from Japanese housekeeping named because of the five Japanese words each beginning with the letter of "se" or "shi".

➔ GP 1: Focusing on Module 1 at the beginning of the project, combined with a step-by-step implementation cycle as applied in Indonesia, makes fast results possible which can be used for marketing and communication activities in the early stages of the project.

Is the project's log frame based on assumptions / hypotheses that are underpinned by evidence that they work and are they documented?

No log frame document is available for Indonesia. Currently the Indonesian Project Outline (2009) gives an overview of assumptions/risks which are not linked to the development objective and immediate objectives of the project. For reasons of coherence and clarity it is advisable that the Indonesian project management develops a log frame in the same form as it is available for the other countries.

Has the project been designed based on a reliable analysis of the needs of the country?

In 2008 Dr Derry Pantjadarma did a comprehensive study called "Sustainability through Competitive and Responsible Enterprises" and identified potential counterparts for the SCORE programme. Based on a set of 8 criteria, he identified the automotive parts sub-sector, which was later approved by SECO and ILO. The evaluator is convinced that the choice of this sector is significant. The automotive parts industry and the value chain with at least 350 SMEs on supplier level have a high impact on workplace conditions. Additionally, there are sub-sector enterprise clusters in Pulogadung and Cikarang, which allow efficient access to potential SCORE trainees.

As required in the Indonesian Project Outline (2009), a sub-sector analysis of the automotive component industry was done by the local NPC in February 2010. The study did however not clarify how the actors in the identified sector can be mobilized to further expand the project.

Overall, however, the evaluator found reliable country and sector analysis that supported the choice of sectors, sub-sectors and clusters.

How is the project linked to national development frameworks such as UNDAF, DWCP, and ILO planning frameworks?

The SCORE project is an integral part of the ILO office in Jakarta. Within the DWCP 2006−2010 of Indonesia, the employment targets in the medium-term development plan are underpinned by policies and programmes with an emphasis on pro-poor employment growth and enterprise development. The specific links to the 2006−2010 DWCP are under the Country Programme Priority on social dialogue and Country Programme Outcomes IDN 150 (institutional capacity of the ILO) and IDN 152 (employers and unions collaboration).

4.4.2.2 Project progress and effectiveness

To what extent has the project so far achieved its objectives and reached its target groups?

With the selection of Mr Januar Rustandie as the National Project Manager, the project became operational in September 2009.

SCORE Indonesia was able to establish a strong collaboration with the Ministry of Manpower and Transmigration (MOMT) at an early stage of the project. This partnership contributed strongly in raising awareness for the project and in establishing further partnerships.

The first meeting of the National Tripartite Advisory Committee (NTAC) with 24 participants took place in February 2010. The participants represented the following organizations: SECO, ILO, MOMT, the Indonesian Employers Association (APINDO) and the trade unions KSPSI, KSPI, and

KSBS I. As a next step, the partners and technical service providers Astra Darma Foundation YDBA (a training entity of the ASTRA corporation, one of the major companies in the automotive sector in Indonesia), the Sentra Otomotif Indonesia (SOI) and Pro Qualiva were choosen.

Together with the YDBA, a special SCORE "Taster" training of trainers (ToT) of 2 days (covering the content of all modules) was developed and implemented in March 2010 with the participation of 28 persons (7 women).

Nine trainers (0 women) have been qualified. Within 3 months a first group of 5 selected companies implemented Module 1 and received 3 factory visits and support by the trainers.

In July 2010, and with the attendance of the Swiss president Ms Leuthard, the results of the first cycle were officially used to launch the programme. Along with the promotional activities a sensitization workshop with 40 participants (12 women) was held. Another 2-day training of trainers' workshop on workplace cooperation was organized and held in August 2010. Twenty-three persons (6 women) participated. In continuation of another 2-day workshop on Module 1 (40 participants, 11 women), Module 1 was implemented in an additional 5 enterprises and a cycle of 3 factory visits.

The overall progress of the project implementation can be found in Table 6, which shows that the project in Indonesia is doing well and will be able to achieve its targets by the end of the project.

Table 6: Progress Indicators SCORE Indonesia

Level	Selected SCORE performance indicators	Current status (March 2011)	Target value (Dec 2011)
Outputs	B1: Number of representatives from industry associations and unions trained	**8 Total** 6 Male 2 Female	**10**
	B2: Number of trainers trained	**9 Total** 9 Male	Not defined yet
	B3: Number of policy-makers, labour inspectors and journalists trained	**40 Total** 28 Male 12 Female	**33**
	B4: Outreach of social marketing campaign	Ca. **3.6 Million people** listened to radio broadcasting featuring interviews with managers and workers sharing their experience with the programme	**10 Marketing campaigns** conducted
Outcomes	C1: Number of enterprises trained	Total **23 Enterprises** 5 Enterprises on SCORE Taster (Module Mix) 18 Enterprises on Module 1	**45**
	C2: Number of workers and managers trained	**37 Total** 30 Male 7 Female	**135**
	C3: Participants satisfaction with training	**70−85%** of participants considered the training as good or very good	**75%** of participants rated training and counselling as good or excellent
	C4: Number of enterprises signing up for additional modules	**5** enterprises have expressed interest in Module 2	**30%** of customers taking up more than one training module

Are the training materials and the set-up of the training programme effective in leading to the desired impact on enterprises?

The training material for Module 1 was first translated to Bahasa Indonesia. In the continuation of the project all the modules (except Module 3) have been translated, whereas Modules 1 and 2 have been additionally adapted to the Indonesian context.

The evaluator found evidence through the interviews with the MOMT, the YDBA and managers of trained enterprises that the material used for the Module 1 training is useful and suitable for training the participants effectively.

Do the trainers have the capacity to deliver the training effectively?

During the inception phase, 5 experienced trainers were pre-selected as "certified". They received this qualification after having witnessed the 2-day teaser course of SCORE and then began to train and implement SCORE Module 1. Although this has to be treated as critical, the outcome of the first implementation cycle with 5 enterprises already showed some good results. This was only possible because of the high level of SME and workplace experience of the selected trainers. Now a formal training of trainers course for Modules 1 and 2 is in place and trainers have been and will be trained accordingly.

The evaluator found evidence that not all persons who received the training are capable of a) effectively delivering training and b) implementing the content at an enterprise level and have therefore not been certified as trainers.

➔ LL 13: Not all trainers are capable of training the modules and implementing the programme at enterprise level.

What efforts have been undertaken to ensure that both women and men are able to benefit from project activities?

No specific efforts have been undertaken to ensure that both women and men are able to benefit from the project. It is expected that in the wake of addressing the gender issue at a global level, SCORE Indonesia will implement accordingly.

4.4.2.3　Efficiency of resource use

How well does the project manage its financial and human resources? Is the implementation strategy cost effective?

The budget approved for 2009/2010 is USD 350,960 and the expenditure amounts to USD 166,219. Hence, the expenditure is within the budget; in fact, it is almost USD 190,000 below budget.

Referring to Table 4, a total of 58.7% of the used funds have been spent on human resources (48.8% for the NPC and 9.9% for staff). Due to the non-existence of benchmarking figures at a global level and the problems of assessing costs versus benefits (see 4.4.1.3), it is not yet possible to say if this is an efficient use of human resources and funds.

Looking at the progress made (23 trained enterprises, 10 marketing campaigns, etc.) and the low expenditure usage so far, it can be stated that the implementation of SCORE in Indonesia was thus far cost effective.

4.4.2.4 Effectiveness of management arrangements

Has the project staff received adequate support / cooperation from the relevant ILO units and offices? Has the country project staff been provided with sufficient authority / delegation in executing and managing the project (e.g. technically, financially and admin management)?

In interviews with the SCORE Indonesia team, both NPC as well as the 2 staff members mentioned high satisfaction with the collaboration with the global component. They mentioned that they are given sufficient support in managing and executing the project effectively, although they would appreciate a higher level of autonomy when it comes to budgeting and spending money.

The support of local ILO units is easy to obtain, as persons are accessible and supportive and as the office structures allows ease of communication.

What evidence exists that project management addresses gender concerns in project implementation?

The only evidence of addressing gender concerns in the project implementation is through the training material (see 4.4.1.1). No particular emphasis has so far been given to a balanced gender representation in the training of the companies.

4.4.2.5 Impact orientation and sustainability

Is the project working towards ensuring that activities started by the project will continue after external funding ends?

SCORE Indonesia has undertaken efforts to increase the chances that training continues after the current project funding stops.

The Ministry of Manpower and Transmigration (MOMT) showed great interest in expansion with regard to geography and sector in 2011 and promised in several public gatherings to financially support the programme and to implement SCORE into their local training centres. It remains, however, unclear whether the financial support will be delivered and whether it will be guaranteed for a longer period of time.

With regard to the question of cost-recovery at a training level, the training partner YBDA indicated that the SCORE programme could be implemented in line with their training programme, which means that market prices for the training will be set when the donors' funding ends (after 2012). YBDA indicates a possible cost of USD 200 per module.
Until then, the MOMT shows willingness to allow free access to the SCORE training, which would further support the broader acceptance of the project.

What are the obstacles to achieving sustainability and how can they be overcome?

The critical question about achieving sustainability is if MOMT will comply with its communicated contribution. There is no contingency plan established that would allow SCORE Indonesia to achieve sustainability if MOMT does not contribute. It is recommended that high-level ILO and donor-representatives join forces in case the MOMT decision is not formally executed.

Is the monitoring and evaluation system practical, useful and cost effective for project management?

As far as it concerns the monitoring of the SCORE project, Indonesia has improved over time. The local team is reporting with monthly progress reports, as well as with a continuously updated country work plan. The evaluator wants to highlight that the quality of data still needs improvement.

Further improvements can be made through a clear indication of titles and dates on reports and documents, and by using defined terms properly.

SCORE Indonesia is currently developing a benchmarking system for Key Performance Indicators (KPIs) with the support of an external expert with the aim of getting a solid baseline assessment and performance measurement system for the factory level to show impact. This project is of essential interest for the whole project and it should be treated positively.

➜ GP 2: SCORE Indonesia has already implemented the first baseline assessment and is monitoring development at a factory level until an end-line assessment within Module 1.

However, the evaluator observes the following challenges:

- The project is reaching an advanced stage of implementation.
- The draft version contains over 40 indicators.
- Companies are already complaining of heavy reporting duties.
- Companies are showing difficulties in getting the data.
- Companies are showing adversity to presenting the books to external parties.

The evaluator recommends including enterprises, management and experts at an early stage in order to get the necessary adequacy and practicability out of the system.

Does the project keep the right records and collect the necessary data and information to assess progress against project documentation and whether assumptions and hypotheses are correct in a final evaluation and subsequent impact assessments?

Although SCORE Indonesia shows good practice in assessing factory performance (as outlined above), the performance measurement is still challenged by the following points:

- Many enterprises are reluctant to share data

- As trainers collect the data, the quantity and quality of the data gathered relies heavily on the trainers' capacity

Obviously, for some trainers the indicators used in the baseline assessment are not clear enough. Therefore, ensure that trainers have the same level of knowledge regarding the assessments and that all aspects are comprehensible. This observation underpins the experience of China (see LL 19) and the need for further capacity building of trainers, especially regarding the on-site visits.

Does the project lead to improved worker management relations?

The evaluator found initial evidence that worker-management relations improve with the training and factory coaching. The evaluator visited 2 enterprises (e.g. Pt. Tri Jaya Teknik Karawang) where workers stated that the relationship with management improved as a consequence of weekly meetings with their boss and that staff motivation increased due to visible improvements and workplace cooperation.

What sex disaggregated data is collected in the project?

The sex disaggregated data is collected on trainers and training and awareness-raising workshops level.

What are the potential up-scaling strategies?

SCORE Indonesia, mainly driven through the MOMT, already identified sector expansion of the SCORE project to the following sectors and regions in 2011:

- Central Java: wood industry
- South Sulawesi (Makassar area) and South East Sulawesi (Kendari area): wood furniture and fishing industry
- East Java, Surabaya area
- East Kalimantan, Samarinda area

The MOMT plans to use their funds to further upgrade the training services in all 33 provinces and use (an adapted) version of the SCORE training material.

4.4.3 SCORE South Africa

4.4.3.1   Validity of the project strategy, objectives and assumptions

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

The South African component of SCORE differs strongly from the other countries as it targets not a manufacturing sector, but the wildlife tourism sector − a service sector. It is therefore a pilot project that should test if the SCORE approach is viable in this specific sector. This resulted in the approach that the training material had first to be adapted to the needs of the sector and then tested with enterprises from the sector.

Choice of sub-sector

The evaluation visit and analysis of the project documentation suggests that, although a strategic decision had been taken to venture into a very different sector than the "SCORE sectors" by choosing the Wildlife Tourism Sector, as a sub-category to the general tourism industry, the necessary conceptual thinking in order to determine to what extent the SCORE approach needs to be adapted and rethought has been neglected in the initial phase of the project. As the wildlife tourism industry in South Africa is a sector with predominately very small businesses with 15 to a maximum of 50 employees and an unorganized workforce (weak labour unions), the needs of the sub-sector concerning training content and the set-up of training activities, differs strongly from the SCORE target group (SMEs from a production sector with 50−250 employees). The evaluator was informed that the choice of these sub-sectors was done in consultation with SECO and was fully endorsed by them.

The theoretical rationale of SCORE, as it is applied in the manufacturing sectors, namely that better social and environmental management and workplace cooperation lead to increased productivity, better quality, and hence higher competitiveness of the enterprise with the final result of creating jobs and improving working conditions, is in this form difficult to apply to the wildlife tourism sector in South Africa and especially to small 4−5 star lodges as they were targeted in this pilot, mainly due to the following reason:

- The job creation potential within the lodges is limited as by their nature they have to stay small and exclusive (also due to environmental restrictions). SCORE could nevertheless if the training material was relevant for the chosen sub-sector (see section on training material) have an impact on occupancy rates and for that reason save existing jobs.
- Service quality is already very high in the majority of the 4−5 star lodges and the impact of SCORE with the current training curriculum can only be minimal.

SCORE SA has adapted its objectives and rationale in order to deliver the job creation component by also targeting neighbouring communities with their activities and has included the following:

1. The strengthened capacity of national organizations to provide communities in proximity to wildlife lodges with business start-up and management support.
2. Enterprises in the surrounding communities providing goods and services to the lodges.

SCORE SA has for this reason and due to consultations with stakeholders developed a new module called "Business Sustainability and Community Engagement", of which one objective is to increase the involvement of the lodges with local communities, in particular through the procurement of local products. While the chosen objective makes sense in theory, the reality, at least in Madikwe, is quite different. Even if more demand for local products and services is created through SCORE SA, there are very limited products and services available in the communities. In order to have impact, there would be a need for a proper value chain development with the surrounding communities. According to the Logical Framework SCORE SA is planning to have at least 10 trainers per cluster certified in ILO tools for business start-up and development, as well as at least 20 entrepreneurs per cluster trained in business start-up and management. Apart from the questionable impact of such training on the creation of decent jobs, the evaluator is still sceptical about the capacity of SCORE to make this link and believes that this intervention goes beyond the scope of SCORE SA.

Choice of cluster
The evaluator was only able to visit the Madikwe Game Reserve Cluster. Within the Madikwe Game Reserve over 30 lodges exist. SCORE SA though mainly collaborated with lodges that are part of the Madikwe Collection, an accommodation portfolio with a total of 8 lodges. All lodges that participated in the pilot training are rated 4−5-star lodges with 15 to a maximum of 35 employees.
Amakhala is, in comparison with Madikwe, smaller, with only 5 lodges in total, of which 4 are rated 4−5-star and 1 is rated 3-star.
The choice of the cluster negatively impacted the project in reaching its planned results due to the following reasons:

- Each lodge only employs a maximum of 35 people, which makes the current training material partially irrelevant to them (see section on training material).
- The job-creation potential within the lodges that participated in the pilot training is very limited.
- The level of knowledge and expertise of the managers is very high. Therefore, the training did not offer them new knowledge, with the exception of the managers of the community-owned lodge, Buffalo Ridge (see section on Obstacles to Project Implementation). This might also be linked to the fact that all of the lodges that participated in SCORE SA have in the meantime been certified by FTTSA.
- Due to the long distances that the trainers have to travel to reach the lodges only 1 follow-up visit took place. This appears to be insufficient to apply the learning from the classroom in the lodges that saw a need to apply them (mainly Buffalo Ridge).

Additionally, the selection of clusters with predominantly 4−5-star lodges was strongly criticized by the Director for Environmental Extension and Project Development of the North West Department of Environment and Planning, Lebo Diale. SECO also made critical remarks. Both entities see it as critical that donor monies are spent on private entities that are economically viable and doing well.

Nevertheless, there is the argument that these lodges are an important source of income and formal employment in rural areas. It is therefore important that they conduct their business in a responsible way, that they offer decent employment and contribute to the local economy. Therefore, if the project was delivering on a cost-recovery basis at a later stage, such operations could be seen as a target group if the training material was adapted appropriately (see section on training material, Chapter 4.4.3.2).

A positive characteristic of the 2 clusters for the pilot is that they contain private as well as community owned lodges, with different management arrangements, ranging from community managed with community staff to managed by an external person with community staff. This would allow analysing the relevance of the training for community-managed lodges versus externally managed loges at the end of the pilot cycle and could provide valuable knowledge for the future design of the project − in particular, the potential target groups.

Is the project's log frame based on assumptions / hypotheses that are underpinned by evidence that they work and are they documented?

Evidence collected during the evaluation shows that the following objectives and assumptions / hypotheses of the current version of the log frame (2011 Logical Framework for South Africa, Rest Kanju (REVISED)) proved to be questionable.

Development Objective: Creation of decent and sustainable employment opportunities in rural, wildlife tourism areas. (Indicators: 100% adherence to minimum wage regulations among target lodges and at least 50 jobs created per cluster.)

As mentioned in the section above, the job creation potential within the lodges that participated in the pilot training as well as in the surrounding communities is minimal with the current activities.

Immediate objectives: Enterprises in the surrounding communities providing goods and services to the lodges.

Assumption: Existence of local enterprises with the capacity to supply.

There are very few local enterprises in the surrounding communities of Madikwe with the capacity to supply products to the lodges. The remains of several projects that had been started by the South African Government and foreign development aid in the villages around Madikwe draw a rather discouraging picture and show how difficult such developments are to sustain. A leather manufacturing operation that was meant to provide leather products to the lodges (either for their curio shops or for the use of the lodge) is dilapidating. The same is the case for several greenhouses and a cooling room where vegetables were meant to be produced.

Has the project been designed based on a reliable analysis of the needs of the country?

To the knowledge of the evaluator, no structured analysis of the needs of the country has been done before the project was designed.

It is still not clear to the evaluator why the decision was taken to focus solely on the wildlife tourism industry, while the activities in the clothing / textile industry were stopped after the good results that the final evaluation of the previous project (ILO / Swiss Project for Enterprise Competitiveness Development in South Africa) documented.

After the decision was taken to focus on the tourism sector, an in-depth analysis, with the title "Investigation into the South African Tourism Sector with particular Emphasis on Tourism Services Linked to Wildlife Parks and Offered Through Local Communities", had been conducted before the start of the project. The report gives a very detailed overview of the tourism industry. However, in

the view of the evaluator the following subjects have not been addressed, which would have contributed to a better project design:

- Analysis of whether the SCORE approach is valid for the specific sub-sector
- Market analysis for training delivery − in particular, concerning training like SCORE was planning to offer
- Consideration of different clusters with pros and cons relevant to the implementation of SCORE.

➔ LL 14: The choice of a narrow sub-sector with very specific characteristics is not optimal for the pilot implementation of SCORE in a country.

From the project documentation (Country Strategy Document and Mission Reports), it is not evident to the evaluator how the selection of the 2 clusters was made and if other clusters were taken into consideration in the selection process. The 2 clusters were already selected as case studies in the "Investigation into the South African Tourism Sector with particular Emphasis on Tourism Services Linked to Wildlife Parks and Offered Through Local Communities".

4.4.3.2 Project progress and effectiveness

To what extent has the project so far achieved its objectives and reached its target groups?

The following list of indicators in Table 7 gives an overview of the current status for SCORE South Africa (based on the information given in the "Briefing Report for the 2nd GTAC-Meeting") and the target values planned until December 2012 when the project ends:

Table 7: Progress Indicators SCORE South Africa

Level	Selected SCORE performance indicators	Current status (March 2011)	Target value (Dec 2012)
Outputs	B1: Number of representatives from industry associations and unions trained	−	**10**
	B2: Number of trainers trained	−	**15−30**
	B3: Number of policy-makers, labour inspectors and journalists trained	−	
	B4: Outreach of social marketing campaign	−	
Outcomes	C1: Number of enterprises trained	**Total 9 Enterprises** 9 Enterprises on Module 1: Workplace cooperation 8 Enterprises on Module 2: Quality management 9 Enterprises on Performance Improvement Module (now merged with quality module) 9 Enterprises on Module 4: Human resource management 9 Enterprises received on-site training	

	C2: Number of workers and managers trained	**Ca. 80**	
	C3: Participants satisfaction with training	**More than 75%** of participants considered the training as good or very good	**75%** of participants rating training and counselling as good or excellent
	C4: Number of enterprises signing up for additional modules	9 – Pilot training has been offered for free	**30%** of customers taking up more than one training module

Comments on Table 7:

Industry associations and unions:

The collaboration with industry associations and unions, for example the Tourism Business Council SA and the Federation of Unions of South Africa (Fedusa), has been limited until now partially due to the change in NPC. However, the new NPC is increasing the collaboration and exchange with these target groups. An initial result was that the first Tripartite Advisory Committee Meeting took place in Pretoria in March with representatives of industry associations and unions, as well as government. Further to that, the NPC has continued to increase the exchange and collaboration with the Tourism Enterprise Partnership.

Service providers:

No training of trainers (ToT) has taken place until now. The project worked with the module experts to deliver the pilot training.

A collaboration with the South African Wildlife College (SAWC) has been formalized and there is great potential that SAWC will act as a service provider for SCORE SA in the future (see "Impact Orientation and Sustainability).

Labour inspectors and mass media:

Until now no efforts have been undertaken to train labour inspectors or collaborate with mass media in the form of social marketing. The activities are planned for 2012.

Number of workers and managers trained / Percentage of enterprises signing up for additional module:

The number is not currently relevant for SA as the focus was on the testing of the material. This has to be taken into account and communicated when compiling documents such as "Briefing Report for the 2nd GTAC-Meeting", which gives tables that suggest a comparison of the countries, as the information is otherwise misleading.

Are the training materials and the set-up of the training programme effective in leading to the desired impact on enterprises?

Training set-up:

The evaluator experienced a certain mismatch between the training content and the target groups selected for the pilot phase of this project. Of each lodge, 1 management representative and 1 staff member participated in the training. The evaluator observed that the training needs and levels of knowledge, English skills, etc. differed strongly between staff and management. The trainers mentioned for example that many of the staff struggled with the terminology in the training material. Overall though, the participants considered 1 day of training per module as sufficient.

While staff profited strongly from the training, the feedback from the majority of the management staff was that most of the systems they were taught to use were already in place or that they would

not lead to improvements if implemented. The desired impact on enterprises has therefore not happened yet.

Training material:

The feedback that the evaluator received from the majority of the lodges was that the training material still lacks relevance for the wildlife tourism sector in some of the modules. It seems to the evaluator in general a difficult approach to adapt training material which has been developed for manufacturing to the needs of such a specific sector as wildlife tourism in South Africa, but it also has to be mentioned that the material had not been generally adapted before it was delivered to the lodges (it was, for example, still citing examples from manufacturing). It is difficult for the evaluator to judge the reasons for this as it was not possible to speak to the people in charge of the project at a national and global level at that time due to the changes in personnel.

Thought should also be given to the fact that the focus and adaptation of the training material to a niche sector such as the wildlife tourism industry will limit the potential for scaling up of the project. Further, it seems that the adaptations especially in Modules 1 and 4 have only been done half-heartedly. However, on a positive note, the module on service quality has been adapted more thoroughly to the needs and realities of the sector.

The most critical points concerning the overall quality of the material are, in the eyes of the evaluator, the following:

- Size of the organizations: The size of the lodges that participated in the training ranged between approximately 15−35 employees, while the training material has been developed for enterprises with 50−250 employees. Several of the recommendations in particular in Modules 1 and 4 have no relevance to such small enterprises.

- Examples: Some of the examples are still taken from manufacturing and are without relevance to the wildlife tourism.

➔ LL 15: The training material needs to be adapted adequately to the respective sector.

Do the trainers have the capacity to deliver the training effectively?

In South Africa no training of trainers has so far taken place and the project has been working with the so-called module experts to test and deliver the training materials. The 2 trainers were both from Performance Solutions Africa.

Due to their lengthy expertise in providing training, their qualification to provide the training was very good. Difficulties that occurred were the lack of continuity in the project due to the change in NPC.

The feedback concerning the quality of the trainers was excellent by all participants interviewed. Their expertise and ability to translate the partially inadequate training material into their realities and make it relevant for them was highly valued and appreciated.

What efforts have been undertaken to ensure that both women and men are able to benefit from project activities?

No specific efforts have been undertaken to ensure that both women and men are able to benefit from the project.

Is the project on track to achieve its objectives during the remaining time?

It seems that the project management has improved strongly since the change in NPC and the oversight through the global component has also increased substantially. However, as the project

is strongly delayed in the delivery of the majority of the outputs, the evaluator questions strongly whether the planned objectives will be reached in the remaining time.

What obstacles does the project encounter in project implementation?

Project management and changes in personnel

When judging the progress and effectiveness of SCORE SA it has to be taken into account that from the project development of SCORE South Africa until now, 2 changes in staff took place: Karl-Oskar Olming, who had done much of the preparatory work for SCORE SA and was the designated CTA, left ILO in July 2009, just as the project was about to start; and the National Project Coordinator (NPC) for SCORE SA left in September 2010 after 1 year. The new staff joined on November 1 after a swift recruitment process. These 2 changes had a significantly negative impact on the project in South Africa.

- The project stopped for approximately 3−4 months and, due to lack of communication, the participating lodges had the impression that the project would not continue. This had a significantly negative impact on the credibility of the project and the motivation of the participating staff and management.

- Institutional knowledge on the South Africa component of SCORE was lost.

Apart from this, it is noticeable that the project management has been sub-optimal during the first year of implementation of SCORE under the previous NPC. This is particularly obvious from the lack of care in spending of resources (see below), which confronts the current NPC with limited resources to implement the project.

Project set-up

Unfortunately, little value was added for the management representatives that were selected for this pilot with the current training. At the same time, staff profited highly, but only 1 staff member was permitted to participate in the training. In the view of the evaluator, this gap has not been sufficiently taken into account in the set-up of the SCORE training for South Africa. Half of the management representatives that the evaluator spoke to mentioned that they didn't see themselves as the right target group for the training that SCORE currently offers. It is therefore questionable if it makes sense that staff and management participate in entirely the same training in the future.

An exception to these observations was Buffalo Ridge, a 100% community-owned and managed lodge. At Buffalo Ridge management also profited greatly from the training. It is the general perception, expressed by many of the stakeholders interviewed, that there is a strong need for the type of training that SCORE offers community-owned and managed lodges.

Dependence on module experts for training delivery

The fact that the adapted training material first needed to be tested in the current pilot cycle of the project led to the fact that the project had to rely on module experts with very costly daily rates from the previous project for the training delivery. Due to the remote location of the selected clusters, the project was confronted with high costs and had to adapt the project design accordingly, which resulted in less time for classroom training and follow-up visits. This will hopefully be improved once the project is collaborating with institutions such as SAWC for training delivery.

4.4.3.3 Efficiency of resource use

How well does the project manage its financial and human resources?
Is the implementation strategy cost effective?

The implementation strategy of SCORE SA has not been very cost effective until now. The scale of the current project is 9 trained enterprises, no trained trainers, only partially relevant training material and an investment of over USD 300,000 until now, which is relatively small.

Although overall the expenditures were within budget, several budget posts were overdrawn with the consequence that other planned activities for 2010 (e.g. training of trainers and social marketing) did not take place and there is no adequate budget left for these activities to take place in 2011/12.

The following is an example that demonstrates the lack of care in spending the project money by the previous project manager and a lack of oversight from the Pretoria and Geneva office of the ILO:

Sub-contracts for baseline survey

All together USD 68,715 was spent on sub-contractors in 2010 as opposed to the budgeted USD 43,000. Large amounts were spent on the development of a rather complex baseline assessment tool to conduct the first baseline survey. Unfortunately, the tool has not proven very practical due to its complexity. Furthermore, the tool is not aligned with the current version of the training material and hence decreases its usability in measuring the impacts of the current training.

The finding is underpinned by the results in Table 4, which show that the percentage of the budget spent on sub-contracts is 22.5%, which is extremely high in comparison with the other countries where SCORE is implemented. It should of course be taken into account that the adaptation for the wildlife tourism sector required the collaboration with experts on a sub-contractor basis. Nevertheless, the absolute number and percentage of the budget are in the opinion of the evaluator too high.

4.4.3.4   Effectiveness of management arrangements

Has the project staff received adequate support / cooperation from the relevant ILO units and offices?
The project staff had up until the evaluation not always received adequate support and willingness to cooperate from the relevant ILO units and office. However, it seems that cooperation is improving. The Enterprise Development Specialist has an indirect but active role in the project and his support is very much appreciated by the NPC.

Has the country project staff been provided with sufficient authority / delegation in executing and managing the project (e.g. technically, financially and admin management)?
Yes.

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 fields) and ILO country offices?

The project staff is very positive about the support and services from the global component, and experiences the collaboration as productive and efficient.

What evidence exists that project management addresses gender concerns in project implementation?

The only evidence of addressing gender concerns in the project implementation is through the training material. No particular emphasis has so far been given to a balanced gender representation in the training of the companies.

4.4.3.5   Impact orientation and sustainability

Is the project working towards ensuring that activities started by the project will continue after external funding ends?

Until now the current project has not yet reached financial, institutional or technical sustainability. This is partially due to the delay in project implementation, which has not yet allowed a ToT to take place, nor has a sound strategy for financial sustainability been developed. However, there is proof that the right steps are being taken towards sustainability by the project after external funding ends.

One core element for SCORE South Africa, which should lead to financial sustainability, is the accreditation of the SCORE training material with the Tourism, Hospitality, Sport Education and Training Authority (THETA) as part of the National Qualification Framework. An accreditation of the training material will allow participating enterprises to claim a proportion of the training fee from a national fund.

Currently, a contract has been signed with South African Wildlife College (SAWC) to assist SCORE SA in adapting the training material for accreditation. SAWC is also a potential Training Service Provider (recipient of a ToT) for future SCORE trainings. If the accreditation succeeds, this will be a test case for the sustainability of SCORE SA on a cost-recovery basis and would ensure technical as well as institutional sustainability.

Please also note that the training material of the previous project with the Kruger National Park had been accredited with THETA through SAWC. The evaluator has been informed that the training material is still being used.

A potential downside of the accreditation with THETA / SAWC could be that it requires a lot of flexibility from the SCORE material and, according to the understanding of the evaluator, the modules will not be taught in their original outline. The SCORE SA training is therefore moving even further away from the global set-up of SCORE , which is working with a set of training materials (modules).

Further to that, the project is planning to enter a partnership with South African National Parks (SANParks).

What are the obstacles to achieving sustainability and how can they be overcome?

The central question that currently has to be asked in order to set the basis for sustainability is: Is SCORE SA adding value for the lodges through its training as it is currently being delivered?

As mentioned above, this will be hard to judge even after the first training cycle is completed due to the difficulties in the implementation of the project (e.g. interruption of the training cycle, selection of cluster, etc.). When asking the owner / management organization of the lodges (the Madikwe Collection) if they were prepared to pay for such training, the answer was that they would have to think very carefully about it.

The evaluator is not an expert in the tourism industry and therefore does not feel in a position to judge whether the concept of SCORE and the existing training material would be adding value to a broader scope of the sector such as hotels, etc. with more than 50 employees.

Nevertheless, Fair Trade in Tourism South Africa (FTTSA) mentioned in its conversation with the evaluator that due to the fact that workers in the wildlife tourism sector are weakly organised (no strong unions) and lodges are often the only source of formal employment in rural areas, working conditions are frequently poor and basic human rights are not being met. There is therefore a strong need for training and advocacy on these subjects in the tourism sector, which is in line with the national policy of promoting decent work in the tourism industry.

The observations of the evaluator also point in this direction; namely, that out of the 3 modules that have been taught to the lodges, work-place cooperation has been the most valued by staff and management alike.

Nevertheless, SCORE SA also has to take into account that the South African Tourism Industry is currently experiencing hard times. Occupancy rates in March / April have been below 20% in many of the hotels / lodges and budgets for training are limited.

Is the monitoring and evaluation system practical, useful and cost effective for project management? Does the project keep the right records and collect the necessary data and information to assess progress against project documentation and whether assumptions and hypotheses are correct in a final evaluation and subsequent impact assessments?

The NPC has only just started to use the monitoring and evaluation system. It is therefore not possible to judge its usefulness and cost efficiency in the South African context. One observation that should be noted also is that in the case of the monitoring and evaluation systems, adaptations will be needed due to the choice of the specific sector, particularly in section 10 on SME impact.

As mentioned above, the complex baseline assessment tool, as well as the baseline assessments conducted, are only of limited relevance to the measurement of the impact of the project as the training material has since then been substantially adapted and new modules developed. Until now, no additional data has been collected. The evaluator believes that it will be difficult to conduct an impact assessment at the end of the current pilot training due to the reasons mentioned above.

What are the potential up-scaling strategies?

The evaluator does not see many more opportunities for scaling up within the current clusters – in particular, Amakhala where only a total of 8 lodges exists. In Madikwe there might be limited potential for scale with approximately 30 lodges.

To collaborate with SAWC and SANParks in order to reach transfrontier parks seems to be a valuable approach to the evaluator for scaling up. Nevertheless, the critical points mentioned above need to be taken into account, e.g. verify the matching of the needs of the target groups and the training offered, etc.

Additionally, it should be considered whether the effect of scaling up could be greater if SCORE SA focused on a less specific target group than the wildlife tourism industry, such as tourism / hospitality in general. If this approach proves valid, a collaboration with FTTSA could be envisaged in which SCORE SA would take on the role of preparing lodges applying for certification with FTTSA. This would of course require a cross-check and possible adaptation of the training material according to the needs of FTTSA.

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

Due to the organizational difficulties that SCORE SA had to face during the first 18 months of the project paired with the mismatch of target group and training material, the impacts of the training

delivered until now have only been minimal. The evaluator could therefore not find any proof of positive changes that could be pinned down to be an impact of the SCORE training.

4.4.4 SCORE China

Compared with South Africa and Indonesia, SCORE China is at the most advanced stage. Due to a prior project called CSR Textile, which has also been funded by SECO and started in 2007, SCORE China had the advantage of using already existing methods and material and could benefit from previous experience.

4.4.4.1   Validity of the project strategy, objectives and assumptions

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

The strategy, objectives and assumptions were developed based on the results of market research done in Dalian in November 2008, as well as on experience from the previous project and seem appropriate for achieving the planned results.

Is the project's log frame based on assumptions / hypotheses that are underpinned by evidence that they work and are they documented?

The assumptions in the log frame for SCORE China are the same as the ones in the global log frame (see Chapter 4.4.1.1, p. 10).

Has the project been designed based on a reliable analysis of the needs of the country?

Prior to the start of the project, market research was conducted in the Dalian Development Area. The research consisted of interviews with 17 companies from chemical and electronic industries, group meetings and on-site visits. In addition, meetings with government officials and the local Chinese Enterprise Confederation (CEC) have taken place. The research came to the conclusion that Dalian is the right place to start SCORE China. Not only the surveyed companies, but also the government showed strong interest in the project.

As a pilot sector, the machine parts manufacturing sector was chosen. According to the SCORE China project team, the choice of the sector was based on the research and recommendations by the local CEC. Nevertheless, the evaluator could not find any written explanation on the sector selection.

With the additional funding of NORAD, SCORE China is able to follow an expansion strategy and is now starting to establish the project in Western China (Sichuan Province and Chongqing). The choice of the expansion regions and sector (also manufacturing) is based on a well-founded analysis of the 2 regions, including on-site visits, conversations with the local enterprise confederations, SWOT analysis, recommendations for sectors, etc.

➔ GP 3: Do a well-founded analysis prior to region and sector expansion.

But also for the expansion, a written rationale about the final choice of sector is not available.

4.4.4.2   Project progress and effectiveness

To what extent has the project so far achieved its objectives and reached its target groups?

In Dalian, Modules 1 and 2 have already been conducted, including the respective on-site coaching. For Module 3, only the on-site coaching has taken place. SCORE China holds the

opinion that Module 3 on Cleaner Production is very practical and therefore needs to be taught as in-factory training. There is no intention to offer Module 3 as classroom training. Modules 4 and 5 were planned for April 2011. The first training on Module 1 in Sichuan and Chongqing took place in May, Modules 2 and 3 will take place in July, and Modules 4 and 5 will take place in October 2011.

The following list of indicators (Table 8) gives an overview of the current status for SCORE China (based on the information given in the "Briefing Report for the 2nd GTAC-Meeting" and the log frame for SCORE China) and the target values planned until December 2012 when the project ends.

Table 8: Progress Indicators SCORE China

Lev	Selected SCORE performance indicators	Current status (March 2011)	Target value (Dec 2012)
Outputs	B1: Number of representatives from industry associations and unions trained	**14 Total** 8 Male 6 Female	**20**
	B2: Number of trainers trained	**20 Total** 9 Male 11 Female But only 5 are currently working as trainers and 0 have been certified.	**20**
	B3: Number of policy-makers, labour inspectors and journalists trained	**3 Female**	Not defined yet (only at a global level)
	B4: Outreach of social marketing campaign	Ca. **20,000 readers** of published articles	Not defined yet
Outcomes	C1: Number of enterprises trained	Total 68 enterprises 18 enterprises on Module 1 55 Enterprises on Module 2 **11 enterprises** received on-site training	**70**
	C2: Number of workers and managers trained	**131**	**300**
	C3: Participants satisfaction with training	**70−85%** of participants considered the training as good or very good	**75%** of participants rating training and counselling as good or excellent
	C4: Number of enterprises signing up for additional modules	**55** – Module 2 has been offered for free	**30%** of customers taking up more than one training module

Comments on Table 8

Trainers trained:

Only 5 of the 20 trainers trained are currently able to deliver training. Not one of them has been certified yet. Therefore, the figure stated for the current status (20 Total) is somehow misleading, because the target value describes the number of trainers trained and effectively certified.

Labour inspectors trained:

The table shows the status of March 2011. Until then only 3 labour inspectors have been trained. As it was reported to the evaluator, in April an additional workshop took place which resulted in a current status of 45 labour inspectors trained.

Enterprises trained:

Enterprises are considered as trained when they have gone through classroom training and on-site coaching. The target value for SCORE China is 70 enterprises trained until the end of the project in December 2012. So far, 68 enterprises have received classroom training, but only 11 also received on-site coaching. Hence, only 11 enterprises can be counted as "trained". Here, also, the figure of 68 enterprises trained is misleading.

The numbers also indicate another problem: Module 1 is considered as a mandatory module. Nevertheless, many of the companies that received training on Module 2 have not participated in Module 1. There seems to be difficulty in following through with this strategy which should be further analyzed.

➔ LL 16: The strategy of making one module mandatory in order to proceed to the next module proved difficult to enforce.

Marketing and communication:

Articles that reached about 2,000 readers have been published. Besides this, no other marketing measures have been implemented yet. SCORE China recognized the lack of marketing activities and therefore planned further efforts to communicate the training programme to enterprises (e.g. cooperation with local newspapers and TV stations, SCORE promotional meetings and production of a promotional video).

Number of enterprises signing up for additional modules:

The figure stated (55 enterprises) cannot be correct. Fifty-five companies participated in Module 2, but only 18 companies had participated in Module 1. According to information by the SCORE project team, a total of 15 enterprises who visited Module1 also signed up for Module 2.

General remarks regarding progress indicators:

The project staff needs to make sure that indicators reported correspond to the indicators for which the target values have been set and, especially, that they are interpreted in the same way. Otherwise it is difficult to compare the figures properly and to make a useful evaluation.

➔ LL 17: It is crucial to ensure that indicators are understood correctly and reported the same way throughout the project.

Are the training materials and the set-up of the training programme effective in leading to the desired impact on enterprises?

SCORE China uses the same training material as that used in the CSR Textile. Minor adjustments have been made to adapt it to the machine parts manufacturing and automotive parts industry. In general, there haven't been complaints from enterprises or trainers regarding quality, quantity or the difficulty level of the training material and it seems to be suited to the target group. The only negative aspect mentioned is that the time allocated is tight.

For the expansion to Western China, the global training material will be used and adapted to the needs of the country and the sector. Currently, the material is in the process of translation.

In addition to the existing training modules, SCORE China is developing a new module on green competitiveness because there has been an emerging request from companies to meet the environmental challenges and to adjust their strategy.

Do the trainers have the capacity to deliver the training effectively?

So far, 20 trainers have received a ToT. This consists of the following components:

- 10 days for group training in all 5 modules (2 days each)
- 2 days on methods and implementation
- 5 days for on-site coaching

The trainers receive training on all 5 modules. However, not all of them are trained in all modules for the on-site coaching. During the ToT for the group training, qualified trainers are selected for each module to participate in the training for on-site coaching. On average this includes 10 trainers per module.

As already mentioned only 5 of the 20 participants of the ToT are currently able to deliver training effectively. The other 15 trainers are supporting those 5 key trainers for now. The evaluator thinks that this is a good attempt to help trainers improve their abilities. But there still is a need for further capacity building of trainers, especially for on-site training. The ToT held in November 2010 exposed additional critical aspects, for example the time allocated was too short and there were too few convincing business cases with which to work. According to SCORE China, they are going to improve these aspects for the following ToTs (e.g. best practices and case studies of pilot enterprises in Modules 4 and 5 will be collected and more on-site coaching will be provided). Generally, the experience from SCORE China shows that it is very important to screen trainers for their consulting experience, as well as for their suitability for SCORE before they are educated.

➔ LL 18: Many potential trainers do not have the necessary expertise and consulting experience. Therefore the regular ToT is not enough to qualify them as SCORE trainers.

Criteria for certification of trainers exist. However, none of the trainers has been certified yet as they first need to complete their pilot training before they can be certified.

The China Enterprise Confederation (CEC) is the main implementation partner of SCORE China and, amongst other activities, provides trainers for the programme. According to the SCORE China project staff, the work with CEC is going very well and CEC national as well as the local CECs are actively supporting the project. Potential improvements were mentioned by CEC and concern better involvement of CEC as well as better coordination. According to CEC, this is not due to a lack of effort by the SCORE project staff, but rather because CEC itself has limited resources and limited time to become involved appropriately.

Is the project on track to achieve its objectives during the remaining time?

Regarding the modules (already offered and planned until December 2012), SCORE China seems to be right on schedule. In addition, participants' satisfaction is good. However, some specific target values will be challenging to achieve, especially the 70 enterprises trained (in the classroom as well as on-site) and the 20 trainers trained and certified.

What efforts have been undertaken to ensure that both women and men are able to benefit from project activities?

SCORE China has been requested to have women participating in the ToTs. Also for the group workshops enterprises are encouraged to send female participants.

What obstacles does the project encounter in project implementation?

See above.

4.4.4.3 Efficiency of resource use

How well does the project manage its financial and human resources?
Is the implementation strategy cost effective?

The budget approved for 2009/2010 is USD 484,202 and the expenditure amounts to USD 305,852. Hence the expenditure is within the budget; in fact, it is almost USD 180,000 below budget. With regard to the progress made (Modules 1 to 5 already piloted, concept for expansion to Western China established, etc.), the implementation can be described as cost effective for SCORE China.

4.4.4.4 Effectiveness of management arrangements

Has the project staff received adequate support / cooperation from the relevant ILO units and offices?

According to the SCORE China team they have received adequate support.

Has the country project staff been provided with sufficient authority / delegation in executing and managing the project (e.g. technically, financially and admin management)?
Does the global component provide the required support and services to the country projects?

The SCORE China team seems to be very satisfied with the collaboration with ILO Geneva. They are provided with sufficient support to manage and execute the project effectively.

What evidence exists that project management addresses gender concerns in project implementation?

Evidence of addressing gender concerns in the project implementation can be found in the training material. According to SCORE China, they encourage female workers and trainers to participate in the project. However, beside this, no further evidence in project management could be found.

4.4.4.5 Impact orientation and sustainability

Is the project working towards ensuring that activities started by the project will continue after external funding ends?

SCORE China has already developed a sustainability strategy with the following components:

<u>Step-wise approach</u>

Until now, the training is organized by CEC, but is still fully funded by ILO. In order to work towards achieving sustainability, SCORE China is establishing a pricing strategy with CEC. So far, all classroom training and on-site coaching on all 5 modules have been offered for free with the aim of attracting participants. According to the new pricing strategy, the classroom training on all 5 modules will still be offered for free, but for the on-site coaching the fee will be raised in 3 steps. The first 10 enterprises that have already participated in the on-site training were fully supported by the ILO with 7,500 RMB per company. The next 10 enterprises interested in having on-site coaching will only be supported with 5,000 RMB, which means that they have to pay 2,500 RMB to the service provider (CEC). For the third round of 10 enterprises, companies will be asked to pay

the full price. If this turns out to be unfeasible, SCORE China would support 2,500 RMB per company.

<u>Partnership with the Business Social Compliance Initiative (BSCI)</u>

Another effort towards sustainability of the project is a planned partnership with BSCI, where SCORE China offers training to BSCI members on Modules 1 and 4. BSCI will support 50% of the price for each module, the other 50% has to be paid by the BSCI members / suppliers. Pilot training will take place in May / June 2011.

Furthermore, SCORE China is exploring additional possibilities of collaborating with interested organizations, such as the provincial SME confederation around Dalian to whom the ILO will only provide a marketing fee.

➜ GP 4: Focus the financing model on different partners to increase cost coverage.

What are the obstacles to achieving sustainability and how can they be overcome?

So far, training on all modules has been offered for free. CEC and also the SCORE China team think it could be difficult to get enterprises to pay for the training. It is therefore unclear if the developed pricing strategy will work.

As mentioned in LL 5, a solid analysis would have been necessary to define the willingness of SMEs to participate and also to pay for training like SCORE. In the case of SCORE China, market research was conducted prior to the project initiation. However, the willingness of SMEs to pay was not part of the study. As SCORE China is just about to take the next step in the established pricing strategy, which is charging the next 10 enterprises for on-site coaching at one-third of the price, the evaluator sees no other valuable option other than implementing this approach and observing if customers are willing to pay the set price.

Is the monitoring and evaluation system practical, useful and cost effective for project management?
Does the project keep the right records and collect the necessary data and information to assess progress against project documentation and whether assumptions and hypotheses are correct in a final evaluation and subsequent impact assessments?

Until now there is only limited baseline data available. The collection of this data seems to be difficult due to the following reasons:

- Many enterprises are reluctant to share data.
- As trainers collect the data, the quantity and quality of the gathered data relies heavily on the trainers' capacity.

Obviously, for some trainers the indicators used in the baseline assessment are not clear enough. Therefore, assurance is needed that trainers have the same level of knowledge regarding the assessments and that all aspects are comprehensible. This observation underpins the above-mentioned need for further capacity building of trainers, especially regarding the on-site visits.

➜ LL 19: SCORE needs to make sure that trainers who collect the data understand all aspects of the questionnaire and know how to do the assessment properly to gather data effectively and consistently through baseline / endline assessments.

As far as it concerns the monitoring of the SCORE project, China is doing very well. They have an updated and country-specific log frame, monthly progress reports, as well as a continuously updated country workplan. Also, an annual report for 2010 is available. However, they need to

ensure that the data they report is consistent with the target values / indicators that have been set (this is mentioned in Chapter 4.4.4.2, LL 17).

What are the potential up-scaling strategies?

Local CECs provide great opportunities for SCORE China to scale up the project and to expand to other regions of China. Also, national CECs can promote training. In addition, the partnership with BSCI offers further up-scaling possibilities: BSCI members can promote SCORE training to their members' suppliers.

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

Due to a lack of data on performance improvement, it is not yet possible for the evaluator to judge the impact of the SCORE programme in China on the trained enterprises.

5. Conclusions

The evaluator found evidence that the SCORE programme is adding value to the participating SMEs. The programme is generally recognized as a good approach in supporting SMEs become more sustainable and it contributes to the development of decent workplaces. The approach to have a global set of training materials, combined with country-specific implementation strategies based on tripartite partnerships and training implementation on a training of trainers (ToT) basis is also appropriate.

However, one of the major restrictions for SCORE is the fact that the project implementation is significantly behind schedule. By March 2011 only 17.4% of the targeted number of enterprises and 12.4% of the targeted number of workers and managers had been trained in one or more modules. This was mainly due to many smaller and larger delays at every level of the project and – fortunately – not due to weak management. The evaluator met highly committed and knowledgeable staff who are capable of managing complex projects of this scale. With the exception of a solid performance measurement system at enterprise level, adequate systems and processes are in place to monitor project progress, and they build a solid basis for the continuation of the project. A weak point of the project is the quality of the data collected and improvement is needed in this area.

The delays in implementation are mainly due to the fact that the time needed to establish the project in new countries had been underestimated in the project design. Added to this are lengthy decision-making processes due to the structure of the project set-up. One of the key lessons learned from the first 18 months of SCORE being operational in China, Indonesia and South Africa is that the establishment of an operational unit and partnerships with appropriate partners requires at least 1 year. Further contributed to the delay has also the initial approach to implement all 5 modules at the same time.

The evaluator therefore focuses the recommendations on the use of the remaining resources and adaptations of the implementation plans. The evaluator sees a strong need to concentrate resources and energy at a global as well as at a local level (e.g. implementation process, numbers of countries, scope of training, sectors, clusters, etc). It is recommended that the management places emphasis on implementing the local training through a phased approach and sets a focus on the achievement of tangible results, convincing success stories and case studies to establish a broad recognition at the level of the relevant stakeholders. By doing so, the management will be able to present convincing results − the precondition for all existing and new partners, at a local and a global level, to partner SCORE for further implementation and expansion after 2012.

The special case of South Africa

In South Africa the evaluator was unfortunately confronted with a project that has until now only achieved very limited results. Three factors can be identified that have contributed predominantly to this situation:

1. Sub-optimal project management has led to:
   - An insufficient initial analysis of the training needs of the specific sub-sector chosen.
   - A lack of necessary adaptations of the training material.
   - Excessive spending on consulting services that are now only of limited relevance for the project (baseline assessment tool etc.), with the consequence of limited budget for open activities, such as for example social marketing..

- Discontinuity of implementation due to the change in project management, which resulted in a decrease in motivation of participating enterprises and partners, limitations in impact analysis and a loss of important institutional knowledge.

2. The very narrow choice of sub-sector of the wildlife tourism industry with very specific characteristics resulted in:

   - A mismatch of the training needs of the target groups and the training provided (in particular for the management).
   - Limited potential in reaching project objectives, such as job creation.

The choice of the specific sub-sector as pilot suggests an adaptation of the training material to its very specific needs. This holds the risk that the scaling up of the project is limited due to the size of the sub-sector.

3. The choice of the specific cluster / enterprises for the pilot project prevented the project from reaching its planned results because of:

   - The level of experience (except for the community-owned lodge) of management who did not see value added in the implementation of the content of the training paired with the fact that they all had just completed a FTTSA certification.

The observations show that 2 central questions need to be answered after the training cycle has been finished that will set the basis for the success of future activities of SCORE SA:

- Has the SCORE training material and training as it has now been developed the potential to have the planned impact?
- Is the training adding value for potential target groups, in order to set the basis for financially sustainable training activities?

The evaluator though has the impression that through the new NPC many positive changes have been initiated to bring the project back on track.

5.1 *Lessons Learned*

Several Lessons Learned (LL) have been identified, both at a global as well as a country level, which underpin the above-mentioned recommendations:

Global

LL 1: Focus on SMEs (50−250 employees) as the target group. Initial experience with SCORE implementation in China, Indonesia and South Africa shows that the training needs of companies that are smaller or bigger than the defined SMEs differ strongly from those of the target group.

LL 2: As the project set-up of SCORE differs substantially from the previous Factory Improvement Programme (FIP), it cannot be expected that SCORE will deliver similar immediate impacts to that of the FIP, but rather will contribute to capacity building in the area of training delivery and therefore focuses more strongly on the sustainability of the activities.

LL 3: The inception of SCORE in new countries requires extensive resources and time, in particular at a global level, and should therefore be considered carefully.

LL 4: Not all assumptions that were initially defined in the project document have proven valid.

LL 5: A solid analysis of the market potential, existing training capacities and potential programme partners that in particular assesses if the final goal of financially sustainable activities without donor funding is viable should be done before entering new countries / sectors.

LL 6: The project implementation needs more time than expected (due to different levels of capacities, time-consuming decision-making, etc.).

LL 7: The formal recruitment of staff at NPC level takes up to 6 months.

LL 8: The broader the scope of the project with regard to the number of countries, modules and sectors, the less tangible the results achieved will be and the more the resources will be absorbed. Instead of starting up with many countries at the same time, countries should have been added gradually one by one after the project started.

LL 9: Physical meetings are extremely useful for experience sharing and for ensuring the quality of project implementation. If the budget does not allow, virtual meetings can also be useful.

LL 10: Implementing the sustainability plan requires tangible results to build and communicate a solid business case for training and participation in the programme.

LL 11: In order to make the monitoring and evaluation system more effective, the quality of documents and data submitted needs to be clear in terminology, versioning, authorship and dates.

Indonesia

LL 12: The focus on Module 1 facilitates fast, achievable and visible improvements that can further be used for marketing and communication activities.

LL 13: Not all trainers are capable of training the modules and implementing the programme at enterprise level.

South Africa

LL 14: The choice of a narrow sub-sector with very specific characteristics is not optimal for the pilot implementation of SCORE in a country.

LL 15: The training material needs to be adapted adequately to the respective sector.

China

LL 16: The strategy of making one module mandatory in order to proceed to the next module proved difficult to enforce.

LL 17: It is crucial to ensure that indicators are understood correctly and reported the same way throughout the project.

LL 18: Many potential trainers do not have the necessary expertise and consulting experience. Therefore the regular ToT is not enough to qualify them as SCORE trainers.

LL 19: SCORE needs to make sure that trainers who collect the data understand all aspects of the questionnaire and know how to do the assessment properly to gather data effectively and consistently through baseline / endline assessments.

5.2 *Good Practices*

Several Good Practices which underpin the recommendations have been identified:

Indonesia

GP 1: Focusing on Module 1 at the beginning of the project, combined with a step-by-step implementation cycle as applied in Indonesia, makes fast results possible which can be used for marketing and communication activities in the early stages of the project.

GP 2: SCORE Indonesia has already implemented the first baseline assessment and is monitoring development at a factory level until an end-line assessment within Module 1.

China

GP 3: Do a well-founded analysis prior to region and sector expansion.

GP 4: Focus the financing model on different partners to increase cost coverage.

5.3 *Recommendations*

1. Selection of Target Groups

The experience shows clearly that the training is not suitable for enterprises smaller than 50 employees. Therefore, ensure that companies participating in the training are SMEs in the sense of the definition used in the project plan (50−250 employees, see project plan p. 7, see also LL 1).

2. Improve the Quality of Trainers

The qualification process for SCORE trainers differs currently from country to country. Initial experience showed that not all trainers are capable of providing training on all modules and implementing the programme at enterprise level (see also LL 13 and LL 18). The reason for this is country specific (e.g. lack of education and available trained persons), but has also to do with structure (e.g. the broad scope of the 5 modules' content and the skills required to work with SMEs). As a first step, the evaluator recommends establishing clear terms of reference for trainers as well as selection criteria. The next step is to start measuring the performance of trainers, which requires the development of an appropriate assessment tool. It is recommended that the training of trainers (ToT) concept is re-evaluated at a later stage of the project when additional experience has been gained. A phased approach of the implementation could also lead to increased capacity over time (see Recommendation 4).

3. Training Material

The material is well perceived by both trainers and trainees, and is appropriate for use in the manufacturing sectors, except for Module 3 on productivity and cleaner production, which needs better alignment for use in a SME context. The current and ongoing review of Module 3 with 2 external consultants and UNIDO is well perceived. However, solutions for improved collaboration with UNIDO in countries where UNIDO's presence is low (e.g. South Africa and Indonesia) have to be developed in close collaboration with UNIDO (see LL 4). If the training material is to be used in the service sector, then it needs to be further adapted as shown by the case of the tourism sector in South Africa (see LL 15).

4. Phased Approach

In order to make efficient use of the remaining resources and time, to increase the number of trained enterprises, managers and workers, and to create solid structures for SCORE at a local level (partnerships, trainers, etc.), it is advisable to use a phased approach in the implementation of the training modules (see LL 8 and LL 12). This is in particular based on the positive experience in Indonesia (see GP 1). A similar approach should be envisaged and developed for the other countries, except for China where all 5 modules have already been implemented.

5. Increase Awareness of SCORE at a National Level

A clear marketing strategy is needed to create a demand for SCORE training and to raise the interest of potential partners at a national level. The first step is the creation of tangible results and success stories – which can be achieved efficiently through a phased approach (see Recommendation 4) – that can be shared with the relevant stakeholders through appropriate communication channels (see also GP 1 and LL 12).

6. Improve the Monitoring & Evaluation System

The project management is currently supported through an adequate monitoring system based on the established log frame. It allows monitoring of the progress of the project on a local basis. However, the data quality at local level shows high deficits which impede the aggregation and comparability at a global level. First, there is a strong need to work with clear definitions and indicators (social marketing, trainer, etc.) (see LL 17). Second, the global component must ensure the education of project personnel, as well as trainers who are in charge of the baseline assessment of appropriate data collection (see LL 19). An idea could be to introduce a webinar, which would provide a common basis of knowledge (see LL 9). And, finally, in order to facilitate the exchange of knowledge, the introduction of a common versioning (title, date, author, etc.) for all documents (see also LL 11) is recommended.

7. Increase the Financial Sustainability of SCORE

Even in the most advanced countries, such as China, Indonesia and South Africa, one can't expect that the project will be self-sustaining by the end of the project (end of 2012). Additionally, even if local training can be implemented in a sustainable way, the ILO components (global and local) will rely on further financing through donor funding. For this reason, the evaluator recommends to develop a clear plan for the programme for beyond 2012. The different partners have to clarify their position with regard to the continuation of the SCORE programme after the end of the project. The basis for doing so could be a business plan spanning the next 3 years.

The following steps are recommended:

- The global component elaborates a business plan for 2013−2016.

- The ILO defines the role of the project in the Enterprise Development Department and explores the possibility of structuring the project similar to Better Work.

- SECO and NORAD define whether they are willing to contribute financially to the programme beyond 2012.

- The ILO, together with the donors, establishes global partnerships with new donors if needed.

8. Define the Next Steps for South Africa

The evaluator recommends that SCORE SA collaborates with an expert in the tourism industry to verify the following: Does the current version of the training material and training add value for management and staff of the wildlife tourism sector in South Africa and could it result in the desired impacts (see also LL 14 and LL 15)? A particular emphasis should be given to the needs of community-owned and managed lodges.

Due to the fact that the potential for scaling up within the wildlife tourism industry is limited, it should be considered whether the training material and training approach could be used in a broader sector such as hospitality in general. If this proves a viable approach, collaboration with

Fair Trade in Tourism South Africa (FTTSA) could be envisaged, in which SCORE SA could, through its training, prepare enterprises for certification.

Based on the analysis above a decision has to be taken on the scope of SCORE SA. As resources and time are limited, it would be a good choice to focus on selected modules with high relevance and potential for impact on the project objectives (see Indonesia).

6. Appendices

Appendix 1: Terms of Reference

TERMS OF REFERENCE

SCORE – Sustaining Competitive and Responsible Enterprises

Mid-term Evaluation
Global SCORE (GLO/09/53/SWI and GLO/10/52/NAD)
SCORE China (CPR/09/53/SWI and CPR/10/50/NAD)
SCORE in South Africa (SAF/09/50/SWI and SAF/1050/NAD)
SCORE Indonesia (INS/09/50/SWI and INS/10/50/NAD)

Introduction and Rationale for Evaluation

The Sustaining Competitive and Responsible Enterprises (SCORE) programme is a technical cooperation project of the International Labour Organization (ILO). The project is close to half-way through its life-cycle. Following standard ILO procedures on monitoring and evaluation of technical cooperation projects, the project needs to undergo an independent mid-term evaluation. This requirement is codified in the project document and agreed on with the donor.

The expected outcome of this evaluation is an evaluation report that determines if the project is on-track to achieve its stated objectives and formulate recommendations early on in the project cycle with sufficient time to react on them. The evaluation will further be used to review and fine tune the project's M&E framework including the results chain and underlying assumptions. The mid-term evaluation will ensure that the right information will be collected so that at the end of the project, a final evaluation can be conducted based on reliable and significant information. This final evaluation at the end of the project will include a review of whether recommendations of the mid-term evaluation have been followed by the project.

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. Close collaboration with the donor during the evaluation will ensure that donor requirements are met and no additional, external mid-term evaluation by the donor will be required.

Brief Background and Context

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 and integrated in the ILO Programme and Budget Outcome 3: The Promotion of Sustainable 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:

a) Industry associations can market and coordinate enterprise upgrading services to their local members.

b) Service providers can effectively deliver training and advisory services for workplace upgrading on a commercially sustainable basis.

c) Labour inspectorate services work with mass media to disseminate progressive workplace practices.

SCORE is operating in seven countries covering different sectors[2] (see Figure 1).

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[2] 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
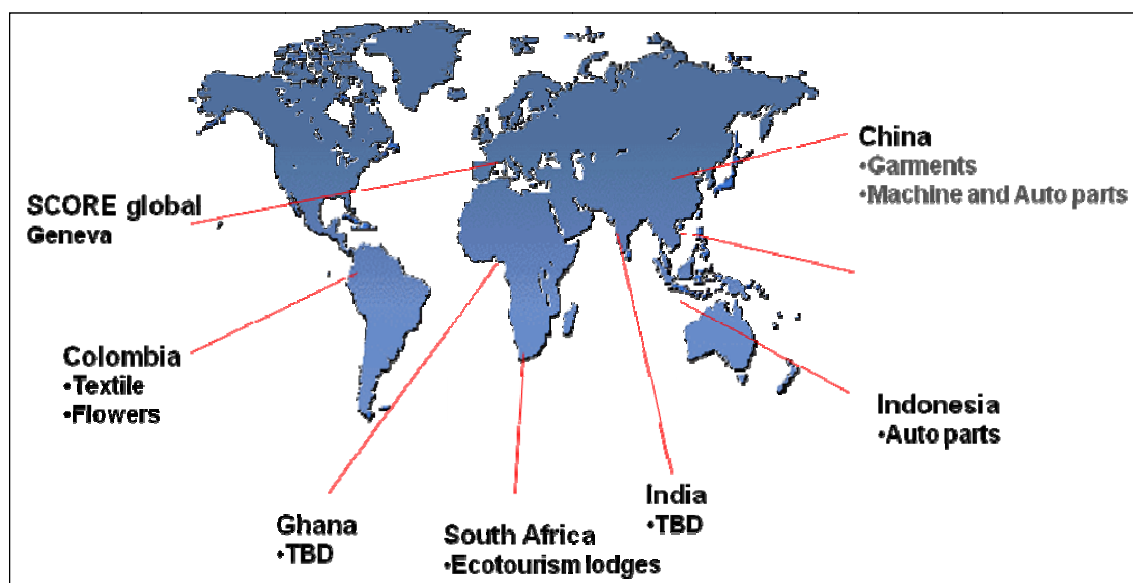
Each country is implementing the programme in minimum one (sub) sector or cluster of SMEs. The following overall impact is expected in participating enterprises:

- 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[3]) and have received pre-project start-up support (also Indonesia) and are thus at a more advanced stage (b/c). SCORE in India, Colombia, Ghana and Viet Nam has only started operations recently.

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[3] 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.

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 productivity and environmental management. ITCILO is the main partner for manual development and training of policy makers on the promotion of sustainable enterprises and the labour dimension of CSR. It is advised by a Tripartite Advisory Committee (social partners and donors) at the national and global level.

The project has a sustainability strategy, but acknowledges that the timeframe is limited to ensure a sustainable business service programme.

Purpose, Scope and Clients of Evaluation

Purpose:

The purpose of the mid-term review is to:

a) Based on the logframe, determine if the project is on-track to achieve its stated objectives and explain why or why not;

b) Evaluate accrued benefits and preliminary and expected outcomes and impact for project target groups;

c) Document good practices and lessons learnt that could be used as models for activities in other countries in the project;

d) Review SCORE training materials to determine suitability for training target industry and for alignment with ILO core values including gender mainstreaming while determining if the materials provide a competitive training product in the SME training markets they are targeted for;

e) Review SCORE Monitoring and Evaluation System, SCORE Knowledge Sharing Platform and SCORE industry performance tracking database to determine whether the project can adequately track progress and impact trough the current M&E system.

Scope

The evaluation will evaluate the activities of the three SCORE countries that have been in operation for the last 15 months:

- China,
- Indonesia and
- South Africa.

In the case of China, where an independent final evaluation of the predecessing project (CSR in the Chinese textile sector) had been conducted in 2008[4], a desk audit should be conducted to assess progress. On-site reviews should be conducted for Indonesia and South Africa. The evaluation should further cover the activities of the

- SCORE Global component in Geneva.

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

Clients

The mid-term evaluation should provide the project management team, ILO Country Office Directors and other field and headquarter staff with practical feedback whether the current project strategy, implementation mode, M&E system, work plans and resource allocation is suitable to fulfil the project objectives, as well as recommendations of necessary followup actions to address the feedback. The results of the evaluation will be extensively discussed at a Global Knowledge Sharing conference with presence of all project staff.

Close collaboration with the donor during the evaluation will ensure that donor requirements are met and no additional, external mid-term evaluation by the donor will be necessary.

Clients of the evaluation are further the tripartite members of the Global Project Advisory Committee and National Committees of the evaluated countries.

Analytical Framework

The evaluation will examine the project along the following standard evaluation criteria. A more detailed analytical framework of questions and sub-questions will be developed in collaboration with the evaluator in the <u>inception report</u>:

1. **Validity of the project strategy, objectives and assumptions:**

   - *Are the project strategy, objectives and assumptions appropriate for achieving planned results?*
     - o *Is the project's log frame based on assumptions/hypotheses that are underpinned by evidence that they work and are they documented?*
     - o *Does the project contribute to core ILO issues such as labour standards, tripartism and social dialogue?*
     - o *Has the project been designed based on a reliable analysis of the needs of the country? How have countries been selected? How is the project linked to national development frames such as UNDAF, DWCP and ILO planning frameworks?*

2. **Project progress and effectiveness:**

   - *To what extent has the project so far achieved its objectives and reached its target groups?*
     - o *Are the training materials and the set-up of the training programme effective in leading to the desired impact on enterprises?*
     - o *Do trained trainers have the capacity to effectively deliver the training?*

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[4] BSD consulting (2008) CSR in the Chinese Textile Industry. Evaluation Report. The ILO-Swiss South Africa Project had undergone an evaluation in 2008 as well. However, the new project is operating rather different from the predecessor and should thus be reviewed on-site.

- o *What efforts have been undertaken to ensure that both women and men are able to benefit from project activities?*
- *Is the project on track to achieve its objectives during the remaining time? What obstacles does the project encounter in project implementation? What corrective action does the project need to take to achieve its objectives?*

3. Efficiency of resource use:
- *How well does the project manage its financial and human resources?*
- *Is the implementation strategy cost effective?*

4. Effectiveness of management arrangements:
- *Is the project manager well organized, respects time frames and work plans?*
- *Is the management structure (semi-decentralized country projects, global component, supported by Enterprise specialists) effective?*
  - o *Has the project staff received adequate support / cooperation from the relevant ILO units and offices? Does the country project staff provided with sufficient authority/delegation in executing and managing the project (eg. technically, financial and admin management)?*
  - o *Does the global component provide the required support and services to the country projects?*
  - o *How effective is the coordination between the project management (global and country fields) and ILO country offices?*
  - o *What evidence exists that project management addresses gender concerns in project implementation?*
- *Are experiences and good practices sufficiently shared between country components?*

5. Impact orientation and sustainability:
- *Is the project working towards ensuring that activities started by the project will continue after external funding ends? What are the obstacles to achieving sustainability and how can they be overcome?*
- *Is the <u>monitoring and evaluation system</u> practical, useful and cost effective for project management? Does the project keep the right records and collect the necessary data and information to assess progress against project documentation and whether assumptions and hypotheses are correct in a final evaluation and subsequent impact assessments?*
  - o *For example: Does the training lead to improved competitiveness? Does the project lead to improved worker management relations.*
  - o *What sex disaggregated data is collected in the project?*
- *Will the project reach sufficient <u>scale</u> to justify the investment? What are potential upscaling strategies?*
- *Is the project a cost-effective way to create jobs and improve working conditions?*

Main Outputs

The following deliverables are expected by the evaluator:

1. Pre-evaluation Team Planning Teleconference with donors and ILO to discuss roles, responsibilities, and ToRs;
2. Inception report outlining evaluation methods to be used by the evaluator and a final work plan;
3. Draft report with specific recommendations for each country submitted to SECO, NORAD and ILO;
4. Final Report submitted to SECO, NORAD and ILO within one week after receiving final comments from SECO, NORAD and ILO. The quality of the report will be determined by the conformance with EVAL Checklist 4 and 5 (to be provided)

The final version of the report will follow the EVAL format template (to be provided) and be no more than 30 pages in length + Annexes (including an executive summary following the EVAL template (to be provided).

Methodology to be followed

The following methodologies will be followed during the evaluation. In the inception report, the evaluator will provide a specific evaluation methodology for the project.

<u>Document Review:</u>

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

- Project documents
- SCORE Knowledge Sharing Platform (which can be used to access following materials)
- Monthly progress reports
- Training materials
- Work plans
- Monitoring and Evaluation system
- Enterprise Performance Indicator database
- Additional relevant country documents as necessary

<u>Team Planning Teleconference:</u>

The evaluator will have a Team Planning teleconference (TPT) with the donors, ILO Geneva and South Africa, Indonesia and China project and country office staff. The objective of the TPT is to reach a common understanding among the evaluator, donors and project implementer:

- Status of evaluation logistics;
- Project background;
- Key evaluation questions and priorities;
- Data sources and evaluation methods;
- Roles and responsibilities of evaluation team, and
- Donor requirements concerning the evaluation.

<u>Individual Interviews:</u>

Individual interviews will be conducted with the following (final interview schedule will be developed by the evaluation team). The evaluator will develop a systematic survey/questionnaire to guide the interviews and to ensure objectivity and consistency in interviews. The evaluator will ensure that opinions and perceptions of women are equally reflected in the interviews and that gender-specific questions are included:

- SECO Project Manager in Bern
- ILO Staff in Geneva, Bangkok, Jakarta, Pretoria and Beijing.
- Selected individuals from the following groups:
  a) Enterprises (workers and employers) who have participated in project activities
  b) Employers, unions, and ministry representatives that have received training or otherwise worked with the project.
  c) Swiss Embassy in Pretoria, Jakarta and Beijing.
  d) Others organizations and groups as needed

<u>Field Visit:</u>

Meetings will be scheduled in advance of the field visits (Indonesia: Jakarta, South Africa: t.b.d) by the ILO staff, in accordance with the evaluator's requests and consistent with these terms of reference. The Team Leader will conduct all interviews at these sites and will determine if it is appropriate for other evaluation team members to be present.

<u>Data review / data collection:</u>

The evaluation will review project systems for collecting and reviewing enterprise performance data. Where quantitative data exists, the evaluator will review existing data and collect progress data where necessary.

<u>Debrief in Field:</u>

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, a debriefing will be held for employer, government, and union representatives.

<u>Post-Trip Meeting:</u>

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

Management Arrangements, Work Plan and Time Frame

<u>Management Arrangements</u>

The mid-term 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 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 work with the donor and implementer to refine the questions, as necessary and to develop interview protocols.
- Develop and implement an evaluation methodology (i.e., conduct interviews, review documents) to answer the evaluation questions.
- Conduct a Team Planning Teleconference (TPT) with SECO, NORAD and ILO prior to the evaluation mission.
- Prepare an initial draft of the evaluation report and submit it to the evaluation manager. 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 in Section VI. 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 an Evaluation Manager without technical involvement in the SCORE programme. 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;
- Provide project background materials;
- Review the evaluation questions and work with the donor and the Team Leader to refine the questions, as necessary;
- Participate in the TPT prior to the evaluation mission;
- Schedule all meetings;
- 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.

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[2] It is important to review the draft based on the elements of the TOR and to ensure that the draft is factually accurate and structurally sound. The comments should not attempt to change the findings, conclusions, and recommendations / lessons learned made by the evaluator in order to maintain the independence and objectivity of the evaluation report.

- 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: March 1 to April 29.

Tasks	Work Days	Proposed dates	Who
Pre-evaluation desk-review incl. review of ToRs	2		
Pre-evaluation TPT	1	3 March	
Inception report	2		
Evaluation of the Global Component Geneva	2	7/8 or 15/16 March	
China desk review	3		
Field evaluation South Africa	5	22 – 25 March	Isabelle Schaller
Field evaluation Indonesia	5	28 (25) – 31 March	Peter Teuscher
Briefing on preliminary findings (via skype conference)	0.5	7 April	
Draft Report	4.5	15 April	
Finalization of Document including debrief	2	29 April	
Total	27		

Work-days, fees and payment schedule

The consultancy will require 27 w/days at a rate of 700 USD per day.

This assignment includes missions to Indonesia, South Africa and Geneva. The details of the missions will be determined during the first teleplanning conference and outlined in the inception report. Based on the report as approved by ILO, the ILO will amend the contract to reimburse costs of air and train travel and DSA for the missions.

Payment schedule

a) 30% of fees paid upon submission of the inception report
b) Final payment after completion of full assignment.

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

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.

Appendix 2: Inception Report

1. Introduction

Based on the TOR "SCORE Mid-term Evaluation" and exchanges with Michael Elkin and Stephan Ulrich from ILO as well as with Valérie Berset-Bircher from SECO and Dag Larsson from NORAD, the following Inception Report is being presented to ILO by BSD Consulting (BSD). The ILO Evaluation Unit Checklist No. 4, "Formatting Requirements For Evaluation Reports" has been a useful guideline to the compilation of this Inception Report.

The mid-term evaluation should provide the project management team, ILO Country Office Directors and other field and headquarter staff with practical feedback whether the current project strategy, implementation mode, M&E system, work plans and resource allocation is suitable to fulfill the project objectives. The results of the evaluation will be extensively discussed at a Global Knowledge Sharing conference with presence of all project staff. Close collaboration with the donor during the evaluation will ensure that donor requirements are met and no additional, external mid-term evaluation by the donor will be necessary. Clients of the evaluation are further the tripartite members of the Global Project Advisory Committee and National Committees of the evaluated countries.

As outlined in the TOR, the purpose and scope of the evaluation is defined as follows:

Purpose

The purpose of the mid-term review is to:

a) Determine if the project is on-track to achieve its stated objectives and explain why or why not;

b) Evaluate accrued benefits and preliminary and expected impact for project target groups;

c) Document good practices that could be used as models for activities in other countries in the project;

d) Review SCORE training materials to determine suitability for training target industry and for alignment with ILO core values including gender diversity while determining if the materials provide a competitive training product in the SME training markets they are targeted for;

e) Review SCORE Monitoring and Evaluation System, SCORE Knowledge Sharing Platform and SCORE industry performance tracking database to determine whether the project can adequately track progress and impact trough the current M&E system.

Scope

The evaluation will evaluate the activities of the three SCORE countries that have been in operation for the last 15 months:

•   China,

•   Indonesia and

•   South Africa.

In the case of China, where an independent final evaluation of the project (CSR in the Chinese textile sector) had been conducted in 2008, a desk audit should be conducted to assess progress. On-site reviews should be conducted for Indonesia and South Africa. The evaluation should further cover the activities of the

- SCORE Global component in Geneva.

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

Management Arrangements

The mid-term evaluation will be conducted by BSD Consulting (BSD) as an Independent Evaluator. The people involved from BSD Consulting as evaluators are Isabelle Hirs-Schaller and Peter Teuscher (see Annex D for more information). BSD Consulting is responsible for conducting the evaluation according to the terms of reference (TOR). It will:

- Review the TOR and provide input, as necessary.
- Review project background materials (e.g., project document, progress reports).
- Review the evaluation questions and work with the donor and implementer to refine the questions, as necessary and to develop interview protocols.
- Develop and implement an evaluation methodology (i.e., conduct interviews, review documents) to answer the evaluation questions.
- Conduct a Team Planning Teleconference (TPT) with SECO, NORAD and ILO prior to the evaluation mission.
- Prepare an initial draft of the evaluation report and submit it to the evaluation manager.
- 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 in Chapter 3. The other members of the evaluation team should be involved in the drafting of and commenting on the final report.

2. Methodology
The methods used consist of:
- Document Reviews
- A Team Planning Teleconference
- Individual Interviews
- Field Visits
- Data review / data collection
- Debrief in Field
- Post-Trip Meeting

Due to the limited available budget it will not be possible to conduct comprehensive stakeholder dialogues. Instead, the purposes of the evaluation formulated at the beginning will be achieved through interviews with partners who were selected together with ILO and with complimentary document reviews.

During the whole evaluation process, evaluation norms, standards and ethical safeguards will be followed. In addition, BSD Consulting has own Business Principles, which conform to ILO norms.

Evaluation methods

The following methodologies and data collection instruments will be used during the evaluation:

Document Review:

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

- Project documents

- SCORE Knowledge Sharing Platform (which can be used to access following materials)

- Monthly progress reports

- Training materials

- Work plans

- Monitoring and Evaluation system

- Enterprise Performance Indicator database

- Additional relevant country documents as necessary

Team Planning Teleconference:

As an initial step, the evaluator held a Team Planning teleconference (TPT) with the donors SECO and NORAD as well as the ILO Geneva team on 3 March. The objective of the TPT was to reach a common understanding among the evaluator, donors and project implementer:

- Status of evaluation logistics;

- Project background;

- Key evaluation questions and priorities;

- Data sources and evaluation methods;

- Roles and responsibilities of evaluation team, and

- Donor requirements concerning the evaluation.

The meeting covered the points above mentioned and can be summarized as following:

- Roles and responsibilities during the evaluation have been clarified

  o Ritash Sarna will act as the impartial evaluation coordinator and first access point for the evaluator)

- Status of evaluation logistics has been updated and updated meeting plans sent

- Key evaluation questions and priorities have been discussed:

  o Importance of mid-term evaluation in regard to possible corrective actions of the project was highlighted

  o Need for recommendations in regard to the ability to achieve its stated objectives

- Specific donor requirements concerning the evaluation have been discussed:

  o SECO: review process, what are lessons learned, what are corrective actions needed, Indonesia: move to a broader project with the Ministry? South Africa: carefully analyze the reputational risks

Individual Interviews:

Individual interviews will be conducted with the following:

- SECO Project Manager (Ms Valérie Berset-Bircher)

- NORAD Project Manager (Mr Dag Larsson)

- ILO Staff in Geneva, Bangkok, Jakarta, Pretoria and Beijing

- UNIDO Vienna, Austria (Mr Smail Alhilali)

- Selected individuals from the following groups:

  e) Enterprises (workers and employers) who have participated in project activities

  f) Employers, unions, and ministry representatives that have received training or otherwise worked with the project.

  g) Swiss Embassy in Pretoria, Jakarta and Beijing.

  h) Other organizations and groups as needed

The evaluator has developed a systematic survey/questionnaire to guide the interviews and to ensure objectivity and consistency in interviews (see Annex A). The evaluator will ensure that opinions and perceptions of women are equally reflected in the interviews and that gender-specific questions are included.

Field Visit:

Meetings have been scheduled in advance of the field visits (Indonesia: Jakarta, South Africa: Pretoria) by the ILO staff, in accordance with the evaluator's requests and consistent with the terms of reference (see Annex C for a detailed interview schedule). All interviews will be conducted at these sites.

Data review / data collection:

The evaluation will review project systems for collecting and reviewing enterprise performance data. Where quantitative data exist, the evaluator will review existing data and collect progress data where necessary.

Debrief in 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, a debriefing will be held for employer, government, and union representatives.

Post-Trip Meeting:

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

Country specific evaluation methods

To evaluate the three selected countries, different procedures will be used:

South Africa and Indonesia

To evaluate the South African and Indonesia SCORE project, the evaluator will combine document reviews, telephone interviews and in person meetings (subject to availability and resources).

1. Analysis of relevant documents, to determine
- organizational progress of the project
- judge financial sustainability of the project
- quality of training material (comparison with the material of the previous project)
2. Interviews with workers and employers and stakeholders involved in the project to:
- Determine the sustainability impact
- Perceived benefit
- Quality of the training provided (material, trainers)
- General perception of the project
- Data collection (see below)
3. Data Analysis
- Analysis of the baseline surveys,
- Collection of data based on the data available to determine if the assumptions and hypothesis of the project were correct (interviews, collaboration with ILO staff)
4. Telephone Interviews (Swiss Embassy Representatives, Stakeholder etc,)
- Receive a general feedback on the impact and progress of the project as well as
- Determine the obstacles to financial sustainability and how they could be overcome
- Determine the management effectiveness (combined with document review)
5. Review of the M&E system

China

The research for the project in China will consist of desk-research combined with telephone interviews.
1. Analysis of relevant documents existing in English, to determine
- organizational progress of the project
- judge financial sustainability of the project
- quality of training material (comparison with the material of CSR in the Chinese Textile Industry)
2. Data Analysis
- Analysis of the baseline surveys, if possible collection of current data by the ILO team China to determine if assumptions and hypothesis were correct
- Judgment of the Monitoring and Evaluation System
3. Telephone Interviews (ILO Staff, Company Representatives, Stakeholder)
- Determine the obstacles to financial sustainability and how they could be overcome
  Determine the management effectiveness (combined with document review)

SCORE Global Component in Geneva

To evaluate the Global Component of SCORE in Geneva, the evaluation team will combine desk research of the relevant documents with interviews of the key persons within ILO. The interview will be held on 16 March (see Annex B for a detailed programme). Review of the M&E system.

Evaluation Criteria

Based on the analytical framework and standard evaluation criteria outlined in the TOR, a more detailed analytical framework of questions and sub-questions has been developed by the evaluator. The specific

evaluation questions and sub-questions can be found in Annex A. The insights gained from the different sources into the specific questions will be aggregated as general *observations*. Evaluators will conduct an *assessment* of the contents and summarize *key findings*.

The five clusters of evaluation criteria and the derived questions can be linked to the purposes of the evaluation that were formulated at the beginning (see p. 2):

Purpose	Main clusters
a) Determine if the project is on-track to achieve its stated objectives and explain why or why not	2, 5
b) Evaluate accrued benefits and preliminary and expected impact for project target groups	3, 4, 5
c) Document good practices that could be used as models for activities in other countries in the project	4
d) Review SCORE training materials to determine suitability for training target industry and for alignment with ILO core values including gender diversity while determining if the materials provide a competitive training product in the SME training markets they are targeted for	2
e) Review SCORE Monitoring and Evaluation System, SCORE Knowledge Sharing Platform and SCORE industry performance tracking database to determine whether the project can adequately track progress and impact trough the current M&E system	1, 3, 4, 5

The evaluator aggregated some additional sub-questions to the proposed list in the TOR, making sure that operationability for conducting the interviews is given. Following are the final evaluation criteria and the sub-questions (for more information, including the specific sources for each question, see Annex A):

1. Validity of the project strategy, objectives and assumptions:

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

- *Is the project's log frame based on assumptions/hypotheses that are underpinned by evidence that they work and are they documented?*

- *Does the project contribute to core ILO issues such as labour standards, tripartism and social dialogue?*

  o What elements of the project are fostering which core ILO issues?

  o Can these contributions be improved?

- *Has the project been designed based on a reliable analysis of the needs of the country?*

- *How have countries been selected?*

- *How is the project linked to national development frameworks such as UNDAF, DWCP, and ILO planning frameworks?*

2. Project progress and effectiveness:

- *To what extent has the project so far achieved its objectives and reached its target groups?*

  o Which objectives are critical to achieve and why?

  o What target groups have been below the radar so far and how to improve the reach of the project?

- *Are the training materials and the set up of the training programme effective in order to lead to the desired impact on enterprises?*

    o Is the quantity and quality of the material adequate?

    o Does the difficulty level of the material correspond to the level of expertise of the trainees?

    o Is there enough time to effectively deliver the trainings?

- Any concrete suggestions for improvement?

- *Do the trainers have the capacity to deliver the training effectively?*

    o Do you feel yourself qualified and supported enough to effectively deliver the trainings?

    o Were you satisfied with the quality of the trainers?

- *What efforts have been undertaken to ensure that both women and men are able to benefit from project activities?*

- *Is the project on track to achieve its objectives during the remaining time?*

- *What obstacles does the project encounter in project implementation?*

- *What corrective action does the project need to achieve its objectives?*

3. Efficiency of resource use:

- *How well does the project manage its financial and human resources?*

- *Is the implementation strategy cost effective?*

4. Effectiveness of management arrangements:

- *Is the management structure (semi-decentralized country projects, global components, supported by Enterprise specialists) effective?*

- *Has the project staff received adequate support / cooperation from the relevant ILO units and offices?*

    o What kind of support?

- *Has the country project staff been provided with sufficient authority / delegation in executing and managing the project (e.g. technically, financially and admin management)?*

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

    o What kind of support?

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

- *What evidence exists that project management addresses gender concerns in project implementation?*

- *Are experiences and good practices sufficiently shared between country components?*

    o Which communication channels exist between country components?

5. Impact orientation and sustainability

- *Is the project working towards ensuring that activities started by the project will continue after external funding ends (including conceptual and social sustainability)?*

- *What are obstacles towards achieving sustainability and how can they be overcome?*

- *Is the monitoring and evaluation system practical, useful and cost effective for project management?*

- *Does the project keep the right records and collect the necessary data and information to assess progress against project document and whether assumptions and hypothesis are correct in a final evaluation and subsequent impact assessments?*

- *For example: Does the training lead to improved competitiveness?*

  o Have the salary levels increased?

  o Has labor absenteeism decreased?

  o Has staff turnover decreased?

  o Has product/service quality improved? (less defects)

  o Has workplace management improved? (less labor accidents / sick leave)

- *Does the project lead to improved worker management relations?*

  o Has the number of meetings between management and workers / worker representatives changed?

  o Have new forms of worker management relations been introduced?

- *What sex disaggregated data is collected in the project?*

- *Will the project reach sufficient scale to justify the investment?*

- *What are the potential upscaling strategies?*

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

  o Would you prefer another way of support for creating jobs and improving working conditions?

- *How are enterprises selected?*

- *What motivates them to sign up? Do they sign up because the training is for free or would they also go for the training if they have to pay for it?*

3. Work plan

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

Period for evaluation is: March 1 to April 29, 2011.

Tasks	Work Days	Proposed dates	Who
Pre-evaluation desk-review incl. review of TORs	2		BSD Consulting
Pre-evaluation TPT	1	3 March	BSD Consulting
Inception report	2	11 March	BSD Consulting
Evaluation of the Global Component Geneva	2	16 March	Peter Teuscher
Telephone interview with Smail Alhilali, representative from UNIDO HQ Vienna		18 March	Peter Teuscher
China desk review	3		BSD Consulting
Field evaluation South Africa	5	22 – 25 March	Isabelle Schaller
Field evaluation Indonesia	5	28 – 31 March	Peter Teuscher
Briefing on preliminary findings (via Skype conference)	0.5	7 April	BSD Consulting
Draft Report	4.5	15 April	BSD Consulting
Finalization of Document including debrief	2	29 April	BSD Consulting
Total	27		

For a more detailed plan of the field visits and interviews see Annex C.

4. Annex
A. Questionnaire v2.0

Questions	Documents	SECO Project Manager	NORAD Project Manager	ILO Staff in Geneva	ILO Staff in Jakarta	ILO Staff in Pretoria	ILO Staff in Beijing	Workers from participant enterprises	Managers from participant enterprises	Employers, unions or ministry representatives	Swiss Embassy Jakarta	Swiss Embassy Pretoria	Swiss Embassy Beijing	Trainers	UNIDO, Representative Smail Alhilali
1. Validity of the project strategy, objectives and assumptions:															
Are the project strategy, objectives and assumptions appropriate for achieving planned results?	▉	▉	▉	▉	▉	▉	▉								▉
Is the project's log frame based on assumptions/hypotheses that are underpinned by evidence that they work and are they documented?	▉	▉	▉												
Does the project contribute to core ILO issues such as labour standards, tripartism and social dialogue?	▉	▉	▉	▉	▉	▉	▉			▉	▉	▉	▉		▉
What elements of the project are fostering which core ILO issues?	▉	▉	▉	▉	▉	▉	▉			▉	▉	▉	▉		▉
Can these contributions be improved?	▉	▉	▉	▉	▉	▉	▉			▉	▉	▉	▉		▉
Has the project been designed based on a reliable analysis of the needs of the country?	▉	▉	▉	▉	▉	▉	▉								▉
How have countries been selected?	▉	▉	▉												▉
How is the project linked to national development frameworks such as UNDAF, DWCP, and ILO planning frameworks?	▉	▉	▉	▉											▉

Questions	Documents	SECO Project Manager	NORAD Project Manager	ILO Staff in Geneva	ILO Staff in Jakarta	ILO Staff in Pretoria	ILO Staff in Beijing	Workers from participant enterprises	Managers from participant enterprises	Employers, unions or ministry representatives	Swiss Embassy Jakarta	Swiss Embassy Pretoria	Swiss Embassy Beijing	Trainers	UNIDO, Representative Smail Alhilali
2. Project progress and effectiveness:															
To what extent has the project so far achieved its objectives and reached its target groups?		X	X	X	X	X	X	X	X	X	X	X	X	X	X
Which objectives are critical to achieve and why?		X	X	X	X	X	X	X	X	X	X	X	X	X	X
What target groups have been below the radar so far and how to improve the reach of the project?		X	X	X	X	X	X	X	X	X	X	X	X	X	X
Are the training materials and the set up of the training programme effective in order to lead to the desired impact on enterprises?		X	X	X	X	X	X	X	X	X				X	X
Is the quantity of the material adequate?		X	X	X	X	X	X	X	X	X				X	X
Does the difficulty level of the material correspond to the level of expertise of the trainees?		X	X	X	X	X	X	X	X	X				X	X
Is there enough time to effectively deliver the trainings?		X	X	X	X	X	X	X	X	X				X	X
Any concrete suggestions for improvement?		X	X	X	X	X	X	X	X	X				X	X
Do the trainers have the capacity to deliver the training effectively?								X	X	X				X	
Do you feel yourself qualified and supported enough to effectively deliver the trainings?														X	

Sources

Questions	Documents	SECO Project Manager	NORAD Project Manager	ILO Staff in Geneva	ILO Staff in Jakarta	ILO Staff in Pretoria	ILO Staff in Beijing	Workers from participant enterprises	Managers from participant enterprises	Employers, unions or ministry representatives	Swiss Embassy Jakarta	Swiss Embassy Pretoria	Swiss Embassy Beijing	Trainers	UNIDO, Representative Smail Alhilali
Were you satisfied with the quality of the trainers?								■	■	■					
What efforts have been undertaken to ensure that both women and men are able to benefit from project activities?	■	■	■	■	■	■	■							■	■
Is the project on track to achieve its objectives during the remaining time?	■	■	■	■											■
What obstacles does the project encounter in project implementation?	■	■	■	■	■	■	■				■	■	■	■	■
What corrective action does the project need to take its objectives?		■	■	■	■	■	■				■	■	■	■	■
3. Efficiency of resource use:															
How well does the project manage its financial and human resources?	□	□	□	□	□	□	□								□
Is the implementation strategy cost effective?	□	□	□	□	□	□	□								□

4. Effectiveness of management arrangements:

Is the management structure (semi-decentralized country projects, global components, supported by Enterprise specialists) effective?

Has the project staff received adequate support / cooperation from the relevant ILO units and offices?

What kind of support?

Has the country project staff been provided with sufficient authority / delegation in executing and managing the project (e.g. technically, financially and admin management)?

Does the global component provide the required support and services to the country projects?

What kind of support?

How effective is the coordination between the project management (global and country fields) and ILO country offices?

What evidence exists that project management addresses gender concerns in project implementation?

Are experiences and good practices sufficiently shared between country components?

Which communication channels exist between country components?

Sources

Questions

	Documents	SECO Project Manager	NORAD Project Manager	ILO Staff in Geneva	ILO Staff in Jakarta	ILO Staff in Pretoria	ILO Staff in Beijing	Workers from participant enterprises	Managers from participant enterprises	Employers, unions or ministry representatives	Swiss Embassy Jakarta	Swiss Embassy Pretoria	Swiss Embassy Beijing	Trainers	UNIDO, Representative Smail Alhilali
5. Impact orientation and sustainability															
Is the project working towards ensuring that activities started by the project will continue after external funding ends (including conceptual and social sustainability)?		X	X	X	X	X	X		X	X	X	X	X	X	X
What are obstacles towards achieving sustainability and how can they be overcome?	X	X	X	X	X	X	X							X	X
Is the monitoring and evaluation system practical, useful and cost effective for project management?		X	X	X	X	X	X								X
Does the project keep the right records and collect the necessary data and information to assess progress against project document and whether assumptions and hypothesis are correct in a final evaluation and subsequent impact assessments?	X	X	X	X	X	X	X								X
For example: Does the training lead to improved competitiveness?					X	X	X		X	X				X	
Have the salary levels increased?					X	X	X		X	X				X	
Has labour absenteeism decreased?					X	X	X		X	X				X	
Has staff turnover decreased?					X	X	X		X	X				X	
Has product/service quality improved? (less defects)					X	X	X		X	X				X	
Has workplace management improved? (less labour accidents / sick leave)					X	X			X	X				X	
Does the project lead to improved worker management relations?					X	X	X	X	X	X				X	

Has the number of meetings between management and workers / worker representatives changed?

Have new forms of worker management relations been introduced?

What sex disaggregated data is collected in the project?

Will the project reach sufficient scale to justify the investment?

What are the potential upscaling strategies?

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

Would you prefer another way of support for creating jobs and improving working conditions?

How are enterprises selected?

What motivates them to sign up? Do they sign up because the training is for free or would they also go for the training if they have to pay for it?

B. Detailed Programme Geneva

SCORE Mid-term Evaluation

Interview Schedule

Peter Teuscher, BSD Consulting

Geneva 16 March 2011

Time	Who	Where
Wednesday 16 March		
9.00 – 9.30	Ritash Sarna, Evaluation Manager (Clarification of roles and eval background)	ILO office
9.30 - 11.00	Focus Group Discussion: SCORE project staff Michael Elkin, SCORE CTA Stephan Ulrich, SCORE Training, M&E Officer	ILO meeting room
11.30 – 12.30	Focus Group Discussion 2: Linkages and cross-cutting issues within ILO Joni Simpson, EMP/SEED, Women Entrepreneurship Specialist Ricarda McFalls, Chief EMP/MULTI Githa Roelans, EMP/MULTI Claudia Coenjaerts, Management Support Unit Atushi Nagata, ILO AIDS Wolfgang Weinz, SECTOR Tourism Expert	ILO meeting room
11.00- 12.00	Peter Poschen, Director, Enterprise Development and Job Creation Department	ILO office
14.00 – 15.00	Anna Biondi, ACTRAV + ITUC Representative	ILO office
16.00 – 17.00	Roy Chacko, ACT/EMP + IOE Representative	ILO office

C. Detailed Field Visit Programme

SCORE Mid-term Evaluation

Interview Schedule

Isabelle Schaller, BSD Consulting

South Africa 22 to 25 March 2011

Time	Who	Where
Tuesday 22 March		
10.00-10.55	Andreas Klemmer, Enterprise Specialist	ILO Offices
11.00-12.00	Meeting with NPC, Rest Kanju	ILO Office
15.00 – 15.55		
16.00 – 17.30	Drive to Madikwe	
Evening		
Wednesday 23 March		
9.00 - 9.55	Bufallo Ridge Lodge	Bufallo Ridge
10.00 – 10.45	Thakadu Lodge	Thakadu Lodge
11.00- 12.00	Mandikwe Communities	Lekgopong
12.30 – 16.55	Drive to Thuningi Lodge	
17.00 – 18.00	Thuningi Lodge	Thakadu Lodge
Thursday 24 March		
9.00 – 13.00	Drive back from Thakadu	
14.00 – 15.00	Meet with Mdikwe Collection (Lodge investors)	Midrand, Johannesburg
16.00 – 17.00	Telephone Meeting withe the Southern African Wildlife College (SAWC)	ILO Offices
Friday 25 March		
9.00 – 10.00	Markus Schrader and Oskar Brandenberg - SECO	Brooklyn, Pretoria
11.00 – 12.00	Meeting with Jennifer Seif, Fair Trade in Tourism (FTTSA)	FTTSA Offices
12.00 – 14.00	Debriefing	ILO Offices

SCORE Mid-term Evaluation

Interview Schedule

Peter Teuscher, BSD Consulting

Indonesia 28 to 31 March 2011

Time	Who	Where
Monday 28 March		
09.00 -10:00	Welcoming Meeting with Mr. Peter Van Rooij (Director of ILO Jakarta, Indonesia)	ILO Jakarta office
10:00 -10:45	Meeting with ILO Jakarta Programme Officer (Lusiani Julia)	ILO Jakarta office
10:45 -12:00	Meeting with SCORE NPC and team	ILO Jakarta office
12:00 -14:00	Lunch (include travel time to PT Laksana)	
14:00 -15:30	Visit and meeting with PT. Laksana Cibubur	PT. Laksana Cibubur
Tuesday 29 March		
08:00 - 09:00	Meeting with SECO	ILO Jakarta office
10:00 - 11:30	Meeting MOMT	MOMT Office
11:30 - 14:00	Lunch (include travel time to PT Tri Jaya Tehnik)	
14:00 - 15:30	Visit and meeting with PT. Tri Jaya Teknik	Kerawang Barat
Wednesday 30 March		
08:30 - 09:30	Meeting with YDBA	Sunter
10:30 - 11:30	Meeting with APINDO	APINDO Secretariat Office
11:30 - 13.00	Lunch include travel time to KSBSI	
13:00 - 14:00	Meeting with KSBSI	KSBSI Secretariat Office
15:00 - 16:00	Meeting with KSPSI	KSPSI Secretariat Office
Thursday 31 March		
09.00 - 11.00	Debriefing meeting with NPC Score, Score team and ILO Jakarta Programme Officer	ILO Office
12:00 - 13:30	Lunch	
14:00	Return	

D. Evaluation Team

The Project Team will be headed by Isabelle Hirs-Schaller (Senior Consultant BSD). Isabelle will be supported by Peter Teuscher (Managing Director BSD). The team will further be able to draw on the existing experience throughout the BSD network.

Isabelle Hirs-Schaller

Isabelle Hirs-Schaller is Senior Consultant for Sustainability Management with BSD Consulting. After her studies of Business Administration (B.A.) and International Affairs and Governance (M.A.) at the University of St. Gallen (HSG) and the University of Cape Town (UCT), she gained first working experience with different NGOs and Business in Argentina, India, China and Germany. Before joining the sustainable supply chain management team at BSD Consulting, she worked as Assistant to the Director of the United Nations Research Institute for Social Development (UNRISD) in Geneva. Isabelle has been engaged in the development of the internet platforms www.nachhaltigebeschaffung.org, www.proofit.ch and the Compass for Sustainability (Germany and Switzerland). Through her work for the SCORE project of the ILO (project evaluation and market research), GlobalGap/GRASP, her supporting function for different companies in Switzerland to implement Sustainability Standards in their Supply Chains and the work on the different internet platforms, Isabelle has broad knowledge of the key users and stakeholders of sustainability standards, training delivery mechanisms and market research.

Peter Teuscher

Peter Teuscher is Founder and Managing Director of BSD Group Ltd. and BSD Consulting Switzerland. He has a Master's degree in Science from the ETH Zurich and a Bachelor's degree in Business Engineering. He is SA8000 trained and AA1000 Consultant. Peter is Founder and was Director of the Board for more than 10 years of the Swiss Fair Trade Company gebana lc. As Lead Researcher and Teacher since 2002 at the Zurich University of Applied Sciences ZHAW he initiated the applied research programme on Social Management Systems. He contributes his long year experience in working with big multinational and smaller companies, with public entities and civil society entities on Strategy and Sustainability Management within a cross-cultural and international context.

Appendix 3: References to Core ILO Principles

Question: Does the project contribute to core ILO issues such as labour standards, tripartism and social dialogue?

Summary:

- The issue of **gender diversity** is addressed in all modules, mostly with a focus on non-discrimination.
- The issue of **labour standards** is reflected in all modules except module 3. Labour standards form a basis of the training.
- The issue of **social dialogue** is addressed in all modules except module 3. It is especially focused in module 1. However, the focus of social dialogue is mostly on a bipartite dialogue only between labour and management, not on a tripartite process with the government as an official party to the dialogue.
- The issue of **tripartism** is the issue that is referenced least of all.

Module 1: Workplace Cooperation

The first module, which elaborates on the theme of achieving productivity improvements through workplace cooperation, is the first and foundation module for the rest of the modules. The module establishes the core principles underpinning workplace cooperation, including social dialogue, collective bargaining and freedom of association. Thus, the ILO core issues of social dialogue and labour standards, as well as gender diversity, are referenced various times. The issue of tripartism is not that evident, but implicitly reflected a few times.

Training manual

Chapter 4 p. 22	"Better workplace cooperation" → it's all about communication between management and workers. Especially chapter 4.6, "forms of workplace cooperation and communication" and chapter 4.7, "essentials of workplace cooperation"	social dialogue
Chapter 4.7.1 p. 32	Gender-issues in communication: e.g. "Women or other groups of employees may not feel entitled to expressing doubts or asking for further clarifications."	gender diversity
Chapter 4.3 p. 25	ILO Multinational Enterprises Declaration	labour standards social dialogue gender diversity tripartism
Chapter 4.7.3 p. 34	Gender-related issues in the chapter about trust: e.g. "Women may have trouble in leaving the factory late at night, they may not have easy access to individual means of transport, and they may even feel threatened by co-workers"	gender diversity
Chapter 4.7.3 P 34	Explicit reference to the International labour standards	labour standards
Chapter 5.3 p.40	Sharing information	social dialogue

Training slides

Session 3 25	Fundamental principles and rights at work	labour standards
Session 3 25	Regular consultation with workers and their representatives	social dialogue
Session 3 28	Forms of workplace cooperation	social dialogue
Session 4 44	Bipartite consultative committees	social dialogue
Session 5 62	Sharing information	social dialogue

Trainer Guide

Chapter 4.2 p. 12	"Promoting gender equality and participant's diversity" as a specific chapter. Describes different aspects of promoting gender equality in the trainings, raising awareness of gender factors in social interaction.	gender diversity
Chapter 4.3 p. 19, 20	When choosing a training tool such as games or other forms of interaction, gender issues should be taken into account. (e.g. "When choosing a game, be aware of culture, gender, age and any other physical challenges that may restrict some from participating").	gender diversity

Module 2: Quality

The second module focuses on quality and, related to that, on customers. Not surprisingly, there are not many reflections of the ILO core issues. Most important for the ILO core issues is chapter 3: Developing a quality assurance culture.

Training manual

Chapter 3.2 p. 18	A quality culture requires a workplace that is free from discrimination and allows for basic human rights such as freedom of association.	labour standards gender diversity social dialogue

Training slides

Session 1 Slide 2, 3	Reference to the rationale behind SCORE	social dialogue labour standards

Module 3: Productivity & Cleaner Production

The third module focuses on Productivity & Cleaner Production. Thus, there is not much room for reference to the ILO core issues. Only gender diversity is mentioned once in the Training manual.

Training manual

Topic 1, Chapter 4 S. 12	Reference to gender issues "all employees, both men and women, must feel like they are part of a team and contributing to the overall goals of the company" "A good reward system must also be fair and transparent, offering the same opportunities to men and women employees"	gender diversity

Module 4: Organize Your People

The fourth module, which elaborates on the theme of human resources, is by its nature very central to the ILO core issues. The ILO core issues form the basis of the whole module. Especially the issues of gender diversity, but also labour standards and social dialogue, are interlinked with most of the issues addressed in this module. Only the issue of tripartism is not addressed.

Training manual

Chapter 2.2 p. 14	ILO labour principles → good description of the principles	labour standards social dialogue gender diversity
Chapter 2.4 p. 23	Higher participation of women	gender diversity
Chapter 3.4 Different pages	It is mentioned different times that sex should not be a criteria when recruiting and hiring (e.g. "The selection process should be based on qualifications to do the job (not on sex, marital status, disability status, ethnicity, social status, age etc.)"	gender diversity
Chapter 6.2 p. 56	Role of gender in dismissals. "Dismissal because of age, sex, religion, political affiliation constitutes discrimination and not 'good cause'".	gender diversity
Chapter 6.3 p. 62	How to deal with involuntary separations: "Consultation and social dialogue during economic crisis"	social dialogue

Training slides

Session 1 Slide 13	Questions for the participants to raise awareness: "What percentage of your employees are women?" "How many women were pregnant last year? How many of them returned to work?"	gender diversity
Session 2 Slide 20	ILO labour principles → explicit description of the principles	labour standards
Session 2 Slide 21	Collective bargaining	labour standards social dialogue
Session 2 Slide 27	Discrimination in HR	gender diversity labour standards
Section 2 Slide 32	Increasing number of women in the labour force	gender diversity
Session 3 Slide 47	Recruitment: Principles of non-discrimination	gender diversity
Session 7 Slide 94	Consultation and Social Dialogue during lay offs	social dialogue

Module 5: Organize Your Workplace

The fifth module, which deals with ensuring that the workplace is a safe and healthy environment, relates the theme of gender diversity (more especially: discrimination) with most of the issues discussed. The principles of social dialogue, labour standards and tripartism are less visible.

Training manual

Chapter 2 p. 4	Provide a safe working environment also for women ("Management must provide a safe working environment for both men and women, taking into consideration the specific measures that must be in place to protect for example pregnant and nursing workers and make provisions for any workers that need additional protection due to disabilities or existing health issues.")	gender diversity
Chapter 2.3 p. 16	Rest areas and recreational facilities ("Depending on the demands of the workplace, the needs of women for a private clean and safe gender specific rest area is important. The health and safety committee should hold separate consultations with women in the workplace on this matter.")	gender diversity
Chapter 2.3 p. 17	Childcare	gender diversity
Chapter 2.4 p. 18	A whole chapter about sexual harassment	gender diversity

Appendix 4: Interview Schedules

ILO SCORE Mid-term Evaluation
Interview Schedule
Isabelle Schaller, BSD Consulting
South Africa, 22 to 25 March 2011

Time	Agenda	Location
Tuesday 22 March		
10.00-10.55	Telephone Meeting with Lebo Diale (North West Department of Environment and Planning)	ILO Offices
11.00-12.00	ILO M&E Officer	ILO Office
15.00 – 15.55		
16.00 – 17.30	Drive to Madikwe	
Evening		
Wednesday 23 March		
9.00 - 9.55	Tuningi Lodge Manager	Tuningi Lodge
10.45 – 11.15	Bufallo Ridge Manager	Bufallo Ridge
11.45- 12.30	Community Projects	Lekgopong
13.00 – 16.30	Drive to Thakadu Lodge	
17.00 – 18.00	Thakadu Lodge Manager -	
Thursday 24 March		
08.00 – 09.00	Visit community garden -	Thakadu
9.00 – 13.00	Drive back from Thakadu	
14.00 – 15.00	Meet with Madikwe Collection – Carl Trielof	Midrand, Johannesburg
Friday 25 March		
9.00 – 10.00	Markus Schrader and Oskar Brandenberg - SECO	Brooklyn, Pretoria
11.00 – 12.00	Meet FTTSA – General Manager- Operations	
14.00 – 14.30	Meet Clive Poultney SAWC	Design Quarter, Fourways, Johannesburg,
15.00 – 16.00	Wrap-up and debriefing meeting with NPC	

ILO SCORE Mid-Term Evaluation
Interview Schedule
Peter Teuscher, BSD Consulting
Indonesia, 28 to 31 March 2011

Date/Time	Agenda	Location
Monday, 28th March 2011		
09.00 -10:00	Welcoming Meeting with Mr. Peter Van Rooij (Director of ILO Jakarta, Indonesia) or OIC	ILO Jakarta office
10:00 -10:45	Meeting with ILO Jakarta Programme Officer (Lusiani Julia)	ILO Jakarta office
10:45 -12:00	Meeting with SCORE NPC and team	ILO Jakarta office
12:00 -14:00	Lunch (include travel time to PT Laksana)	
14:00 -15:30	Visit and meeting with PT. Laksana Cibubur	PT. Laksana Cibubur, Sunter
Tuesday, 29th March 2011		
08:00 - 09:00	Meeting with SECO	ILO Jakarta office
10:00 - 11:30	Meeting MOMT	MOMT Office
11:30 - 13:30	Lunch	
13:30 – 15:00	Meeting with YDBA	YDBA
Wednesday, 30th March 2011		
10:00 - 11:30	Visit and meeting with PT. Tri Jaya Teknik	Kerawang Barat
12:00 - 13.00	Lunch	
13:00 - 14:30	Meeting with all trade union (KSPI, KSPSI Kalibata, KSPSI Pasar Minggu, KSBSI)	ILO Jakarta office
Thursday, 31st March 2011		
10.00 - 11.00	Meeting with APINDO	APINDO Secretariat Office
12:00 – 13:00	Lunch	
13:00 – 14:00	Debriefing meeting with Mr. Peter Van Rooij or OIC, NPC Score, Score team and ILO Jakarta Programme Officer	ILO Office
14:00	Return	