



**Evaluation Title:** SCORE (Sustaining Competitive and Responsible Enterprises) Programme Phase III

**ILO DC/SYMBOL:** Global Score (GLO/17/54/MUL)

**Type of Evaluation:** project evaluation

**Evaluation timing:** Final

**Evaluation nature:** Independent

**Country(ies):** Bolivia, China, Colombia, Ghana, Indonesia, Peru, Tunisia and Vietnam

**P&B outcomes (2020-21):** Outcome 4

**SDG(s):** 8 and 9

**Date of the evaluation:** October 2021 to February 2022

**ILO Administrative Office:** ENTERPRISES (ILO Geneva)

**ILO Technical Backstopping Office:** ENTERPRISES (ILO Geneva)

**Date project ends:** December 2021

**Donor and budget:** Swiss State Secretariat for Economic Affairs (SECO) and the Norwegian Agency for Development Cooperation (NORAD), USD 20'751'939

**Name of consultant(s):** ForWaves Consulting Sàrl : Maria Zarraga, Lead evaluator; Claude Hilfiker, International consultant; Amel Fendri, National consultant; Yichun Xu, National consultant.

**Evaluation Manager:** Adam Adrien-Kirby

**Evaluation Office Oversight:** Patricia Vidal

**Evaluation budget:** CHF 48'060 (equivalent to USD 52'139)

**Key Words:** SME; productivity; working conditions; OSH; factory; decent work; capacity building; vocational training; CSR.

*This evaluation has been conducted according to ILO's evaluation policies and procedures. It has not been professionally edited, but has undergone quality control by the ILO Evaluation Office.*

## TABLE OF CONTENT

LIST OF ACRONYMS .....	4
LISTS OF ANNEXES / FIGURES / TABLES .....	5
EXECUTIVE SUMMARY .....	6
1. INTRODUCTION .....	10
A. PROJECT BACKGROUND .....	10
(i) Description .....	10
Table 1: Overview of SCORE Programme (time lines, budgets and staffing) .....	11
(ii) General context .....	11
B. EVALUATION BACKGROUND .....	12
(i) Scope .....	12
(ii) Key purpose .....	12
(iii) Main limitations to this evaluation .....	12
C. CRITERIA AND QUESTIONS .....	13
D. METHODOLOGY .....	13
2. FINDINGS AND ASSESSMENT .....	14
A. RELEVANCE AND STRATEGIC FIT – VALIDITY OF DESIGN .....	14
20	
Figure 2: Theory of Change .....	20
Figure 3 – Lewin’s Change Model .....	21
B. COHERENCE .....	22
C. EFFECTIVENESS .....	23
Figure 4: SMEs trained per SCORE Module .....	25
D. EFFICIENCY .....	30
Figure 4: Committed and spent budget; Cost recovery .....	30
Figure 5: Training cost recovery .....	31
E. SUSTAINABILITY .....	32
F. IMPACT .....	34
G. GENDER AND DISABILITY ISSUES ASSESSMENT .....	35
Table 2: People trained (% Female) .....	35
H. TRIPARTITE ISSUES ASSESSMENT .....	35
I. INTERNATIONAL LABOUR STANDARDS ISSUES ASSESSMENT .....	36
J. ENVIRONMENTAL SUSTAINABILITY .....	36
K. CAPACITY DEVELOPMENT .....	36
L. EMERGING GOOD PRACTICE .....	37
M. LESSONS LEARNT .....	37
3. CONCLUSIONS .....	39
4. RECOMMENDATIONS .....	41
ANNEXES .....	42
ANNEX 1 TERMS OF REFERENCE (ATTACHED TO THIS DOCUMENT) .....	42
ANNEX 2 INCEPTION REPORT (ATTACHED TO THIS DOCUMENT) .....	42
ANNEX 3: LIST OF PERSONS INTERVIEWED .....	43
Table 2 – List of persons interviewed .....	45
Table 3 – Number of people interviewed per country .....	45
Table 4 – Number of people interviewed per role .....	45
ANNEX 4: BIBLIOGRAPHY .....	46
ANNEX 5: DATA COLLECTION INSTRUMENTS – EVALUATION MATRIX, INTERVIEW PROTOCOL & SURVEY .....	49

Table 5 – Evaluation matrix ..... 54

Table 6 – Interview / protocol questions ..... 55

ANNEX 6: EVALUATION SCHEDULE ..... 61

Table 7 – Evaluation schedule ..... 62

ANNEX 7: SURVEY RESULTS ..... 63

Table 8 – SWOT analysis ..... 63

ANNEX 8: SCORE PROGRAMME PERFORMANCE GOALS CORRECTIVE ACTION PLAN ..... 64

Table 9 – SCORE Programme Performance Goals Corrective Action Plan ..... 67

ANNEX 9: COMMITTED AND SPENT BUDGET PER COUNTRY ..... 67

Table 10 – SCORE Performance against expected results ..... 71

ANNEX 11 – EMERGING LESSON LEARNED 1 ..... 72

Table 11 – Emerging Lesson Learned 1 ..... 73

ANNEX 12 – EMERGING LESSON LEARNED 2 ..... 74

Table 12 – Emerging Lesson Learned 2 ..... 75

ANNEX 13 – EMERGING GOOD PRACTICE ..... 76

Table 13 – Emerging Good Practice ..... 77

**LIST OF ACRONYMS**

APII	Agency for Promotion of Industry and Innovation
BDS	Business Development Services
BEDO	Bali Export Development Organization
CSR	Corporate Social Responsibility
DWCPs	Decent Work Country Programmes
GTAC	Global Tripartite Advisory Committee
HQ	Headquarters
IA	Impact Assessment
ILO	International Labour Organization
ILS	International Labour Standards
ISO	International Organization for Standardization
KPIs	Key performance indicators
MEM	Ministry of Emergency Management
MTE	Mid-term evaluation
MTPE	Ministry of Labour and Employment Promotion
NORAD	Norwegian Agency for Development Cooperation
NTAC	National Tripartite Advisory Committee
OECD/DAC	Organisation for Economic Co-operation and Development/Development Assistance Committee
OSH	Occupational Safety and Health
PRODUCE	Ministry of Production
RBM	Results-Based Management
SAWS	State Agency for Worker Safety
SCORE	Sustaining Competitive and Responsible Enterprises
SECO	State Secretariat for Economic Affairs
SDGs	Sustainable Development Goals
SMEs	Small and medium-sized enterprises
SWOT	Strengths, weaknesses, opportunities and threats
TOC	Theory of Change
ToR	Terms of Reference
UN	United Nations
UNDAF	United Nations Development Assistance Framework

## LISTS OF ANNEXES / FIGURES / TABLES

### ANNEXES

Annex 1	Terms of Reference ( <i>attached to this document</i> )
Annex 2	Inception Report ( <i>attached to this document</i> )
Annex 3	List of persons interviewed
Annex 4	Bibliography
Annex 5	Data collection instruments – Interview protocol and survey
Annex 6	Evaluation schedule
Annex 7	SWOT analysis - results
Annex 8	SCORE Programme Performance Goals Corrective Action Plan
Annex 9	Committed and Spent Budget per country
Annex 10	SCORE Performance against expected results
Annex 11	Emerging Lesson Learned 1
Annex 12	Emerging Lesson Learned 1
Annex 13	Emerging Good Practice

### TABLES

Table 1	Table 1: Overview of SCORE Programme (time lines, budgets and staffing)
Table 2	People trained (% Female)
Table 3	List of persons interviewed
Table 4	Evaluation Matrix
Table 5	Interview / protocol questions
Table 6	List of stakeholders provided by the project
Table 7	Evaluation schedule
Table 8	SWOT analysis
Table 9	SCORE Programme Performance Goals Action Plan
Table 10	SCORE Performance against expected results
Table 11	Emerging Lesson Learned 1
Table 12	Emerging Lesson Learned 2
Table 13	Emerging Good Practice

### FIGURES

Figure 1	Overview of SCORE Programme
Figure 2	SCORE Theory of Change
Figure 3	Lewin's Change Model
Figure 4	SMEs trained per SCORE module
Figure 5	Training cost recovery

## EXECUTIVE SUMMARY

### BACKGROUND & CONTEXT

#### Summary of the project purpose, logic and structure

The SCORE "Sustaining Competitive and Responsible Enterprises" Programme Phase III, was a partnership of the International Labour Organization (ILO) and the Swiss State Secretariat for Economic Affairs (SECO) and the Norwegian Agency for Development Cooperation (NORAD). The project was funded by SECO and NORAD with the sum of EUR 20'751'939 and implemented by the ILO. Based on the project document, the project aimed to support SMEs in national and international global supply chains with regards to improving productivity and working conditions, and providing decent work. The project had two main expected outcomes: (1) Public and private implementing partners have embedded SCORE Training in their national programs and budgets SME development; and (2) Lead buyers support suppliers through SCORE training.

#### Purpose, scope and clients of the evaluation

The four purposes of this independent final evaluation were: (i) Assess the SCORE intervention focusing on what has worked, what has not worked, and why this was the case; (ii) Assess whether the SCORE Programme has effectively adapted its intervention during the Covid-19 pandemic; (iii) Examine if the best approach was taken and was optimally executed in order to achieve balance between the levels of impact and sustainability and time and resources used by the programme; and (iv) Provide a clear articulation of the 'lessons learned' and identify good practices. This evaluation covered project interventions under the programme from November 2017 to end of December 2021, with a full review for the following project components: Global, Bolivia, China, Peru and Tunisia, and a desk review for Vietnam, Indonesia, Ghana and Colombia. The gender and disability dimensions were considered as a cross-cutting concern throughout the methodology, deliverables and final report of the evaluation.

The primary end users of the evaluation findings are the project team, ENTERPRISES (ILO Geneva) and the project partners. Secondary parties making use of the results of the evaluation include the Swiss State Secretariat for Economic Affairs (SECO), the Norwegian Agency for Development Cooperation (NORAD) and other relevant stakeholders.

#### Methodology of evaluation

Different evaluation tools were combined to ensure an evidence-based qualitative and quantitative assessment. The evaluators emphasized on cross-validation of data through triangulation and an assessment of plausibility of the results obtained. The methodological mix included a desk review, semi-structured focus groups or key informant interviews and a short survey. Data was gathered from different sources, by different methods for each of the evaluation questions, and findings were triangulated to draw valid and reliable conclusions. Data was disaggregated, at a minimum, by gender and by other dimensions where

available. Conclusions and recommendations were based on evaluation findings (deductive reasoning).

### MAIN FINDINGS

The body of the evaluation report presents answers to all key evaluation questions, which represent the proper *findings* of this evaluation.

#### A. Relevance and strategic fit - Validity of programme's design

---

The objectives of SCORE phase III intervention are consistent with beneficiaries' requirements and country needs, as well as donors' priorities. SCORE Programme is an appropriate solution to foster and promote SME productivity, competitiveness and decent working conditions in emerging countries – with the distinctive feature that it combines practical training and in-factory consulting. Although SCORE Programme did not address all the barriers facing SMEs to apply management best practices, it provided concepts and ideas that are widely applicable, and was progressively adapted to country or enterprise needs.

#### B. Coherence

---

SCORE complemented other ILO projects, such as Better Work that aims at compliance in larger companies. The evaluation collected divergent statements regarding the eventual advantage of providing more advanced SCORE Programme to such larger companies that are currently not SCORE targeted beneficiaries, but that could in turn support their suppliers through SCORE Training. In Pakistan, SCORE Training was included in a large development programme funded by the EU and implemented by the ILO. This programme aimed at labour and environmental standards. There was a need to include decent work and productivity components aimed at SMEs. Suppliers in the garment sector benefited from SCORE Basics and SCORE Lean Manufacturing modules.

#### C. Effectiveness

---

SCORE successfully delivered most of its outputs, despite significant constraints and challenges due to the COVID-19 pandemic and beneficiary SMEs being seriously hit by the crisis. During Phase III, as from 2018, ILO delivered SCORE Training to 2'329 enterprises across eleven countries. SMEs displayed a satisfaction rate of 94% satisfaction. SCORE trained 25'894 SME Staff in workshops - among which 62% were workers and 41% women. SCORE trained 532 trainers (among which 40% were women), 345 certified trainers (42% women) and 61 expert trainers (38% women). The programme provided relevant training content and successfully digitalized the online training material. All projects were advised by national or global tripartite advisory committees.

A wide majority of interviewees mentioned that the programme has low visibility locally and globally despite ILO's efforts in sharing success stories. Better promotion of the programme is crucial for the sustainability of the intervention. SCORE concept and promotional messages are not always well understood by the target audience. According to them, SME owners will not pay for training if they do not understand the concrete return on investment. The monitoring practices were adequate to track output-oriented - but inadequate to track outcome- impact-oriented data. The evaluation team's opinion is that it should be a priority for the programme to revise monitoring practices more in depth and that "less is more". The existing M&E database is complex and difficult to navigate. Most importantly it was not set up with an impact orientation, which limits the teams' ability to prove programme outcomes and their causal relations to expected impacts to which they are supposed to contribute. While revising the M&E system might be perceived as costly, the gains in terms of impact and avoiding investing efforts in less relevant monitoring practices would surely compensate the costs in excess.

#### **D. Efficiency**

---

The project made efficient use of its financial and human resources based on available resources and strategic planning. The intervention design and strategic planning did not include a more balanced allocation of resources between output- and outcome-oriented activities. The distribution of resources between staff and activities, and between HQ and country offices was not optimal. For example, resources were allocated to monitor significant output-oriented data while no resources were allocated to allow trainers for example to follow-up on SME outcome results over a longer period of time based on outcome-related indicators. Impact Assessments were conducted but did not allow SCORE project teams to effectively take corrective action systematically. The project hence did not allocate sufficient resources at the country level to monitor outcome level activities.

#### **E. Sustainability**

---

SCORE Programme provided solid capacity building to beneficiary countries and SMEs. It is very likely that the SCORE Training methodologies and tools will remain as they have been embedded in country implementation partners' services, provided to SME with a high rate of satisfaction. The evaluation collected divergent statements with regards to reaching sustainability. In the actual context, according to a vast majority of interviewees, there is a risk that SCORE Programme results may not be maintained and scaled up notably without smooth transition supported by proof of viability, a common understanding of the way forward in terms of operations, who will drive them and how.

#### **F. Impact**

---

While SCORE Programme is aligned with longer-term development goals, the evaluation did not find evidence that

the programme made significant contribution to broader and longer-term development. The scale of the programme is still too small and change is not yet "solidified" (as per Lewin's change management model) at both country and SME levels. The design of the intervention is primarily output oriented rather than impact oriented. Based notably on the M&E data available, the number of underserved SMEs is high and it is too early to speak about impact and scale, also given the limited scope of the intervention on outcome.

#### **G. Gender and disability issues assessment**

---

The programme made significant efforts to go beyond only tracking the percentage of women participating in SCORE activities. SCORE modules integrate gender sensitive practices. The programme included gender balance in programme activities and teams of trainers. It also strongly encouraged beneficiary SMEs to implement concrete gender equality related measures. During Phase III, the average number of gender-sensitive practices per module was 1.22 during Phase III. The percentage of number of enterprises with women was 84% and 83% of improvement teams included both men and women. The Module on Gender Equality is perceived as a very good initiative. While not compromising the necessary topics to be covered in each training, it would be very useful to explore, according to constituents, how these topics could systematically be addressed in different modules.

#### **H. Tripartite issues assessment**

---

As mentioned in the mid-term evaluation of SCORE Programme Phase III, the link of the programme was stronger with employers' organizations than trade unions. The promotion of the programme was more specifically addressed to employers and lead buyers expected to make the decision to participate in and finance part of the programme. As mentioned in the project document, SMEs tend to underestimate the benefits of Business development services that help them modernize their management practices and business operations, partially because they are often not sufficiently connected with employers' organizations and trade unions. SCORE established National Tripartite Advisory Committees in countries the programme operated in. There is an opportunity for all tripartite constituents to strengthen the promotion of SCORE at the national level with a strong participatory approach. Changes of government or lack of political stability also affect the effectiveness of involvement of all NTAC members. The focus of constituents on health issues rather than SME productivity also affected their participation at times, due to the Covid-19 crisis.

#### **I. International labour standards issues assessment**

---

SCORE Programme's hands-on intervention contributes to improving ILS compliance while tackling SMEs' concrete needs, focusing on productivity, working conditions and subsequent changes in behaviours, attitudes and knowledge. International labour standards (ILS) are legal instruments drawn up by the ILO's constituents. These standards set out basic principles and rights at work. Many

lead companies monitor labour and social conditions along supply chains. While the project does not specifically focus on ILS issues, it contributes to build SMEs' capacity to become greener and more socially conscious, and therefore optimize their production. Working conditions and other aspects related to decent work are integral part of SCORE Training method, and followed-up on during in-factory consultancy visits.

## CONCLUSIONS

### Conclusion 1 on relevance and strategic fit – validity of design

SCORE Training is a high quality training programme that is consistent with beneficiaries' requirements and country needs. SCORE Programme has the potential to serve a large number of underserved SMEs. Continued support is even more needed for SMEs facing challenges due to the Covid-19 pandemic. SCORE displays a huge potential to creating an enabling environment for SME business development in export and domestic sectors. Such endeavours require adequate resources, strategies and duration. The intervention design needs to be revised to better respond to the problem at hand. Since 2009, SCORE achieved impressive results at the output level thanks to the dedication and hard work of its teams. The issue is that the programme is not designed at the outcome level to tackle the root causes of the problem. This includes lead buyers and SMEs unwilling to pay, a huge amount of target companies not aware of SCORE, and the lack of business development and marketing capacity of implementing partners. The intervention design, strategic planning and M&E system are not aligned with best practices. It would not be relevant to continue with the same approach expecting different results as this issue has been already pointed out in the two previous evaluations. Short-term interventions with high quality training and tools do not necessarily lead to change, and do not solve key issues. There is an opportunity in Phase IV to design a more impact oriented intervention, in addition to the excellent training provided.

### Conclusion 2 on coherence

SCORE Programme is perceived as being unique in its kind, focusing on productivity and working conditions in SMEs, and is complementary to other ILO projects, such as Better Work that aims at compliance in larger companies.

### Conclusion 3 on effectiveness

The programme is in general very satisfactory at the output level. There is a strong commitment from the project team. Significant efforts were done to successfully achieve most expected results at the output level despite the Covid-19 crisis. SCORE methodology, modules, practical tools and training digitalization are of high quality. ILO expertise and support is very well received. SCORE is an excellent programme addressing SME issues in a pragmatic and practical way. Its content requires continuous adaptation to the global and country contexts, and other sectors. All programme stakeholders interviewed display commitment to further engaging in and scaling up the programme. There is

an opportunity for SCORE to strengthen its communication and marketing strategy to attract more funding and SME participation to achieve better outcome-oriented results. As already mentioned in the mid-term evaluation of Phase III, the short-term risk in focusing on deliverables that may not relate to Phase III Outcomes/Immediate Objectives is that effort will be spent on unnecessary activities while more significant ones are under-resourced or ignored. According to Osborne and Gaebler<sup>1</sup>: "What gets measured gets done. If you don't measure results, you can't tell success from failure. If you can't see success, you can't learn from it. If you can't recognize failure, you can't correct it. If you can demonstrate results, you can win public support."

### Conclusion 4 on efficiency

Efficiency of resources at the output level is adequate. Allocating less budget to lower impact-oriented activities would help focusing on strategic activities that add more value at the outcome level. The project hence did not allocate sufficient resources at the country level to monitor outcome level activities.

### Conclusion 5 on sustainability and impact

As of end 2021, the viability of the intervention cannot be proven. Based on its design, the intervention is not outcome and impact-oriented. There is currently no systems change management approach at the global, national and company levels to fully support constituents and business owners, and track behavioural change. As also mentioned in the mid-term evaluation (MTE) of Phase III, the current indicators do not capture the magnitude of change so it is hard to know how meaningful the changes achieved are. The MTE already mentioned gaps between some Outputs and desired Outcomes, and that worries within a country about sustainability are not necessarily captured in performance plans, and there is a possibility that national programmes are pursuing quantitative targets despite these having a weak relationship to Outcomes. Based on best practices, stronger contextual analysis challenging assumptions, and ensuring quality control of business models, when selecting a country or implementation partner, is key and should be done at an early stage of each phase. Exit strategies should be developed through participatory capacity and clearly understood by all key stakeholders in order to concretely enable sustainable results. If we had to formulate an assessment for the whole programme, it is useful but with the risk of not being sustainable in the longer term without continued external support - if no systemic change strategy is in place.

## LESSONS LEARNED & GOOD PRACTICES

**Emerging lesson learned:** The programme did not systematically invest in "fertile" environments that can realistically foster intended outcomes and impact. In some countries, general assumptions were true, in others not.

<sup>1</sup> (Osborne and Gaebler (1992: chapter 5, "Results-Oriented Government").



While Evaluation data shows that the programme notably plans to analyse and assess financial and operational sustainability of implementation partners at the end of Phase III, this should be done prior to implementing partner selection.

The programme developed a robust output-oriented M&E system rather than a more impact-oriented system. As a consequence, significant resources (in terms of time, human resources and efforts) have been allocated without being able to generate outcome- and impact-data. Collecting the latter is crucial in order to monitor change most effectively throughout the intervention, test causal steps and verify assumptions. Monitoring outcome-driven data allows to ultimately generate more impact through corrective action. Pursuing quantitative targets that have weak relationships to outcomes affect the programme's cost effectiveness and sustainability. There is the risk that output indicators may suggest a more positive picture about sustainability than it perhaps is the case.

**Emerging good practice:** SCORE unique features of working specifically on productivity and working conditions is perceived as one of a kind compared to other ILO programmes. The high quality of the concise and practical training – including the digital training package developed during COVID-19 - is fully recognized and appreciated by constituents. The programme has gradually adapted its materials to countries' and SMEs' specific needs. The SCORE adaptive learning approach, and high quality training tools and methodologies, allow to provide SMEs with a custom learning experience. This applies notably to the training delivered online, which takes into considerations the shorter attention spans of participants. Combining high-quality training with in-factory consultancy allows a tailor-made support much needed by SMEs.

## RECOMMENDATIONS

- **Recommendation 1** (from conclusions 1, 3, 4 and 5) proposes to ILO to take steps (in Phase IV) to design and develop an "impact-oriented" intervention and M&E system with the support of M&E, management, business and systems change experts. Priority: High / Importance: High / Resource implication: Medium.
- **Recommendation 2** (from conclusions 2, 3 and 5) proposes to ILO, tripartite constituents and implementing partners to strengthen SCORE visibility and sustainability. With the support of marketing, communication, business and systems change management experts, conduct effective marketing campaigns and create SCORE communities at national and global levels. Priority: High / Importance: High / Resource implication: Medium.
- **Recommendation 3** (from conclusions 2, 3 and 5) proposes to ILO and NTAC members to actively support implementing partners and to ensure that all tripartite interests are equally taken into consideration – including labour law compliance and social dialogue. Priority: High / Importance: High / Resource implication: Low.
- **Recommendation 4** (from conclusions 1 and 5) proposes to ILO and donors to provide beneficiary countries with further additional support during 3-5 years in order not to lose momentum and achieve sustainable results. The project duration and budget should be defined based on a robust feasibility study. Priority: High / Importance: High / Resource implication: High.

## 1. INTRODUCTION

ENTERPRISES (ILO Geneva) commissioned a final independent evaluation of its "SCORE (Sustaining Competitive and Responsible Enterprises) Programme Phase III. This final evaluation is conducted by *ForWaves Consulting Sàrl, Switzerland*. The evaluation team is led by Ms. Maria Zarraga, ForWaves Managing Director. Evaluation team members include an international senior evaluation consultant, Mr. Claude Hilfiker, and two national evaluation consultants (based in China and Tunisia) Ms. Yichun Xu and Ms. Amel Fendri, hired by the company. Guided by the Terms of Reference (ToR), the independent evaluation work was undertaken between end of October 2021 and beginning of February 2022, in close coordination with ILO Enterprises and the Evaluation Manager, Mr. Adam Adrien-Kirby, Programme Analyst, Office of the Deputy Director General for Policy.

The evaluation team would like to thank all those who contributed to this evaluation. Special thanks go to the project global and country team, the Evaluation Manager, and the ILO/EVAL Evaluation Office for the much appreciated support in the preparation and conduct of this evaluation. The evaluation team hopes that the findings, conclusions and recommendations will contribute to the continuous improvement of SCORE Phase IV and similar programmes.

### A. PROJECT BACKGROUND

#### (i) Description

The project falls under ILO Programme & Budget Policy Outcome 4: Sustainable enterprises as generators of employment and promoters of innovation and decent work. It also contributes to the realisation of SDG 8 and SDG 9. With a total budget of US\$ 20.7million, the project has undertaken activities in eleven countries (China, India, Indonesia, Myanmar, Vietnam, Ghana, Bolivia, Colombia, Peru, Ethiopia and Tunisia) alongside a global component administered by the ILO Headquarters (HQ) in Geneva.

#### Conceptual Framework of the Project

As described in the Terms of Reference, the development objectives of SCORE Programme during Phase III is that SMEs in national and global supply chains have improved productivity and working conditions and provide decent work.

The project is expected to achieve the following two outcomes:

1. *Public and private implementation partners have embedded SCORE Training in their national programmes and budgets.*
2. *Lead buyers support suppliers through SCORE Training.*

A global project document describes these objectives and outlines a project implementation framework. For each country component, a specific *project strategy* document has been drafted which operationalizes the global project strategy at the country level according to the local context. A *performance plan* with bi-annual milestones and yearly work plans guide the implementation of project activities. Project activities are at different stages of implementation depending on their starting year of intervention and different country projects are offering the SCORE Training services in different economic sectors.

#### Institutional and management structure

The SCORE Programme Phase III started operations in November 2017 and ended in December 2021. It is planned that SCORE Phase IV would continue in four countries (Bolivia, Myanmar, Tunisia, and Ethiopia) until December 2024. SCORE Programme is funded by the Swiss State Secretariat for Economic Affairs (SECO) and the Norwegian Agency for Development Cooperation (NORAD) with an overall budget of USD 9.7 Million in Phase I (topped up by USD 1.3 Million by NORAD), USD 19.4 Million in Phase II and USD 20.7 Million in Phase III. The *eleven SCORE country projects* report directly to the Director of the closest ILO Country Office and receive *support from regional Decent Work Country Teams*. A global component (Chief Technical Advisor, 1.5 technical officer and admin support) based in Geneva coordinates the project and serves as a knowledge hub.

The Project sits in the SME Unit of the Enterprises Department and is a central pillar of the *unit's SME Productivity and Working Conditions thematic area*. As such, support is provided by a regular budget technical officer covering this topic for the unit.

In each country, the project worked with the appropriate government agencies, industry associations and employers' and workers' organizations and supports the local Decent Work Country Programme (DWCP). The role of the Tripartite Advisory Committee (social partners and donors) at the national and global level was to regularly advise the project.

**During Phase I** from 2009 until 2013, the SCORE Programme developed a training package, training of trainers and a capacity building programme for institutions who wanted to deliver the training package. **During Phase II** (2013-2017), the overall objective was to establish institutions in each SCORE country that were able to provide SCORE Training independently from ILO and donor funding. In Phase III (2017-2021), SCORE has sought to build on its earlier achievements, emphasising its contribution to development. The SCORE Phase III had a one Global and 11 country components. The figure below describes the timelines and budget allocations. Differences in budget allocations are mainly linked to the differences in country average wages. Due to the COVID-19 pandemic, SCORE Programme experienced some minor delays in project implementation and budget expenditure, and conducted additional activities to support SME development. The programme was granted a no-cost extension until December 2021 to achieve all planned deliverables.

Overview of SCORE Phase III programme components with time lines, budgets and staffing			
Country / Component	Time lines	Budget (USD)	Staffing
Global	11/2017 - 12/2021	4,209,095.60	CTA, TO, 50% Comms + AA
Bolivia	11/2017 - 12/2021	1,513,114.47	TO, NPC + AA
China	11/2017 - 12/2021	1,264,000.00	NPC + AA
Colombia	11/2017 - 12/2021	1,210,489.00	NPC + AA
Ethiopia	11/2018 - 12/2021	823,000.00	NPC + AA
Ghana	11/2017 - 12/2021	1,014,239.00	NPC + AA
India	11/2017 - 12/2021	232,000.87	NPC + AA
Indonesia	11/2017 - 12/2021	1,011,000.00	NPC + AA
Myanmar	11/2017 - 12/2021	4,542,500.00	CTA, TO, NPCs + AAs
Peru	11/2017 - 12/2021	2,176,500.00	TO + NPC + AA
Tunisia	04/2019 - 12/2021	682,000.00	NPC + AA
Vietnam	11/2017 - 12/2021	2,074,000.00	TO + NPC + AA + 50% AA
Total, USD		<b>20,751,938.94</b>	

CTA = Chief Technical Adviser; TO = Technical Officer; NPC = National Programme Coordinator; AA = Administrative Assistant

**Table 1: Overview of SCORE Programme (time lines, budgets and staffing)**

➔ The vision is that SCORE Training is “the intervention of choice of national governments, social partners and lead buyers for promoting SME productivity and working conditions in selected industries and supply chains.” The development objective is that “SMEs in national and global supply chains have improved productivity and working conditions and provide decent work.” Realising the vision involves increasing the number of countries where SCORE Training is available, but the main emphasis is on embedding SCORE Training into the programmes and budgets of implementation partners and participating lead buyers so that SCORE-inspired training will continue after 2021. Bolivia and Peru have been added in Phase II, and Tunisia and Ethiopia were added in Phase III.

There is a global strategy contained in the Phase III project document, and country level strategies are derived from this. Target sectors vary by country, including both export and domestic-oriented businesses. The programme has a Theory of Change that explains the expected transformation when the programme is supposed to implement in a country.

## (ii) General context

Small and medium-sized enterprises account for two-thirds of all jobs worldwide and make crucial contributions to income generation. However, in developing and emerging economies, they are far less productive than larger firms and provide inferior working conditions. Due to lower productivity and the inability to meet international product standards, SMEs struggle to deliver the required product quantities at consistent quality and are less likely to participate in national and global industry supply chains. Low levels of compliance with national and international labour standards and private environmental and social codes of conduct is another reason why lead buyers are wary about contracting SME suppliers. Productivity differences exist between small and large enterprises independent of sector and country specific factors. This productivity differential narrows as economies develop, suggesting that SMEs can be almost as productive as larger enterprises under the right circumstances. In many countries, low

SME productivity is related to factors external to individual enterprises, such as a cumbersome business regulations, underdeveloped infrastructure, unreliable electricity, and lack of access to finance. Recent research also points to factors within enterprises that contribute to low productivity: lower economies of scales, the use of less sophisticated machinery, lower skilled labour and outdated business management practices are also factors of low productivity. SMEs that adopt modern management best practices are claimed to be more productive and competitive, and to offer decent work. This allows them to be more attractive to consumers and buyers in supply chains. *The enabling environment for such change is however often lacking (e.g. limited resources, government policy, access to finance, lack of business development services).*

## B. EVALUATION BACKGROUND

### (i) Scope

According to the ILO Policy Guidelines for results-based evaluation, all projects over USD 1 million must undergo at least one independent evaluation. For projects over 30 months, annual reviews, a mid-term evaluation and a final evaluation, are required.

The independent evaluation covered project interventions under the programme from November 2017 to end of September 2021, with a full review for the following project components: Global, Bolivia, China, Peru and Tunisia and a desk review for Vietnam, Indonesia, Ghana and Colombia. The evaluation included the project environment, project organization, project relevance and efficiency of resource utilization and effectiveness. Above all, sustainability and contribution to broader sectoral impact were crucial. The evaluation assessed key results that were expected from the project.

In response to ILO's Evaluation policy and Strategy, gender concerns were addressed in accordance with the ILO's Evaluation Guidance Note 4 and specific policy requirements. The gender dimension was considered as a cross-cutting concern throughout the methodology, deliverables and final report of the evaluation. In terms of this evaluation, this implies involving both men and women in the consultation and evaluation analysis. Moreover, the evaluation team reviewed data and information that was disaggregated by gender, when available, and assessed the relevance and effectiveness of gender-related strategies and outcomes to improve lives of women and men.

The evaluation also gave specific attention to how the Programme was relevant to ILO's programme and policy frameworks at the national and global levels, relevant Sustainable Development Goals (SDGs), Decent Work Country Programmes (DWCPs) and national sustainable development strategies (or their equivalent) or other relevant national development frameworks, including any relevant sectoral policies and programmes. Specific questions addressing these aspects across the evaluation criteria were included in the evaluation questions below.

### (ii) Key purpose

*The independent evaluation served four (4) main purposes:*

- Assess the SCORE intervention focusing on what has worked, what has not worked, and why this was the case;
- Assess whether the SCORE Programme has effectively adapted its intervention during the Covid-19 pandemic;
- Examine if the best approach was taken and was optimally executed in order to achieve balance between the levels of impact and sustainability and time and resources used by the programme; and
- Provide a clear articulation of the 'lessons learned' and identify good practices.

The primary end users of the evaluation findings are the project team, ENTERPRISES (ILO Geneva) and the project partners. Secondary parties making use of the results of the evaluation will include the Swiss State Secretariat for Economic Affairs (SECO), the Norwegian Agency for Development Cooperation (NORAD) and other relevant stakeholders.

### (iii) Main limitations to this evaluation

1. Based on the ToR, Quantifying the preliminary impact of SCORE training in SMEs posed many challenges. Many SMEs did not track performance indicators (KPIs) and thus could not provide accurate baseline data or progress data. In general, many enterprises consider the data as confidential and are reluctant to share data with trainers or project staff.
2. Even where impact is quantifiable, the evaluation was not able to measure the net impacts of programme participation. That would require knowledge of the counterfactual i.e. the outcomes that would have occurred in the absence of the programme, which can only be measured using control groups.
3. Due to pandemic-related travel restrictions, conducting an evaluation entirely remotely entailed certain risks and limitations (such as lack of connectivity, internet access, etc.)

4. Given the number of stakeholders including project beneficiaries and project teams, it was not possible to meet them all individually. Focus group interviews were therefore conducted, as proposed by evaluators, in addition to key informant interviews, with the caveat that some views may not have been expressed as freely as they would in individual interviews.

### C. CRITERIA AND QUESTIONS

The ILO adheres to the UN system of evaluation norms and standards as well as to the OECD/DAC Evaluation Quality Standards.

Accordingly, project quality was assessed against the following main evaluation criteria:

- **Relevance:** The extent to which project objectives were consistent with beneficiaries' needs.
- **Coherence:** The extent to which the intervention is compatible with other interventions in a country, sector or institution.
- **Efficiency:** How efficiently resources/inputs (e.g. funds, expertise, time) were converted into results.
- **Effectiveness:** The extent to which objectives were achieved.
- **Sustainability:** The likelihood of continuation of project benefits (outputs, outcomes) after the end of the project.
- **Impact:** The extent to which the intervention has generated or is expected to generate significant positive or negative, intended or unintended, higher-level effects.

*The evaluation also looked into following cross-cutting themes:*

- The normative and tripartite mandate of the ILO;
- Social dialogue and tripartism;
- Gender equality, non-discrimination and the inclusion of people with disabilities;
- A just transition to environmental sustainability;
- Responsiveness to the Sustainable Development Goals and Agenda 2030;
- Capacity development; and
- COVID-19 response measures<sup>2</sup>.

**Annex 5** contains the detailed evaluation matrix with the main evaluation questions and their operationalization.

### D. METHODOLOGY

This evaluation complies with UN norms and standards for evaluation and has ensured [ethical safeguards](#) concerning the independence of the evaluation, as specified in the ILO's evaluation procedures.

The evaluation balanced the need for organizational learning with the purpose of ensuring accountability to the donors. While maintaining independence, the evaluation team applied a participatory approach seeking the views of all groups of project stakeholders. Enrolling key stakeholders in the evaluation process and in the discussions on key findings, conclusions and recommendations, facilitated organizational learning.

Different evaluation tools were combined to ensure an evidence-based qualitative and quantitative assessment. The evaluation team emphasized on cross-validation of data through triangulation and an assessment of plausibility of the results obtained. The methodological mix included a desk review, semi-structured individual interviews, semi-structured focus groups or key informant interviews and a short survey conducted with all interviewees. (See [Annex 5](#)). Data was gathered from different sources, by different methods for each of the evaluation questions, and findings were triangulated to draw valid and reliable conclusions. Data was disaggregated, at a minimum, by gender and by other dimensions where available. Conclusions and recommendations were based on evaluation findings (deductive reasoning).

The evaluation has applied specific methodologies to measure how the ILO's cross-cutting issues were taken into account (where applicable), in line with EVAL guidelines on these topics<sup>3</sup>. These included specific qualitative and quantitative methods and data

<sup>2</sup> Specific attention has been paid to how COVID-19 has affected project implementation and how the ILO has responded to it through this programme. EVAL's [protocol](#) has been followed for this purpose

<sup>3</sup> ILO EVAL, [Guidance Note 3.2 Adapting evaluation methods to the ILO's normative and tripartite mandate](#)  
ILO EVAL, [Guidance Note 3.1 Integrating gender equality in monitoring and evaluation](#)

collection techniques (targeted desk review, and relevant interview and survey questions) that are responsive to international labour standards, social dialogue, gender equality, disability inclusion, other non-discrimination concerns, and medium and long-term effects of capacity development initiatives. The evaluation includes key findings, conclusions and related recommendations on the above cross-cutting issues.

The gender dimension has been considered as a cross-cutting concern throughout the methodology, deliverables and final report of the evaluation. This has implied involving both men and women in the consultation and evaluation analysis. Moreover, the evaluation team has reviewed data and information that is disaggregated by gender, when available, and assessed the relevance and effectiveness of gender-related strategies and outcomes to improve lives of women and men.

Most key stakeholders in all project countries were met by the evaluation team. Further to receiving from ILO the lists of stakeholders to be interviewed, the evaluation team also requested to interview additional interviewees, namely end beneficiaries and UN Resident Coordinators. The latter were finally not interviewed as they were not involved in the programme.

Field missions could not be organized due to the COVID-19 pandemic. Qualitative information was obtained through Zoom and phone calls with 75 interviewees based in Switzerland (ILO Headquarters staff), Bolivia, China, Peru and Tunisia. Consultations were scheduled between 15 November 2021 and 22 December 2021.

More detailed information on the evaluation questions, schedule and interviews undertaken to conduct this final evaluation is described in [Annexes 5 and 6](#).

The desk study included the analysis of existing project documents, mid-term and final evaluations, country impact assessments, progress reports and exit strategies.

The evaluators worked freely and without interference. All stakeholders interviewed were ready to openly share their views. Information obtained during data collection was comprehensive, consistent and clear.

Information on stakeholders' views obtained through interviews is presented in this report in a way that it cannot be traced back to the specific source. The full list of persons interviewed and documents consulted are presented in [Annexes 3 and 4](#) to this report. 75 interviewees (among which 35% are women) took part in this evaluation. The list of stakeholders interviewed includes:

- Swiss State Secretariat for Economic Affairs (SECO), the Norwegian Agency for Development Cooperation (NORAD)
- ILO project team
- ILO offices / functional units that provided specific inputs or support to the project
- Government agencies
- Employers' organizations
- Workers' organizations
- Training providers
- SME representatives.

## 2. FINDINGS AND ASSESSMENT

*This section presents the findings of the evaluation and provides an assessment of project quality against the evaluation criteria. The assessments below are formulated based on a cross-section of opinions expressed by a majority of stakeholders and double-checked with the project frameworks and available data.*

### A. RELEVANCE AND STRATEGIC FIT – VALIDITY OF DESIGN

#### RELEVANCE AND STRATEGIC FIT

- ➔ Are the objectives of SCORE phase III intervention consistent with beneficiaries' requirements and country needs? To what extent have they been involved in the design?

The SCORE Programme is an appropriate solution to foster and promote SME productivity, competitiveness and decent working conditions in emerging countries – with the distinctive feature that it combines practical training and in-factory consulting. Although SCORE Programme did not address all the barriers facing SMEs to apply modern management best practices, it provides concepts and ideas that are widely applicable, according to many interviewees. The pragmatic high-quality training methodology and tailor-made modules have been progressively adapted to country or enterprise needs. SCORE services provided by certified and expert trainers are perceived by many constituents as adapted to beneficiaries' requirements and country needs.

SCORE methodology and tools are based on good practices that can be replicated. These include: 5S management, full participation, strengthened communication and mutual trust among workers and employers. SCORE country components are

generally aligned with ultimate beneficiary needs. For example, in China, State Agency for Worker Safety (SAWS) is embedding the SCORE Training methods into their SME safety management standardization programme under a cost-sharing agreement with ILO. After the lead buyer model was not successful in Bolivia, in 2020, SCORE Bolivia adapted its approach to focus on Micro businesses operating in the informal sector. This is in alignment with an important country need. Bolivia displays a high rate of informal employment. SMEs operating in the informal sector account for 66%. These SMEs face challenges such as a lack of social protection and poor access to financing, preventing them of achieving long term sustainability. SCORE Programme was also aligned with ultimate beneficiary needs when SME were severely financially affected by COVID-19 pandemic. The programme was adapted to support SMEs in defining and implementing their business continuity. National Tripartite Committees (NTAC) were set in each country and most key tripartite constituents were involved in SCORE Programme at an early stage of Phase III.

→ Are the objectives of SCORE phase III intervention in line with Norad's and SECO's priorities?

Objectives of SCORE Programme Phase III are in line with both donors' priorities. While not all countries are equally relevant for the donors, supporting SMEs is clearly part of their top priorities. SMEs constitute the vast majority of all commercial enterprises and are responsible for most jobs. Donors' priorities include tackling informality issues, creating more jobs and better framework conditions. Facilitating market access for SMEs by working in emblematic value chains is also in line with donor priorities. The identified direct impact of SCORE Programme on working conditions through training on *quality and productivity, cleaner production, human resources and health and safety at work*, is very well received by donors. Donors also support SMEs in mitigating negative impact of COVID-19 through various programmes.

→ Is SCORE phase III intervention linked to national and ILO's development frameworks (Country's national development plan, UNDAF, DWCPs, P&B, SDGs)?

SCORE demonstrates best international practice in the manufacturing and service sectors, helping SMEs to adopt responsible workplace practices, provide decent work and become more productive. SCORE Programme is linked to national and ILO's development frameworks such as:

- ILO Programme & Budget Outcomes (2020-21): Outcome 4 - Sustainable enterprises as generators of employment and promoters of innovation and decent work
- National sectoral policies and programmes supporting SMEs (e.g. the "Support programme for SMEs in the automotive, aeronautics and textile & clothing sectors" of the Agency for Promotion of Industry and Innovation (APII) in Tunisia; "Business Competitiveness and Market Access Support Programme" (PCAM) of the Government of Tunisia – financed by the European Union; the Development Plan for the Small and Medium-sized Enterprises (2016-2020) of the Ministry of Industry and Information Technology in China)
- Countries' United Nations Development and Assistance Framework (UNDAF)
- Decent Work Country Programmes (DWCPs)
- Sustainable development Goals (SDGs).<sup>4</sup>

→ To what extent is the SCORE Phase III intervention relevant to the pursuit of the ILO's cross-cutting issues?

The SCORE Programme is in general relevant to the pursuit of ILO's cross-cutting issues. It allows raising awareness and support programme stakeholders to take relevant measures and tackle these issues. Among 40 survey respondents, 69.2% totally agreed that SCORE Programme activities they participated in included concrete measures related to gender equality. The percentage of respondents that somewhat agreed with this statement amounts to 28.2%. Regarding environmental sustainability, 60.5% agreed and 34.9% somewhat agreed that the activities they participated in included concrete measures related to environmental sustainability. (See [Annex 7](#) on survey results)

- SCORE Training includes training modules on resource efficiency and gender equality. SCORE is very relevant with regards to social and environmental compliance of suppliers in global value chains. Raising awareness on good environmental practices can contribute to improving SME business performance while reducing business costs. One

<sup>4</sup> Target 3.9: By 2030, substantially reduce the number of deaths and illnesses from hazardous chemicals and air, water and soil pollution and contamination; Target 8.5: By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value; Target 8.8: Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment.

limitation of SCORE Programme is that, according to many converging statements, it rarely leads to more consistent environmental actions of SMEs due to lack of resources.

- The SCORE intervention successfully included gender sensitive practices in the training and strongly encouraged equal participation of both men and women in SCORE activities.
- Regarding inclusion of people with disabilities, many interviewees mentioned that much more needs to be done for this cross-cutting issue. The evaluation did not find any evidence of concrete measures and strategies to tackle this particular issue in project countries.
- After SCORE was initially criticized to be overly oriented towards enterprise owners, it shifted to become a more tripartite programme. While some SCORE countries are weak on freedom of association and SMEs are not required to form trade unions or collective bargaining in their workplace, by their national laws, as mentioned in the mid-term evaluation of Phase III, trade unions are not typically active amongst SCORE Training target and have little membership in beneficiary SMEs (35%). SCORE Programme established National Tripartite Advisory Committees in project countries. For example, in Bolivia and Peru, several interviewees reported that the NTAC was more effective at the beginning of Phase III. It was also mentioned that government representatives were less involved in the NTAC due to change in government administration.

#### VALIDITY OF DESIGN:

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

*While the intervention is an appropriate solution to the development problem at hand, its design did not systematically target main causes of the problem. Tackling the root causes that block SME production goes beyond providing quality training, methodologies and tools - according to several interviewees. One of the SCORE Programme assumptions was that lead buyers support suppliers through SCORE Training. Many stakeholders mentioned that one of the causes of poor SME business development lies in both SME and lead buyers' readiness to embrace responsible supplier management and Corporate Social Sustainability (CSR). This requires integrating these concepts into their organization's culture and business strategy. Some companies develop quickly and are willing to accept the requirements of standardized supply chains. Others are not. According to many interviewees, this issue should be seriously taken into consideration when designing such interventions.*

SCORE Training is well fitted to improve productivity and working conditions. For example, the Impact Assessment conducted in Peru mentions that over 80 per cent of 52 enterprises believe that, between 2017 and 2019, there have been positive effects on working conditions (reduction in the number of accidents and worker absenteeism), on costs (decrease in production defects, waste of raw materials and costs per unit produced) and on productivity, sales, earnings and customer satisfaction. The latter found that most enterprises consider SCORE Training to have influenced these results. While rigorous evaluations allow establishing the causal relationship between SCORE Training and the results observed, a randomized control trial was not feasible for this evaluation.

In the current context of COVID-19 pandemic, SCORE interventions per module were often perceived as too short to allow implementing all required changes, and to monitor change, in Bolivia, Peru and in Tunisia. According to many interviewees, and depending on the types of projects, it was challenging for SMEs to integrate the change, new methodologies and tools in their corporate culture and habits within two or three months, taking measures to foster longer-term change. (E.g. Decrease observed in the number of workers' recommendations observed after the end of the project). The absorptive capacity of SMEs is also key according to them for the success of interventions.<sup>5</sup> Based on evaluation data and cross-section of several opinions, SCORE Programme's approach did not take into consideration key behavioural change requirements and processes that they consider crucial for lasting change. The evaluation did not find any evidence of more developed concepts of change management strategy, monitoring of SMEs' corporate cultural change and avoiding losing momentum. This was also stated during interviews as a current risk.

For example, the impact assessment conducted in Ghana in 2016, prior to the COVID-19 crisis, found that "There is evidence that some enterprises have been able to achieve cost savings as a result of changes made in light of SCORE training; however, the

<sup>5</sup> The impact assessment conducted in Ghana in 2016 mentions: "Impact is contingent on the commitment of owners/managers and the absorptive capacity of the enterprise. While commitment may be necessary, it is unlikely to be sufficient to effect significant and sustained change. Enterprises also need to be able to understand and act on what is taught in SCORE modules. Absorptive capacity is a function of underlying management skills, in-house technical expertise, worker competencies, machine capabilities, and, if necessary, the ability to finance investments. These attributes vary across firms."



magnitude of impacts is uncertain." This impact assessment also mentions: "walkthroughs conducted during factory visits revealed uneven results. While factories remain better organized than before their participation in Module 1, most have not been successful in maintaining order throughout the premises. Observed problems include clutter in production areas, poor tool storage, retention of unneeded materials, and dishevelled storerooms. None use floor markings for aisles or boundaries to maintain safe clearances or to designate hazardous areas. These conditions were apparent even in enterprises that have participated in multiple modules. When asked for an explanation of existing conditions, people highlighted problems with self-discipline. As one worker at Rocksters put it, 'It's human nature. The rules are there, but we lack enforcement.'"<sup>6</sup> This assessment also includes in the recommendations: "Revamp M&E. While recognizing that the impact of some practices are not measureable, greater emphasis should be placed on documenting changes that companies made in their operations with the assistance of SCORE trainers and estimating cost savings resulting from these changes. This effort should be integrated into service delivery, with SCORE trainers taking a more hands-on approach to helping companies collect and analyse data needed to estimate the impact of particular practices and manage their companies effectively. The SCORE program should reconsider the indicators that it needs for its own purposes and develop a small number of relevant, valid and reliable indicators."

Many interviewees stressed the following risks that could jeopardize the overall impact of the programme in the mid- or long-term: Duration of interventions that may be too short for SMEs to implement all changes required in their specific context, low commitment of senior management and government, and uncertainty with regards to financial sustainability. Another risk mentioned by many interviewees, in Bolivia, China, Peru and Tunisia, relates to the unwillingness of a number of SMEs to pay for SCORE Training, which remains a challenge.

Recovery rates are following as of December 2021: Bolivia: 30%, China: 95%, Colombia: 70%, Ghana: 80%, Indonesia: 88%, Myanmar: 100%, Vietnam: 88%, Tunisia: 80% and Peru: 98%. The latter were achieved based on governments', lead agencies', SMEs' and other financial contributions during Phase III. In the current context of COVID-19, such indicator reflects achievements of past performance, and is not to be considered as a proof of viability on its own, taking into consideration all risks. As mentioned in the mid-term evaluation Phase III, in some instances, a high cost recovery figure may hide uncertainties, which exist about long-term sustainability.

Based on the available data, between 2018 and 2020<sup>7</sup>, SCORE training costs covered by SME resources amounted for example to 32.9% in Bolivia, 40% in China, 5.67% in Ghana, 21.3% in Peru, 33% in Tunisia and successfully to 100% in Myanmar. It was notably reported that in China, state-owned companies should be able to pay for the training while it is less likely for private companies. The feeling of uncertainty due to the economic downturn generated by COVID-19 pandemic was also mentioned as a hindrance. SCORE training may often not be perceived as a priority by SMEs in this context. In most project countries (excluding Myanmar), companies are used to receiving Business Development Services (BDS) for free, such as in Tunisia. For example, based on the SWOT analysis in SCORE Bolivia Strategic Plan for 2021, Weaknesses include that "some companies are not willing to cover the full cost of SCORE training" and that "the cost subsidy reduces companies' commitment to implementation." Financial risks stated in the SWOT are following: "Gradual decrease in international cooperation funds; The COVID-19 pandemic is hampering the economic situation of companies and reducing their availability of resources for training; Public funds are prioritizing emergency health situations instead of actions aimed at training."

Interesting input from interviewees, based on several convergent statements is following: *integrating environmental requirements and employment, labour laws and regulations in SCORE could be an interesting incentive for SMEs to become fully legally compliant.* Based on anecdotal evidence, for example in China, SMEs are perceived as reluctant to undertake specialized modules, related to clean production or Occupational Safety and Health (OSH) after they have met national standards requirements. Many stakeholders mention that SMEs expect to be certified and gain credibility. Several constituents mentioned that certain incentives could encourage SMEs to contribute more to training costs. Based on several converging statements, SMEs could be motivated to participate in SCORE Training if they know this will help them concretely to be:

- ISO certified
- Compliant with local policies, domestic (and international) laws
- Compliant with preferential tariff programme requirements (such as GSP+) for exporting companies
- Mentioned as a "SCORE company" in a list of suppliers published by public authorities. (Interviewees also mentioned that this could encourage companies to fulfil all 5 modules and contribute a reasonable amount to training costs – if this is required.)
- Certified through SCORE Label (or SCORE partner organization certification)

<sup>6</sup> The impact assessment conducted in Vietnam in 2017 mentions: "Most enterprises are cleaner and more orderly as a result of adopting or strengthening 5S practices under the auspices of SCORE, but many have found it difficult to maintain good workplace organization throughout the factory. The most significant impact of SCORE Training flows from kaizen programs instituted under Module 1 and quality management systems implemented under Module 2." The assessment in Vietnam mentions that SCORE Training is likely to have led to productivity gains, but the magnitude of the impact is uncertain.

<sup>7</sup> For 2021, only estimates were available.

*SCORE Programme developed more than 200 promotional materials and case studies during Phase III. Possible incentives mentioned above would require further study prior to eventually including these benefits of SCORE Training in promotional materials. The latter is a positive development of the programme.*

In Ghana, initially, and in Tunisia, the cost recovery was developed based on a freemium model. SCORE Programme provided the first training. Participating enterprises that saw the benefits of the training paid for other module(s) of their choice. In Ghana, the freemium model was stopped in 2018. Since the beginning of 2018, SCORE Programme only subsidized 30% of the training fees for the first module, and 70% needed to be covered by participating enterprises, lead buyers and other donors. The average number of modules undergone between 2018 and 2021 is 1.6. During Phase III, 45% of companies signed up for more than one module (excluding specialized courses).

Overall, more than 50% of country stakeholders interviewed in Bolivia, China, Peru and Tunisia, mentioned that there is an opportunity to further strengthen marketing strategies and implementation, at the country and SME levels, as they consider this crucial for the success of the programme (and Phase IV). They perceive an opportunity for the programme to reach out much more to SMEs who are unaware of the programme. They suggest that earlier promotional activities and more systematic sharing of information about key successes, and the factors that allowed these, would help SMEs to better engage in the programme by creating a more conducive environment for more efficient productivity of all enterprises. Based on a cross-section of opinions, companies are seeking for concrete figures and understanding business benefits gained by similar companies. A large amount of interviewees are of the opinion that a national communication strategy should be established in a highly participatory way – involving all experts on the ground who know what motivates SMEs - to leverage their expertise and insights.

Regarding SCORE training and in-factory consulting, a majority of interviewees in Bolivia, China, Ghana and Tunisia stressed the fact or agreed that marketing, communication, business and systemic change management expertise are important for the success of such programme to achieve its expected impact. The impact assessment conducted in Ghana already recommended in 2016 to “add new modules on business planning, marketing and sales, and financial management. In this regard, it may be possible to adapt training materials developed by ILO or other organizations for similar programs.” According to interviewees, there is an opportunity for SCORE Programme to benefit from a collaboration with international and local experts in these fields. This could hence strengthen SCORE Programme brand positioning and support beneficiary countries in scaling up the programme and SMEs in their business development.

SCORE Programme set up a standardized training and quality assurance process for trainers. To be certified as SCORE trainer, each consultant needs to (1) pass the application process (that checks their capabilities and experiences), (2) pass the interviews, (3) participate in Training of trainers and (4) deliver 2 trainings for enterprises. The whole process is administered by expert trainers and ILO offices. Setting such trainer certification and quality assurance process is important to achieve SCORE Training expected results. The evaluation collected divergent statements regarding the outcomes related to the certification process and quality control. Several interviewees mentioned that they observed different levels of skills and commitment among experts. This can in some cases, according to them, affect the credibility of trainers' work and indirectly SCORE reputation. An example of continuous improvement good practice to further strengthen the existing quality assurance process is that SCORE Bolivia strategic plan for 2021 includes a process of analysis and evaluation of SCORE Trainers' competencies to classify them and manage their participation based on their performance.

#### **THEORY OF CHANGE:**

SCORE Programme created a **Theory of change (ToC)** with three distinctive ways. (See Figure b). Taken together, the waves articulate a long-term sustainability vision. The waves are described below. The flow of actions is what the programme considers to be an ideal scenario, and does not necessarily represent the reality of implementation.

- **1st Wave** - 'finding the institution and proving the concept'
- **2nd wave** – 'further adoption and adaptation of SCORE by other actors': seeks to build on the 1st wave results with separate impact pathways (i.e. (i) strengthening the capacity of trainers and trainer networks to deliver training; (ii) capacitating public and private partner organizations to deliver training independently; and (iii) engaging lead buyers to promote independent funding of training in their supply base).
- **3rd Wave** – 'government policy reforms relating to productivity'.

The programme was designed with a strong output orientation and did extremely well in defining objectives and output indicators. Companies are enabled to participate in high quality SCORE modules. Evidence shows that training led to detectable changes in knowledge, attitudes and behaviours, such as better and more relevant information shared by employers and workers.

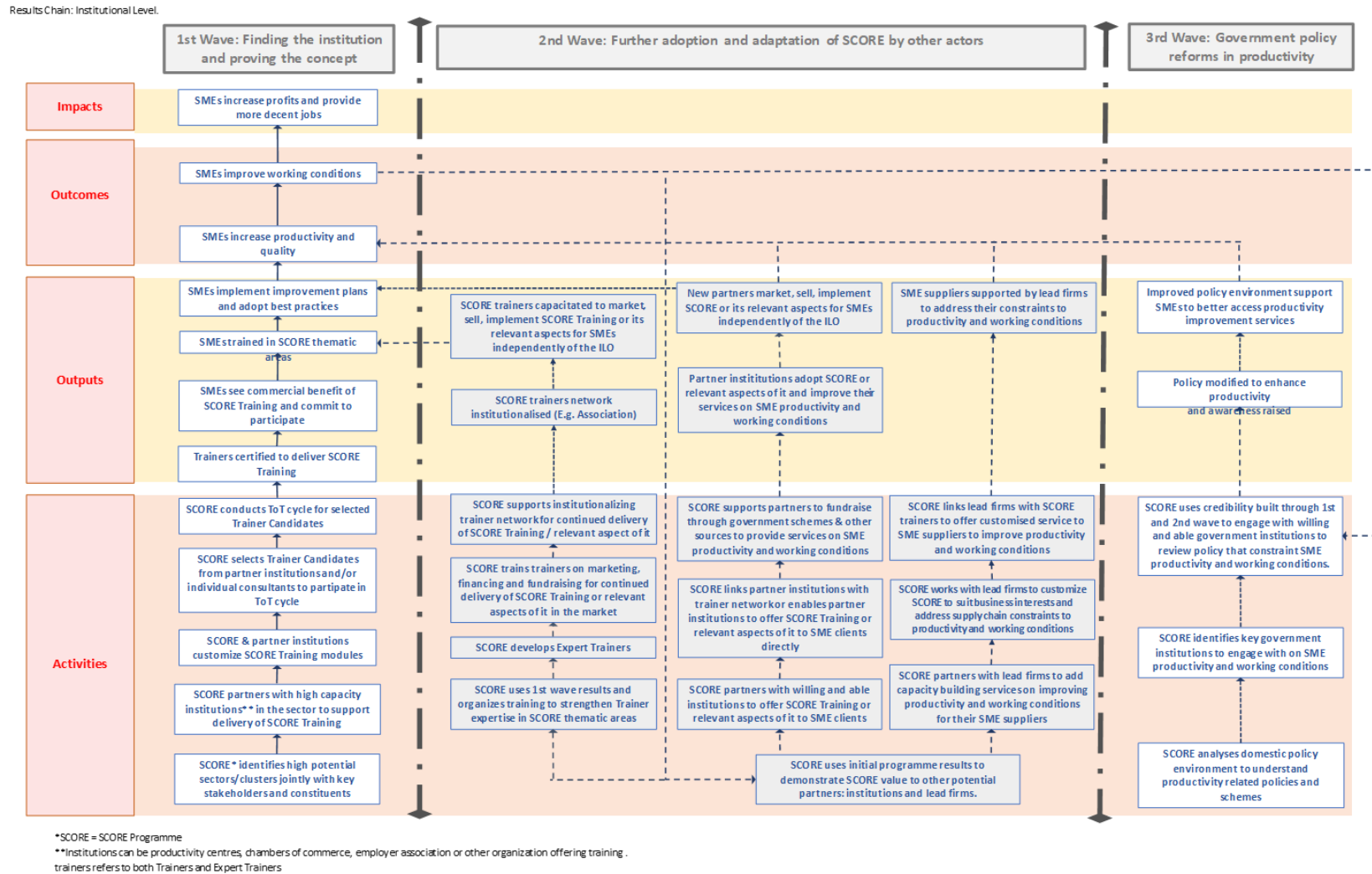


Figure 2: Theory of Change

Strategic planning is strongly rooted at the output level with a poor outcome and impact orientation. The evaluation team fully agrees with the two last mid-term evaluations (of Phase II and III) regarding the identified shortcomings in this respect. The evaluation team also found that programme design did not include solid linkages between outputs and outcomes. The causal chain was not designed to most effectively lead to SCORE expected impact: "SMEs in national and global chains have improved productivity and working conditions". SCORE Programme design did not take into consideration that systemic change should be tackled from day one. While several interviewees mention the importance to massively communicate about the project from the beginning, the ToC plans that "SCORE uses initial programme results to demonstrate SCORE value to other potential partners and lead firms" and plans to "train trainers on marketing, financing and fundraising for continued delivery of SCORE Training on relevant aspects in the market" under Wave 2. The evaluation found no evidence that the programme validated the underlying assumption that such training may lead to effective marketing, financing and fundraising, nor that it explored, during early feasibility studies, alternatives such as hiring experts on these subject matters.

Based notably on cross-section of opinions, activities aimed at the adoption of SCORE by national actors, reaching out and marketing the programme to potential partners and SMEs, and supporting government in policy reforms and productivity, were planned too late. The evaluation team is of the opinion that different "waves" in the ToC should rather determine progress in both:

- Providing SCORE Training
- Creating an enabling environment for change.

In other words, both changes should ideally have been conducted in parallel. This would have been possible if the programme worked with less countries and/or SMEs, based on an outcome oriented programme design.

In order for a lead agency or implementing partner (IP) to take over and amplify the intervention's impact, it is crucial that the intervention must have monitored and achieved the expected social impact, financial sustainability and organizational resilience (see ToC). At the current stage, many constituents mention that change is low in terms of amplifying at the national level. There is not enough evidence for this evaluation to provide solid proof of value of the intervention's impact. Embedding SCORE Training in national programmes and strategies are promising signs that contribute to strengthen the programme's impact. More impact oriented indicators are key to allow evaluators to assess proof of value. These indicators were not found (e.g. more macro level data of how SMEs perform on the local and global markets further to undergoing SCORE). A simple model such as Lewin's Change Model can help understanding the situation. Many stakeholders reported that the change was not solid enough for ILO to exit, or in other words, not "solidified". (See figure below) The ToC and the SCORE intervention design do not explicitly plan steps based on the three stages described below. Stopping interventions during the second phase entails the risk of stakeholders going back to old habits or not being able to move things forward on their own (e.g. due to lack of funding or marketing strategy). For example, the implementation of 3-month SCORE interventions per module did not allow experts to observe any solidified change before stopping the intervention for this module. Many interviewees mention that changes may hence not be sustained at the SME level in case of low incentive to stay engaged. In order for change and knowledge to remain in the country after the end of the programme, good practices show that selecting in country lead agencies with the right level of capacities and knowledge is crucial to ensure continuity of such an initiative.

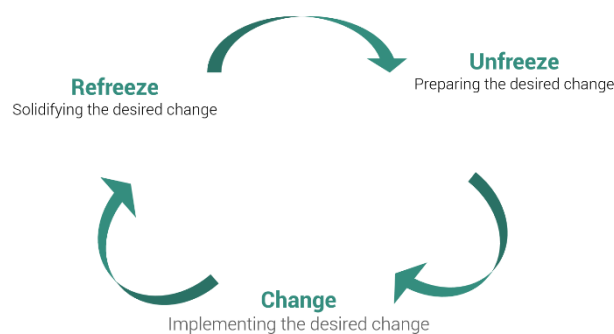


Figure 3 – Lewin's Change Model

→ What lessons can be learnt for the design of future projects in similar fields of expertise, improving productivity and working conditions in SMEs?

Stronger contextual analysis, usually conducted during feasibility studies, at an early stage of every phase and in each country, contributes to an intervention design that facilitates change and allows challenging project's underlying assumptions. It is key to work since day one on creating an enabling environment for SME Development, and technical, institutional and financial sustainability. This requires more investment and efforts at an early stage (but is worth to avoid the consequences of a more trial and error approach). It is also important to design and monitor outcome- and impact-oriented interventions. Exit strategies should be developed at an early stage through participatory capacity and clearly understood by all key stakeholders, in order to concretely enable sustainable results, and should be updated regularly. This allows all actors to be informed well in advance of how the transition period will be conducted, how activities will be continued, who will lead the process, where to find all needed information, as well as to what extent the intervention proved to be viable and why.

→ Within the context of ILO's goal of gender equality as well as national level policies in this regard, to what extent did the project design take into account specific gender equality concerns relevant to the project context?

The SCORE Programme gender equality strategy covered areas such as: gender-equal participation; collecting gender-related data, tracking of gender-related indicators and awareness building about the problems of workplace sexual violence and harassment. The programme made significant efforts to go beyond only tracking the percentage of women participating in SCORE activities. SCORE modules integrate gender sensitive practices and tackle issues that concern directly SMEs (e.g. recruitment and promoting gender equality in the company). During Phase III, the average number of gender-sensitive practices per module was 1.22 during Phase III. The percentage of number of enterprises with women was 84% and 83% of improvement teams included both men and women. In addition to this, SCORE Programme developed a gender equality module in Colombia and promoted it in collaboration with UN-Women in 2019. In 2020, based on the successful training results, SCORE Programme revised the training modules to make it as global SCORE Gender Equality module and introduced it in Vietnam, Indonesia and Ghana. *See also Section G – GENDER AND DISABILITY ASSESSMENT.*

## B. COHERENCE

→ How well has the project complemented other ILO projects?

The SCORE Programme promotes productivity, competitiveness and decent work in emerging economies. While the programme is perceived as being unique in its kind, focusing on productivity and working conditions in SMEs, SCORE is complementary to other ILO projects, such as Better Work that aims at compliance in larger companies.<sup>8</sup> For example, in Indonesia, two pilot trainings have been conducted using training materials from SCORE and Better Work. The Ministry of Manpower in Indonesia does not want to charge SMEs for training services. Existing funds are insufficient to scale up SCORE Programme. While SCORE and Better Work have different target groups, based on several converging statements, SCORE might want to consider expanding its services to large domestic companies with SMEs in their supply chain (e.g. China). These companies would require a more advanced level in SCORE Training. The evaluation collected divergent statements regarding the eventual advantage of providing more advanced SCORE Programme. On one hand this is perceived as an opportunity to contribute to a viable business model as these companies, interested in SCORE, could in turn reach out to their suppliers to undergo SCORE Training. On the other hand, SCORE Programme targets SMEs with 30-300 employees. When the operation requires basic level of intervention, SCORE Basic is introduced in order not to overburden the enterprises. When the company displays more advanced operations, "lean manufacturing" module or standard modules 1-5 (including workplace cooperation, resource efficiency, human resource management and OSH) are most relevant. If the enterprise is very advanced, they are not considered target beneficiaries. They can afford trainings/consulting services from other consulting firms such as TUV and KAIZEN Institute. In Tunisia, one of the risks stated by interviewees was that SMEs do not understand the unique value proposition of SCORE compared to JICA's free KAIZEN programme, while they are target SMEs for SCORE.

As reported by the programme, in Pakistan, SCORE Training was included in a large development programme funded by the EU and implemented by the ILO. This programme aimed at labour and environmental standards. There was a need to include decent work and productivity components aimed at SMEs. Suppliers in the garment sector benefited from SCORE Basics and SCORE Lean Manufacturing modules. Some interviewees mentioned there is an opportunity for SCORE to further exploit existing or new synergies within ILO. One good example of relevant initiatives SCORE engaged in was such the Lab. This past global initiative

<sup>8</sup> For example, SCORE is closely working with Better Work, OSH department.

was funded by SECO. The Lab sought to go beyond 'traditional' value chain interventions to instead take on a systemic lens that sees sectors and value chains as part of a wider system of rules, regulations and supporting functions.

### C. EFFECTIVENESS (INCLUDING EFFECTIVENESS OF MANAGEMENT ARRANGEMENTS)

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

The project successfully demonstrates best international practice in the manufacturing and service sectors, helping SMEs to adopt responsible workplace practices, provide decent work and become more productive. SCORE Programme achieved most of its expected outputs. In general, most objectives at the output level were achieved and pilot trainings done successfully with a high rate of satisfaction of SMES. Where actual results were lower than target indicators, the programme took corrective action or proposed to change goals. (See [Annex 8](#) – SCORE Programme Performance Goals Corrective Action Plan).

Based on the data collected, the SCORE Programme proved to add value to beneficiaries through a combination of adaptive training and tailor-made consulting services that foster productivity and better working conditions.

- SCORE achieved to *upgrade productivity through better people management, better organization of work processes, and the application of workplace practices* - guided by the principles of international labour standards.
- It contributed to *improve the quality of jobs through better dialogue and working conditions*.
- In general, it is widely reported that SCORE entails good concepts and ideas that are widely applicable and needed by SMEs.
- *Immediate workers' satisfaction* increased notably thanks to greater tidiness and cleanliness, better communication, training opportunities and the requirement to use protective equipment (requiring lower implementation cost).
- *SMEs prioritized lower implementation cost initiatives*. Higher implementation cost projects were often mentioned as out of reach for SMEs by many stakeholders. (E.g. clean production).
- *There was little progress across countries with regards to salaries and working hours*, and workplace infrastructure and facilities.
- The Training is adapted to SMEs, according to many stakeholders. Good practices can be replicated. This includes: 5S management, full-participation, strengthen communication and mutual trust.
- Several stakeholders mentioned that SCORE could be more adapted to the local context, laws, regulations and standards of each country. This would allow companies to meet local regulations, and be an incentive for companies to invest in training, stronger commitment and active promotion of SCORE.

SCORE Programme had unintended effects notably in reaching its target groups in non-programme countries. The programme partnered with lead buyers funding SCORE Training in other non-SCORE programme countries. For example, Inditex that sponsored SCORE Training in Bolivia, also sponsored it in Turkey and Pakistan. SCORE Training was implemented as part of this lead buyer's CSR outreach. An institutional partner, Alianzas por el Desarrollo, implemented SCORE Training in other countries in the region (such as Costa Rica, Ecuador and Panama). The uptake of SCORE Programme by other organizations and development programmes contributed to SCORE outreach to target groups. For Example Swisscontact developed a Hospitality Coaching (HoCo) training package in Indonesia, based on SCORE and adapted to the specific needs of target SMEs. This training was then later used in Indonesia, Myanmar, Ghana and Bolivia within the SCORE Programme. In addition to partnering with public sector organizations, employers' organizations and workers' organizations, for example, SCORE also worked with a University in Indonesia (UNPAR). The latter implements SCORE Training as part of its community service programme (co-financed by the university). In Tunisia, the programme partners with the Tunis-based Bank of Financing Small and Medium Enterprises (BFPME) to reach out to SMEs and co-finance SCORE Training. An anecdotal statement mentions that this partnership is one of its kind at ILO.

In some countries, government partners successfully embedded SCORE Programme in national strategies with following achievements:

*In China*, The Ministry of Emergency Management (MEM) signed a cooperation agreement with the ILO to deliver SCORE Training on 26 March 2020. Huzhou government allocated 1 million RMB (Equivalent to USD 156,900) as budget to build the capacity of trainers and deliver SCORE Training to SMEs. It also allocated 9 million RMB (equivalent to USD 1,4120,100) state budget to subsidize SMEs to participate in SCORE training. The partnership with MEM is viewed as an important success by constituents.

They perceived an opportunity for SCORE to influence businesses much more, and strengthen SCORE promotion at the national level. The programme has not yet achieved sustainability and established a powerful and influential business case at the country level, according to interviewees. The viability of the intervention is not yet proven, according to the majority of interviewees, and challenges remain. This includes the capacity to further develop the programme based on a viable business model, and the capacity of private-owned companies to pay for SCORE Training. Measures were unclear about how to keep SMEs' interest high after SCORE interventions and avoiding that they lose momentum.

*In Indonesia*, BEDO (Bali Export Development Organization) has independently delivered SCORE Training since 2015. During Phase III, it successfully raised USD 1,049,900 from Indonesian Ministries, Provincial Governments, foundations and lead buyers such as Sampoerna Tbk, BTPN Bank, TPSA Canada and Coca Cola to deliver SCORE Training to more than 2,000 MSMEs. Other implementation partners such as Semut Management Indonesia (SMI), Karya Dua Perempuan, Riwani Globe, BLK2 Semarang, Proserve Indonesia and APP Polytechnic Jakarta also raised USD 230,324 during Phase III from Indonesian Ministries, banks, and other lead buyers to deliver SCORE Training to SMEs. In alignment with as mentioned in the mid-term evaluation of Phase III, an assumption important for sustainability is that the community of SCORE practitioners will continue to develop, and it is important that continuity and development of the communication groups already established remains high on the capacitation agenda for the rest of Phase III, and beyond.

*In Peru*, the Ministry of Labour and Employment Promotion (MTPE) and the Ministry of Production (PRODUCE) included SCORE Training in their public policies to promote productivity and better working conditions in SMEs. MTPE allocated USD 234,000 to offer SCORE Training to SMEs, as part of the Labour Formalisation Strategy, in 2018-2021. PRODUCE provided USD 264,000 to the Technological Institute of Production (ITP) with 10 Technological Innovation Centers (CITES) network, to implement SCORE Training in 8 regions in Peru between 2018 and 2021. PRODUCE also supported delivering SCORE Training for agriculture cooperatives in rural areas through the Supporting Clusters Program-PAC and the Productive Export Route programs. The interventions supported small businesses to design business improvement plans to mitigate occupational health and safety and business operation risks during the COVID-19 pandemic, benefiting 1,231 workers, using virtual platforms. SCORE interventions became part of regular government expenditure items of the MTPE (PP0103-Fortalecimiento de las Condiciones Laborales) and PRODUCE (PP093-Desarrollo Productivo de Empresas). At the time of consultations, the government had dedicated budget to SME development; a specific amount was not yet dedicated to SCORE Programme.

*In Vietnam*, SCORE Programme worked with SME Technical Assistance Center (SME TAC) under the Ministry of Planning and Investment (MPI) and the Industrial Development Center (IDC) under the Ministry of Trade and Industry to deliver SCORE Training to SMEs. SCORE Programme has built the capacity of these two institutions to deliver training to SMEs using SCORE approaches with a focus on enterprise training quality control and trainer development, including certification standards. Based on project data, the SCORE Training approaches are fully embedded in both organizations' SME development and support services. In 2020 and 2021, IDC mobilized USD 390,000 of state budget to deliver SME support trainings, inspired by SCORE Training concept and approaches.

The evaluation did not find any evidence of timely and in-depth business plans or robust business models enabling IPs to have a clear vision to go forward and operate successfully. The evaluation cannot at this stage, and based on the data available, provide proof of financial viability. As already stated in the mid-term evaluation (MTE) of Phase III, the assumptions about the presence of lead buyers and their willingness to provide funding were initially overly optimistic: international lead buyers in particular have been harder to engage with for a variety of reasons (e.g. decision-making processes, degrees of reputational risk or other incentives for action, alignment of SCORE Training with company's own programmes). Based on the MTE, the programme learned that lead buyer strategy cannot be operational in each country. Outcome 2 strategy, work plans and performance plan in 2020 were then revised in collaboration with donors and each country team. As mentioned earlier, for example, in Bolivia, further to initial attempts to apply the lead buyer model, the assumption that lead buyers would sponsor training in their Supply Chain did not materialize. This intended outcome was replaced and focused on SME incentives for formalization. There is a high rate of informal employment in the country. Most SCORE beneficiary companies in Bolivia are micro businesses. Informality was also tackled by SCORE Peru. SCORE Training to SMEs were embedded as part of the Labour Formalisation Strategy. Lead buyer engagement proved to be successful in Indonesia, China and Peru. In Indonesia, BEDO (Bali Export Development Organization) has independently delivered SCORE Training since 2015. During Phase III, it successfully raised USD 1,049,900 from Indonesian Ministries, Provincial Governments, foundations and lead buyers such as Sampoerna Tbk, BTPN Bank, TPSA Canada and Coca Cola to deliver SCORE Training to more than 2'000 MSMEs. In China, SCORE Academy is working with companies such as Apple, Amazon, ETI and H&M. In Peru, the programme successfully partnered with with ABINBEV and TASA in cooperation with the Government.



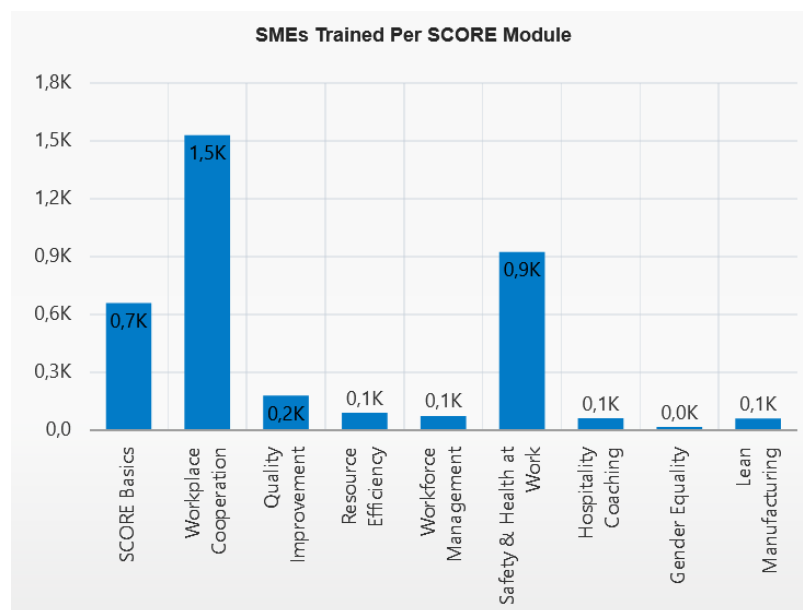
**During Phase III, as from 2018, ILO delivered SCORE Training to 2329 enterprises across 11 countries.<sup>9</sup> SMEs displayed a satisfaction rate of 94%. SCORE trained 25'894 SME Staff in workshops - among which 62% were workers and 41% women. SCORE trained 532 trainers (among which 40% were women), 345 certified trainers (42% women) and 61 expert trainers (38% women). SCORE Programme successfully delivered most of its outputs, despite significant constraints and challenges due to the COVID-19 pandemic and beneficiary SMEs being seriously hit by the crisis.**



→ **SCORE Training package contains 5 main modules: 1) Workplace Cooperation, (2) Quality Improvement, (3) Resource Efficiency, (4) Workforce Management, and (5) Safety & Health at Work.**

**During Phase III**, the majority of companies were trained on Workplace Cooperation, Safety and Health at Work and SCORE Basics. The latter was undergone by 655 companies and is more designed to serve micro and small businesses with less in-depth content. Two additional modules were specifically developed by ILO for the COVID-19 context. SCORE includes modules on Gender Equality, Hospitality Coaching developed for the Tourism industry and Lean Manufacturing. These trainings were undergone by a lower number of companies. (See figure 3 below) Other modules were developed, including on Responsible Business and Working Time.

While several stakeholders mentioned the importance to grasp SCORE in its entirety for SME business development, and that it would be useful for companies to benefit from the whole SCORE package, the average number of modules taken per enterprise (excluding specialized courses) amounted to 1.69 during Phase III (and 1.7 since Phase I).



**Figure 4: SMEs trained per SCORE Module**

<sup>9</sup> Bolivia, China, Colombia, Ethiopia, Ghana, India, Indonesia, Myanmar, Peru, Tunisia and Vietnam. As mentioned above, the final independent evaluation focuses on 8 countries, namely Bolivia, China, Peru and Tunisia (full review), and Colombia, Indonesia, Ghana and Vietnam (Desk review).



In **Bolivia**<sup>10</sup>, **154 enterprises** benefited from SCORE Training in the manufacturing, services, tourism, agro-exports sectors - with an average **satisfaction rate of 91%**. **The cost recovery rate was of 35%**. Most companies underwent Modules 1 and 5, and SCORE Basics. The percentage of female-owned companies amounted to 42%. In average, SMEs underwent 2.47 modules. Among 1045 enterprise staff trained, 54% were workers and 47% were women. The percentage of exporting SMEs amounted to 14%. Among enterprises trained, 15% were members of a business organization, 9% were unionized and 8% with a collective bargaining agreement. During Phase III, 19 trainers, 13 certified trainers and 6 expert trainers were trained in workshops. The number of formerly trained trainers amounted to 18. SCORE Bolivia will continue in Phase IV.



In **Colombia**<sup>11</sup>, **74 enterprises** benefited from SCORE Training in the Textiles, floriculture, services, security, construction, jewellery, food processing, plastic and packaging, and the supply chain in the oil, gas and cement sectors - with an average **satisfaction rate of 93%**. **The cost recovery rate was of 24%**. Most companies underwent Module 1 and the Lean Manufacturing Module. Six SMEs benefited from the Gender Equality training. The percentage of female-owned companies amounted to 24%. In average, SMEs underwent 1.02 modules. Among 412 enterprise staff trained, 55% were workers and 54% were women. The percentage of exporting SMEs amounted to 9%. Among enterprises trained, 15% were members of business organization, 42% were members of a business organization, 5% were unionized and 4% with a collective bargaining agreement. During Phase III, 45 trainers, 35 certified trainers and 5 expert trainers were trained in workshops. The number of formerly trained trainers amounted to 71.



In **China**<sup>12</sup>, **844 enterprises** benefited from SCORE Training in all sectors<sup>13</sup> - with an average **satisfaction rate of 96%**. **The cost recovery rate was of 95%**. Most companies underwent Module 1 and 5. The percentage of female-owned companies amounted to 7%. In average, SMEs underwent 1.94 modules. Among 12'660 enterprise staff trained, 58% were workers and 39% were women. The percentage of exporting SMEs amounted to 59%. Among enterprises trained, 42% were members of a business organization, 75% were unionized and 62% with collective bargaining agreement. During Phase III, 132 trainers, 81 certified trainers and 10 expert trainers were trained in workshops. The number of formerly trained trainers amounted to 60.



In **Ghana**<sup>14</sup>, **239 enterprises** benefited from SCORE Training in the Manufacturing and Hospitality sectors - with an average **satisfaction rate of 87%**. **The cost recovery rate was of 84%**. Most companies underwent SCORE Basics (171 companies) and Module 1 (40 SMEs). Other training modules SMEs participated include Hospitality Coaching and Resource Efficiency (14 SMEs). Five companies participated in the Gender Equality training module. The percentage of female-owned companies amounted to 41%. In average, SMEs underwent 1.34 modules. Among 1163 enterprise staff trained, 61% were workers and 42% were women. The percentage of exporting SMEs amounts to 4%. Among enterprises trained, 81% were members of a business organization, 4% were unionized and 3% with a collective bargaining agreement. During Phase III, 21 trainers, 27 certified trainers and 6 expert trainers were trained in workshops. The number of formerly trained trainers amounted to 8.



In **Indonesia**<sup>15</sup>, **221 enterprises** benefited from SCORE Training in the Automotive, food/beverage, handicrafts, furniture and apparel sectors - with an average **satisfaction rate of 90%**. **The cost recovery rate was of 92%**. Most companies underwent Module I and SCORE Basics. The percentage of female-owned companies amounted to 49%. In average, SMEs underwent 1.03 modules. Among 768 enterprise staff trained, 67% were workers and 52% were women. The percentage of exporting SMEs amounts to 10%. Among enterprises trained, 39% were members of a business organization, 2% were unionized and 1% with a collective bargaining agreement. During Phase III, 56 trainers, 26 certified trainers and 7 expert trainers were trained in workshops. The number of formerly trained trainers amounted to 5.

<sup>10</sup> Geographical coverage: La Paz, El Alto, Cochabamba, Tarija, Oruro, Beni and Santa Cruz.


<sup>11</sup> Geographical coverage: Bogotá, Antioquia, Atlántico, Boyacá, Caldas, Cundinamarca, Quindío, La Guajira, Risaralda, Meta, Nariño, Santander, Magdalena, Norte de Santander, Valle del Cauca.


<sup>12</sup> Geographical coverage: Liaoning, Sichuan, Chongqing, Jiangsu, Zhejiang, Guangdong and Beijing.


<sup>13</sup> (according to SCORE China - Phase III Progress Report – 3<sup>rd</sup> Quarter 2021)

<sup>14</sup> Geographical coverage: Greater Accra, Central, Ashanti and Brong Ahafo regions of Ghana.

<sup>15</sup> Geographical coverage: 15 provinces (Jakarta, West Java, Central Java, Yogyakarta, East Java, North Sumatera, Lampung, East Kalimantan, South Sulawesi, South East Sulawesi, Bali, West Nusa Tenggara, Aceh and Jambi).

 In **Peru**<sup>16</sup>, **281 enterprises** benefited from SCORE Training in the Manufacturing, Agribusiness, Fishing, Food and Beverages, Energy, Services and Construction Manufacturing and Hospitality sectors - with an average **satisfaction rate of 93%**. **The cost recovery rate was of 69%**. Most companies underwent Module I and SCORE Basics. Other training SMEs underwent include Modules II and V. Six companies benefited from the Gender Equality training module. The percentage of female-owned companies amounted to 33%. In average, SMEs underwent 1.14 module. Among 1'354 enterprise staff trained, 64% were workers and 42% were women. The percentage of exporting SMEs amounts to 7%. Among enterprises trained, 14% were members of a business organization, 0% were unionized and 0% with a collective bargaining agreement. During Phase III, 23 trainers, 38 certified trainers and 5 expert trainers were trained in workshops. The number of formerly trained trainers amounted to 24.

 In **Vietnam**<sup>17</sup>, **109 enterprises** benefited from SCORE Training in the wood processing, garment, mechanics and industries - with an average **satisfaction rate of 92%**. **The cost recovery rate was of 71%**. Most companies underwent Module I and SCORE Basics. Other trainings they participated in include Modules II and V. The percentage of female-owned companies amounted to 12%. In average, SMEs underwent 1.25 modules. Among 1'275 enterprise staff trained, 60% were workers and 34% were women. The percentage of exporting SMEs amounts to 29%. Among enterprises trained, 51% were members of a business organization, 74% were unionized and 72% with a collective bargaining agreement. During Phase III, 51 trainers, 30 certified trainers and 4 expert trainers were trained in workshops. The number of formerly trained trainers amounted to 5.

 In **Tunisia**<sup>18</sup>, **70 enterprises** benefited from SCORE Training in the Textile, Metal, Electric, Agrofood and Pharmaceutical sectors - with an average **satisfaction rate of 97%**. **The cost recovery rate was of 79%**. Most companies underwent Modules I and V. The other training modules SMEs participated in are: Module II and SCORE Basics. The percentage of female-owned companies amounted to 7%. In average, SMEs underwent 1.47 module. Among 7381 enterprise staff trained, 90% were workers and 57% were women. The percentage of exporting SMEs amounts to 39%. Among enterprises trained, 57% were members of a business organization, 30% were unionized and 37% with a collective bargaining agreement. During Phase III, 36 trainers were trained in workshops.

➔ **What obstacles did the project encounter in project implementation, especially during the Covid-19 pandemic? What corrective action did the project take to achieve its objectives and support business recovery?**

Implementation of SCORE was heavily affected by Covid-19 pandemic. Face-to-face trainings and in-factory visits were impossible or significantly restricted. Meeting partners in person or virtually proved challenging. In some countries public priorities and funding were redirected. The programme was effective in responding to SMEs' needs. The programme provided relevant training content and successfully digitalized the online training material.

During the Covid-19 pandemic, the SCORE Programme was able to adapt and work innovatively with trainers to deliver SCORE Training remotely via the internet. The SCORE programme also developed two additional modules. The module integrated covid-19 related issues into "COVID-19 Safety & Health at Work" on sanitary measures aimed at long-term preparation for future health crisis. The module "COVID-19 Business Continuity Planning (BCP)" aimed at helping SMEs implement the best control measures and ensure continuity of their activities. SCORE Programme implemented a global enterprise-level Covid-19 survey of enterprises who previously participated in SCORE Training to assess the impact of the pandemic on SMEs. Evidence shows that SCORE Programme used appropriate tools for online training, and provided practical guidance to SMEs to navigate the Covid-19 crisis. In Bolivia, the project team adopted the design thinking approach when producing online training modules. This allowed continuous improvement and the project team adapted the material twice based on an *iterative process* aimed at building, refining, improving and simplifying the training material. It should be noted that political instability in some countries aggravated the situation. Further to some minor delays experienced by the programme, and the additional activities undertaken in addition to the ones planned initially, the programme was granted a no-cost extension until December 2021. This extension provided valuable time to achieve all planned deliverables, through the proposed budget reallocation across implementation countries.

<sup>16</sup> Geographical coverage: 13 provinces (Ancash, Arequipa, Ayacucho, Ica, Junín, La Libertad, Lambayeque, Lima, Moquegua, Piura, Puno, Ucayali and San Martín).

<sup>17</sup> Geographical coverage: Ho Chi Minh City, Dong Nai, Binh Duong, Binh Dinh, Long An, Tay Ninh, Hanoi, Bac Ninh, Bac Giang, Ninh Binh, Hai Duong, Hung Yen, Tuyen Quang and Vinh Phuc.

<sup>18</sup> Geographical coverage: Tunis, Ben Arous, Sfax, Nabeul, Sousse, Monastir, Ariana, Beja, Zaghuan, Bizerte, Gafsa and Kasserine.

The programme provided mixed virtual and in-person support when possible. Several interviewees mentioned that despite the high quality of digitalized training, online training entailed challenges. This included limited internet connection in certain areas. The quality of the virtual assistance based on pictures also highly depended on the willingness of SMEs to be transparent, and their trust in SCORE to deal with confidential data. The latter was related to companies' concern in general about sharing pictures or data on company issues. Several converging statements mention that it was also sometimes challenging for trainers to know if SME staff participated in online workshops when their cameras were off. Several interviewees mentioned the importance to set stricter rules of participation. They added that good internet connection, one computer per person and a basic level of knowledge are prerequisites.

Another challenge they mentioned was the lack of commitment of CEOs in the trainings. Based on several converging statements it is crucial that the CEO participates in trainings. Many implementing partners and trainers mentioned that the quality of the consultancy depended on the level of involvement of senior management. Some companies were more reluctant to participate in SCORE due to the Covid-19 crisis according to a few interviewees. Based on anecdotal evidence, SMEs were more on the lookout of "easy money" rather than improving working conditions. Training was not always stated as fully aligned with company needs. Based on anecdotal evidence, such SMEs are both interested in more advanced SCORE training and providing support to their SME suppliers with SCORE Training. Based on the data collected, political instability in some countries made it challenging in some instances to have continued results with regards to efforts made for to the national tripartite advisory committee and social dialogue. The lack of clarity and shared understanding of key contributions to be made by tripartite constituents and all national stakeholders, in order to achieve sustainable results, remains a challenge that can affect the intervention's longer-term effects.

→ Within its overall objectives and strategies, what specific measures were taken by the project to address issues relating to gender equality?

See Section G – GENDER AND DISABILITY ASSESSMENT.

→ To what extent did the project implement specific measures to promote international labour standards, social dialogue and tripartism, and a green economy?

As mentioned above, SCORE Programme achieved to *upgrade productivity through better people management, better organization of work processes, and the application of workplace practices*, guided by the principles of international labour standards. Based on several converging statements, the SCORE Programme's hands-on intervention contributes to improving ILS compliance. SCORE Training aims to include both managers and workers to participate in training workshops and voice out their rights and needs. This makes ILO SCORE Programme stand out from other more conventional SME trainings. SCORE trained 32'896 enterprise staff during Phase III, among which 69% are workers. The first module, "Workplace cooperation" aims at engaging both managers and workers to solve enterprise problems together, through building trust, better communication channels and methods.

SCORE Programme assisted governments, industry associations and trade unions to support SMEs. National Tripartite Advisory Committees were established in countries the programme operates in. The evaluation did not find any evidence of strong focus on fostering social dialogue between representatives of governments, employers and workers, on issues of common interest relating to economic and social policy as the programme principally concentrated on SME Training. Some constituents also observed that compliance with workers' rights was not always taken into consideration when selecting beneficiary companies. Data also shows that some indicators related workers' rights are tracked by the programme but not reported in progress reports on a consistent basis – as opposed to gender equality.

(See also Sections G, H and J – TRIPARTITE ISSUES, INTERNATIONAL LABOUR ISSUES STANDARDS ASSESSMENTS and ENVIRONMENTAL SUSTAINABILITY)

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

All projects were advised by national or global tripartite advisory committees. In general, based on several converging statements, NTAC members were more active and involved in tripartite exchanges at the beginning of Phase III. In general, the value added of the NTAC is not perceived as very high. The same interviewees expressed their interest in better communicating with and including more trade unions, workers' representatives, private companies and government representatives in the programme.

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

A wide majority of interviewees mentioned that the programme has low visibility locally and globally despite ILO's efforts in sharing success stories. They added that a better promotion of the programme is crucial for the sustainability of the intervention. SCORE concept and promotional messages are not always well understood by the target audience. According to them, success stories should present tangible facts that can motivate SMEs to participate in SCORE. SME owners will not pay for training if they do not understand the concrete return on investment. For example, Indonesia tracks increased sales, reduced costs and workforce. (The average amount of cost savings of similar companies is a more tangible information for SMEs than the percentage of SMEs reporting cost savings). The majority of stakeholders mentioned their willingness to concretely contribute to the design of better ways of presenting SCORE promotional messages and success stories. A few statements speak about working on the mind-sets, motivations and resistance of each target group.

After the SCORE gender equality module had been introduced in Sep 2020, SCORE Vietnam decided to deliver the module online due to the social distancing during the pandemic. In June-July 2021, a total of 248 professionals learned about practical skills to foster inclusion in teams and companies. 75 participants received a certificate of participation for attending at least 6 of the 8 sessions and for submitting a workbook with 5 action plans. SCORE Vietnam received a lot of interest from large companies willing to have their suppliers participate in the next version of the course. In October 2021, the course in Vietnamese attracted more than 263 registration and 9 suppliers of large companies. Each supplier had an average of 30 staff, and they used one zoom user in a big meeting room for their staff to participate in the training. That explains why SCORE Vietnam awarded 341 certificates for participants. SCORE Vietnam has received a lot of good feedback on the courses in which the participants appreciate the benefit of practical HR and leadership tools, communication strategies, and networking with a cohort of like-minded peers.

A high amount of statements mention SCORE Phase IV should focus on: (i) creating knowledge and experience sharing communities and platforms at country and global level; and (ii) involve all stakeholders with a highly participatory approach on designing a robust communication and marketing strategy including tangible examples for SMEs. This can notably keep former beneficiary SMEs engaged and avoid losing momentum.

➔ To what extent were the monitoring practices adequate for the purpose of the intervention?

The monitoring practices were adequate to track output-oriented - but inadequate to track outcome- impact-oriented data. The evaluation team's opinion is that it should be a priority for the programme to revise monitoring practices more in depth and that "less is more". The existing M&E database is complex and difficult to navigate. Most importantly it was not set up with an impact orientation, which limits the teams' ability to prove programme outcomes and their causal relations to expected impacts to which they are supposed to contribute. As mentioned in the last mid-term evaluation and the country impact assessments show, *SCORE Training by itself is insufficient to bring systemic change in working conditions. (For instance, the recent Peru assessment found that employees felt working conditions improved only slightly after SCORE Training.)* While revising the M&E system might be perceived as costly, the gains in terms of impact and avoiding investing efforts in less relevant monitoring practices would surely compensate the costs in excess.

Revising the M&E system to be more outcome / impact oriented has been also recommended in the previous evaluation (i.e. the Mid-term evaluation of SCORE Phase III: "Take steps to develop a more "impact-oriented" M&E system"). The Mid-term evaluation of Phase II also mentions flaws in outcome reporting: "The M&E system of SCORE is rather complex and although it produces good and up-to-date data on activities and outputs, it does not generate sufficient quality and reliable outcome level data. Because SMEs and sectors are unique in size and situation, it is very difficult to aggregate outcome data in a useful way at the global level." This recommendation was partially applied through impact assessments (IA). However, as mentioned above, IAs cover a limited number of companies and do not allow systematic corrective action. Applying this recommendation would avoid making "repeated mistakes" as mentioned with kindness and benevolence by an ILO Official during another ILO evaluation - speaking about lessons learned.

See Section L – LESSONS LEARNED (2)

➔ What were the lessons learnt and good practices of this intervention?

See Sections L and M - .

## D. EFFICIENCY

According to the project team, the following delivery rates have been achieved as of 5 January 2022:

DC symbol	IRIS project number	Country component	Delivery rates (including encumbrances)
CHN/17/50/MUL	106342	China	99,09%
IDN/17/50/MUL	106347	Indonesia	95,22%
MMR/17/51/MUL	106336	Myanmar	92,39%
VNM/17/51/MUL	106338	Viet Nam	99,98%
GHA/17/50/MUL	106339	Ghana	94,47%
ETH/17/01/MUL	106669	Ethiopia	97,50%
TUN/17/51/MUL	106689	Tunisia	91,15%
COL/17/50/MUL	106343	Colombia	99,13%
BOL/17/50/MU	106328	Bolivia	95,09%
PER/17/50/MUL	106327	Peru	98,57%
GLO/17/54/MUL	106325	Global	95,78%

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

Based on available resources and strategic planning, the project made efficient use of its financial and human resources. The figure below shows overall committed and spent budgets, as well as the cost recovery per country. More detailed information can be found in [Annex 9](#). (Committed and spent budget per country)

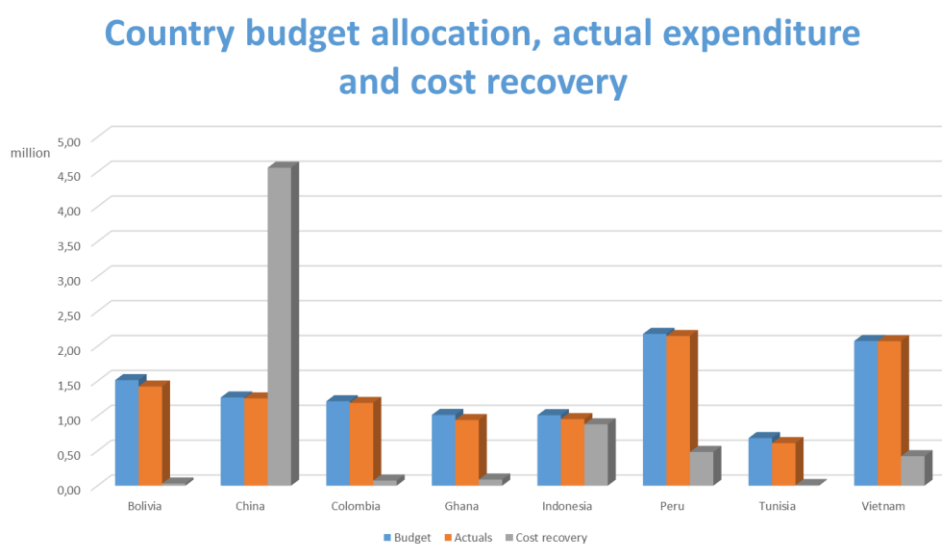


Figure 4: Committed and spent budget; Cost recovery

The overall cost recovery rates are illustrated below:

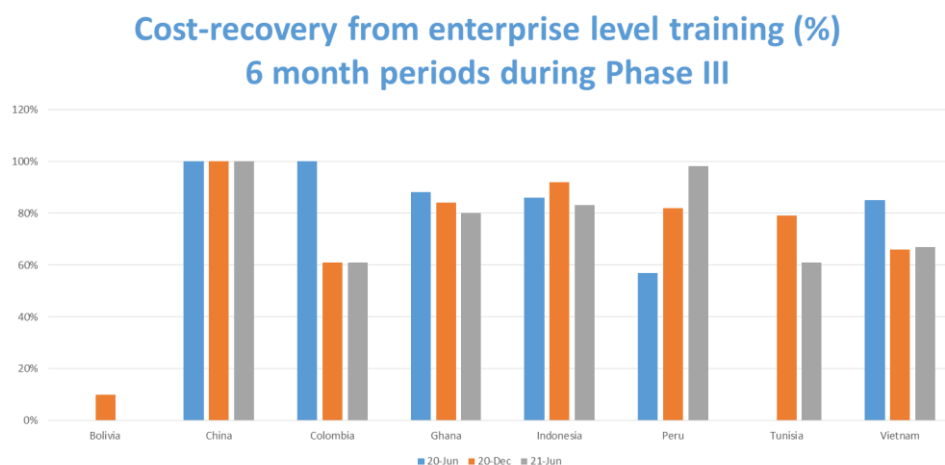


Figure 5: Training cost recovery

➔ Is the implementation strategy cost-effective?

Based on the data collected, the implementation strategy was cost-effective at the output level. The resources were principally allocated to output oriented results. The programme notably achieved to successfully adapt to the COVID-19 crisis and adapted its materials to countries' and SMEs' specific needs. The intervention design and strategic planning did not include a more balanced allocation of resources between output- and outcome-oriented activities. To assess this more precisely, one would need all the enterprises to come up with a minimal set of information on their resources situation (public information on turnover, benefits, equities before interests and taxes), HR figures (number of full-time equivalents, costs etc.). The SCORE Programme concentrated mainly on SME Training to be embedded in national BDS services. To be fully strategy cost-effective, tackling more outcome-oriented goals could require, for example, investing in earlier financial and operational sustainability analysis, reaching out more and marketing the programme to potential partners and SMEs, supporting government in policy reforms to enhance productivity (see ToC), and ensuring that Business Plans, market study and cost analysis are done as a basis to select partners (rather than after selection). For example, the impact assessment in Ghana also included in its recommendations: "Refine enterprise selection criteria. ILO should explore ways to gauge the commitment and the absorptive capacity of enterprises before providing substantial services whether these services are provided free-of-charge or not. While companies may be willing to pay for modules, this does not mean that they have the necessary prerequisites in place. Given limited resources, the SCORE program should devote effort to firms that have the best chance of benefiting from its services."

➔ Is the distribution of resources between staff and activities, and between HQ and country offices, optimal?

The distribution of resources between staff and activities, and between HQ and country offices was not optimal. As mentioned earlier, for example, resources were allocated to monitor significant output-oriented data while no resources were allocated to allow trainers for example to follow-up on SME outcome results over a longer period of time based on outcome-related indicators. Impact Assessments were conducted but did not allow SCORE project teams to effectively take corrective action systematically. The project hence did not allocate sufficient resources at the country level to monitor outcome level activities.

➔ Were the intervention resources used in an efficient way to address gender equality in the implementation?

The evaluation found that resources were used in an efficient way to address gender equality. Gender equality related activities, at reasonable cost, were relevant. The programme made efforts, as mentioned above, to go beyond only tracking the percentage of women participating in SCORE activities. SCORE modules integrate gender sensitive practices - which was perceived as very useful by several interviewees. For example, SCORE Programme in Colombia provided technical assistance to the Andean Parliament on ILO Recommendations on parental leave supported by the Public Employment Service on designing an online course on gender equality. The programme also participated in variety of events (Women's Day; several conferences on inclusive organizations, work-life balance, SDGs), and held meetings with firms to support awareness raising and conduct training activities on gender equality. The programme reached 471 persons through these activities. In Bolivia, new materials on SCORE Training services incorporate a session on addressing gender equality in SMEs and through the new virtual training modality, the SCORE

Programme has emphasized representation of women in the workshops as well as inclusion of gender concerns in the Business Improvement Plans

See also Section G – GENDER AND DISABILITY ASSESSMENT.

## E. SUSTAINABILITY

- ➔ To what extent are the project results likely to be durable?
- ➔ To what extent can the project results be maintained or even scaled up/replicated by other partners beyond project completion?

SCORE Programme provided solid capacity building to beneficiary countries and SMEs. It is very likely that the SCORE Training methodologies and tools will remain as they have been embedded in country implementation partners' services provided to SMEs. Satisfaction rates are high (85% and higher according to SCORE M&E database and 82.5% based on the evaluation survey<sup>19</sup>). SCORE Programme built the capacities of trainers and at least 2-6 expert trainers in each country, to train new trainers and run the training quality control system. Several interviewees mentioned that they observed at this stage different levels of skills and commitment among experts. The latter is key for the success of interventions conducted with SMEs. In all graduating countries, SCORE Programme organized many refresher trainings in 2021, in order for trainers to be aware of the updated training contents and tools.

Government partners successfully embedded SCORE into their national strategies in China, Indonesia, Peru and Vietnam. Cost recovery rates were for most countries between 69% and 96% (from 2018 to 2021). One cannot however solely rely on cost recovery rates to prove financial viability. During Phase III, more than 56 institutional partners embedded SCORE Training in their regular business development services. SCORE Programme also helped many individual trainers to form trainers group to apply for public subsidy and lead buyers' funding together, especially in Ghana and China. In Ghana, they applied for GIZ funding together and Master Card Foundations CSR funding to deliver SCORE Training. In China, SCORE Academy received funding from Amazon, Apple, H&M, ETI, and many other lead buyers to deliver SCORE Training. It is planned that, as of January 2022, SCORE Programme will continue working with partner institutions.

As also mentioned in the mid-term evaluation of Phase III, SCORE's sustainability is strengthened when there are communities of enterprises and trainers that enable their members to continue to develop beyond any single training activity. The networks/communities take different forms in different countries, but they have played a crucial role in building communities of practice in Indonesia and Vietnam and have begun to create basic awareness in Colombia of the linkages between productivity and decent work. This help building market demand and find joint solutions to related challenges. This good practice has been replicated in Tunisia, where SCORE Programme is working in building SCORE Community with 15 national groups of companies and a dozen of managing directors. This will most likely contribute to create a multiplier effect in the country. In India, as mentioned in the impact assessment conducted in 2016, SCORE Training was provided to approximately 100 SMEs through local partners, half of which were located in Chennai. Experience showed that enterprises which had not been in recent contact with a SCORE Trainer were not easily accessible, so the number of companies evaluated was reduced to 10 SMEs. SCORE communities can play a crucial role in keeping companies engaged and assessing impact, as supported by interview statements.

Achievements mentioned above are strongly appreciated. The evaluation collected divergent statements with regards to reaching sustainability. In the actual context, according to a vast majority of interviewees, there is a risk that SCORE Programme results may not be maintained and scaled up without smooth transition supported by proof of viability, a common understanding of the way forward in terms of operations, who will drive them and how. Additional support would be well received by many constituents (ideally during 3-5 years) to ensure sustainability and evaluation of marketing capacity. Based on available evaluation data, Exit strategies do not always provide tangible information on the way forward. For example, *conducting analysis* does not explain how the programme will exit but that a study will be conducted to allow knowing how to exit and assess sustainability. The criteria and modalities for exiting should be agreed upon at the beginning of the programme. Several interviewees, in all countries where consultations took place mentioned their need for a clearer understanding of the way forward, and how results will be maintained or scaled up beyond project completion. In Bolivia, China, Peru and Tunisia, there is not yet enough evidence that all implementing partners and participants in the SCORE training on *marketing, financing and fundraising* have the capacity for marketing and business development of SCORE Training, in a sustainable way. This is also challenging, according to constituents, for fairly newly established SCORE academies or associations. It was mentioned that marketing training does not necessarily lead to expected

<sup>19</sup> (With 40 respondents – 32.5% Female)



results. Participants with an industrial technical background do not have the right profile and / or do not feel competent in marketing despite undergoing a training workshop on this subject matter. Hiring professionals in this field would be more beneficial for the programme, according to them. In Bolivia, based on available data in 2021, the marketing of SCORE Training by CEPB had so far been carried out in a rather unstructured way. CEPB responded to requests from companies for training and generated specific calls for proposals in the framework of coordination with ILO. According to the strategic planning process updated in 2021 together with CEPB, one of the prioritised strategic actions to be carried out is the development of a Business Plan that includes a rapid market study and cost analysis to make SCORE Training more competitive and profitable. CEPB was at this stage still dependent on the ILO subsidy to cover the costs associated with training. Although efforts had been made to increase the costs covered by companies, since the outbreak of the Pandemic of COVID-19, companies were less able to pay the full cost of training. In 2021, CEPB did not have yet sufficient funds of its own to cover all the operational costs associated with the training process, but had made staff members available from its regular part-time budget for this purpose. The long-term use of SCORE methodologies and the ability to develop them in accordance with changing circumstances and requirements will need to be carefully monitored in the future. Continuing to further develop or adapt SCORE training (notably to the national context) remains key according to constituents in all countries interviewed. It is not systematically clear for them who will drive the process at the national level, including updating training materials.

Strong contextual analysis such as early market analysis contribute to an intervention design that facilitates change. To achieve this, it is key, to work since day 1 on creating an enabling environment for SME Development, and technical, institutional and financial sustainability. This requires more investment and efforts at an early stage (but is worth to avoid the consequences of a more trial and error approach). It is conventional aid logic that the phase out of aid should only take place when the development partners are assured of the sustainability of the outcomes achieved through aid. As mentioned in the mid-term evaluation, there are gaps between some Outputs and desired Outcomes. Worries within a country about sustainability are not necessarily captured in performance plans, and there is a possibility that national programmes are pursuing quantitative targets despite these having a weak relationship to Outcomes.

→ Concerning the institutional-level, how far has the capacity of partner organizations been built in relation to delivery of the outputs/objectives under SCORE exit/sustainability strategy?

The percentage of modules delivered with high independence is high (except in Tunisia where the programme started later in 2019). Many stakeholders across countries mentioned however that implementing partners do not have proven business and marketing capacity to scale-up the programme.

→ What are the obstacles (including the global pandemic) the project encountered towards achieving sustainability and how did the project address these?

See Section C – EFFECTIVENESS (2) – What obstacles did the project encounter in project implementation, especially during Covid-19 pandemic?

→ What are the areas of engagement that should be continued? What are the areas that need further emphasis?

Based on collected data, areas of engagement that should be continued are following:

- a) Providing high level training material and ILO expertise, which is very much valued and appreciated. Several interviewees mentioned that quality control could be stricter to ensure the credibility of the work of experts and the SCORE certificate be well recognized on a systematic basis.
- b) Strategically create an enabling environment to achieve expected outcomes and impact. Many interviewees mentioned notably the following points<sup>20</sup>:
  - Mixed funding strategy and availability;
  - Knowledge and experience sharing communities and platforms;
  - Participatory design and implementation of a national communication and marketing strategy for SCORE;
  - Exit strategies developed at an early stage through participatory capacity.

<sup>20</sup> Key questions to tackle according to interviewees: Who will fund SCORE, what will be the amount of available funding after ILO leaves and how will funding be allocated; what strategic partnerships will remain or be established – e.g. with universities; how will NTAC concretely support the programme; who will coordinate the work of implementing partners and how; where can one download and upload updated training versions and who will be responsible for this; how will quality control be conducted; what incentives will be set up for SMEs to participate; how much trainers will be paid; proof of business model, etc.

→ How effective was the project in establishing national ownership?

All stakeholders interviewed expressed their interest and willingness in sustaining SCORE Programme in beneficiary countries. Based on the data collected, while some interviewees mention that SCORE Training is viewed as an ILO product, other stakeholders integrate parts of SCORE in their existing programmes. Overall, 56 implementation partners during Phase III embedded part or full SCORE training packages in their BDS portfolio. In Tunisia, Implementation agreements were made with eight Tunisian Industrial Technical Centers (CTS): These Industrial Technical Centers received the SCORE training materials and focal points had an online training on how to use them to train SMEs. In Ghana, the Management Development and Productivity Institute (MDPI) is the Lead Institution for implementing SCORE in Ghana. They have embedded SCORE in their programmes for delivery to SMEs. The evaluation did not find systematically strong ownership of SCORE among NTAC members (e.g. trade unions and governments). Exit strategies should be clearly understood at an early stage by all key stakeholders in order to enhance ownership. Many stakeholders mention the importance of government support, notably with a clear budget allocation for SCORE Programme.

→ To what extent have government institutions benefited from policy dialogue support and process?

The SCORE Programme planned to work with governments, employers' and workers' organizations to address key constraints that hamper growth in specific industries, and to advise partners on best practices in the development of SME policies. The main focus was on the implementation of SCORE trainings. As mentioned by several interviewees, the project did not focus on providing support related to policy dialogue and process.

## F. IMPACT

In the absence of sufficient programme data (indicators) to assess outcomes, the assessment of (potential) impacts is done exclusively on the basis of opinions expressed by stakeholders.

→ How effectively has the project built national ownership and capacity of people and institutions?

*See Section F – SUSTAINABILITY (6) – "How effective was the project in establishing national ownership?"*

→ Has the project made a significant contribution to broader and longer-term development, including national sustainable development plans, UNSDCF, and SDG targets?

While SCORE Programme is aligned with longer-term development goals (see Section A – Relevance and strategic fit - 3), the evaluation did not find evidence that the programme made significant contribution to broader and longer-term development. The scale of the programme is still too small and change is not yet "solidified" at both country and SME levels. As mentioned earlier, the design of the intervention is primarily output oriented rather than impact oriented.

→ Has the project reached sufficient scale to justify the investment? Are the approach and its results likely to be up-scaled or replicated?

Based notably on the M&E data available, the number of underserved SMEs is high and it is too early to speak about impact and scale, also given the limited scope on outcome as already mentioned before. As mentioned earlier, many interviewees in beneficiary countries state that change towards more significant impact at the country level is still low. In order for a lead agency or implementing partner (IP) to take over and amplify the intervention's impact, it is crucial that the intervention must have monitored and achieved the expected social impact, financial sustainability and organizational resilience. In countries where the intervention ends after Phase III, the way forward is often unclear for most constituents or lacks key information on how to pursue. Evaluation data shows that mixed funding would most likely be an appropriate avenue to achieve impact.

In China, famous multinational enterprises (MNEs) like Apple and Amazon proactively approached SCORE and applied SCORE methodology. The lead buyer and cost recovery models are very successful in this country. Based on project data, in 2022, Amazon informed that they want to continue collaboration with VCCI in Vietnam and SCORE Academy in China. Also, Mint Velvet contacted SCORE Academy to continue its collaboration in China. In Peru, ABINBEV and other lead buyers continue paying for SCORE Training for SMEs in their supply chains. Several interviewees remain however sceptical about the impact the programme can achieve once ILO ends the programme. The evaluation did not find any evidence of any business model to scale up – as also confirmed in interviews. The evaluation found that the intervention logic should base itself not only on available data depicting success. It should also hence take into consideration the causal factors for success and how to maintain or further develop interventions in the future. As mentioned earlier, positive and promising results have been achieved, including in terms of capacity building of 56 implementing partners on SCORE Training across countries, and embedding the training in national strategies and programmes in China, Indonesia, Peru and Vietnam. There is a number of risks to address on the way forward, in particular in the

context of COVID-19. Monitoring outcome- and impact-oriented data with a more holistic approach is required to provide more answers on the probability of success with regards scaling SCORE Programme in all countries. As mentioned in the mid-term evaluation of Phase III, the current indicators do not capture the magnitude of change so it is hard to know how meaningful the changes achieved are. For example, it would be useful to have at least a simple scale to measure the magnitude or significance of change (e.g. a simple rubric or evaluative scale) from manager/owner perspectives and from intended beneficiaries – i.e. (different groups of) workers.

## G. GENDER AND DISABILITY ISSUES ASSESSMENT

Equality of gender is a priority to the ILO. The ILO policy on equality between women and men that is expressed in the Director-General's Circular no. 564 (1999) calls for integrating gender equality into all aspects of ILO work. The programme made significant efforts to go beyond only tracking the percentage of women participating in SCORE activities. SCORE modules integrate gender sensitive practices. The programme included gender balance in programme activities and teams of trainers. It also strongly encouraged beneficiary SMEs to implement concrete gender equality related measures. For example, based on the impact assessment conducted in Peru, 18 enterprises stated that they have adopted policies and/or initiatives to promote gender equality in the enterprise. Several interviewees mentioned that, while the Module on Gender Equality is a very good initiative, many companies may not prioritize it – in particular if they are seriously affected by the COVID-19 crisis and focus on survival. Many interviewees mentioned that it would be *important to integrate cross-cutting issues, i.e. gender equality, disability inclusion, as well as change management best practices, in all training modules*. While not compromising the necessary topics to be covered in each training, it would be very useful to explore, according to them, how these topics could systematically be addressed in different modules. The table below presents the percentage of women who were trained in SCORE workshops.

People trained in workshops	Total Number	% Female
Number of Trainers Trained	532	40%
Number of Certified Trainers	345	42%
Number of Expert Trainers	61	38%
Number of Formerly Certified Trainers	249	38%
Nr. of Government Representatives Trained	1076	46%
Nr. of Employer/Industry Association Representatives Trained	1481	51%
Nr. of Union Representatives Trained	1058	49%
Nr. of Others Trained	3355	53%

Table 2: People trained (% Female)

## H. TRIPARTITE ISSUES ASSESSMENT

As mentioned in the mid-term evaluation of SCORE Programme Phase III, the link of the programme was stronger with employers' organizations than trade unions. The promotion of the programme was more specifically addressed to employers and lead buyers expected to make the decision to participate in and finance part of the programme. As mentioned in the project document, SMEs tend to underestimate the benefits of Business development services that help them modernize their management practices and business operations, partially because they are often not sufficiently connected with employers' organizations and trade unions. SCORE established National Tripartite Advisory Committees in countries the programme operated in. Based on many converging statements, there is an opportunity for all tripartite constituents to strengthen the promotion of SCORE at the national level with a strong participatory approach. In some instances, constituents reported that National Tripartite Advisory Committees were more active at the beginning. Changes of government or lack of political stability also affect the effectiveness of involvement of all NTAC members. The focus of constituents on health issues rather than SME productivity also affected their participation at times, due to the Covid-19 crisis. The evaluation sought to assess if Global and National Tripartite Advisory Committees are functioning and what value do they add. Several country stakeholders reported not being aware of the effectiveness of NTAC work and their activities, notably because interviewees only collaborate with ILO country project team. More interaction between project partners and beneficiaries was reported as desirable by several interviewees – in order to make sure their voice is heard, and to share decisions taken and information provided by NTAC members related to SCORE.

The SCORE Programme includes decent work concerns, gender equality and good working conditions, which often hardly play a role in more traditional BDS services in developing countries and emerging economies. As mentioned in the mid-term evaluation of Phase III "SCORE has not factored tripartite issues into the choice of countries. Thus, for example, SCORE is active in Vietnam and China where freedom of association is restricted." Based on the data collected during the evaluation, trade union concerns are less taken into consideration than those of governments and employers. For example, SME selection does neither include the SME *with union* criteria nor their level of compliance with labour law and regulations. The evaluation found no evidence of strong

promotion of the latter. While SCORE country teams report regularly on progress made with regards to gender equality issues, reports do not summarize results with regards, for example, to companies providing minimum wage to employees or Working hours within legal limits (based on existing indicators tracked by the programme).

## I. INTERNATIONAL LABOUR STANDARDS ISSUES ASSESSMENT

Based on several converging statements, the SCORE Programme's hands-on intervention contributes to improving ILS compliance while tackling SMEs' concrete needs, focusing on productivity, working conditions and subsequent changes in behaviours, attitudes and knowledge. International labour standards (ILS) are legal instruments drawn up by the ILO's constituents. These standards set out basic principles and rights at work. Many lead companies monitor labour and social conditions along supply chains. While the project does not specifically focus on ILS issues, it contributes to build SMEs' capacity to become greener and more socially conscious, and therefore optimize their production. Working conditions and other aspects related to decent work are integral part of SCORE Training method, and followed-up on during in-factory consultancy visits.

## J. ENVIRONMENTAL SUSTAINABILITY

The ILO's Strategic Plan for 2018–21 incorporated a just transition to environmental sustainability as a fourth cross-cutting policy driver, in addition to gender equality and non-discrimination, international labour standards, and tripartism. In accordance with the Strategic Plan, the 2018–19 Programme and Budget (P&B) linked progress towards achieving a just transition to environmental sustainability across ILO outcome areas. The ILO's programme implementation report for 2018–19 shows encouraging results and valuable insights into how it could do more and better. The Programme and Budget for 2020–21 introduced a new policy outcome – Outcome 3: Economic, social and environmental transitions for full, productive and freely chosen employment and decent work for all. It contains a dedicated P&B output on a just transition to environmental sustainability. At the Office-wide level, ILO introduced an Environmental Sustainability Policy in January 2016, which established an ILO policy relating to the protection of the environment and the promotion of environmental sustainability throughout the ILO, applicable to all ILO programmes, projects and operations at headquarters and in the regions.

The SCORE Training includes a module on Resource Efficiency. The module focuses on cost savings through clean production. Modules on productivity through cleaner production methods and handling of hazardous material contribute to productivity gains and better working conditions. Based on interviews, with regards to SME contribution to environmental sustainability and more costly investments, SMEs are in general reluctant to engaging in higher costs. Several interviewees are of the opinion that most companies, in particular facing COVID-19 challenges, do not have the proper resources to implement clean production related projects. Interviewees mentioned challenges related to COVID-19 and that SMEs that are not in global supply chains do not perceive this as a priority. Most SMEs would need additional financial support and/or do not see it as a priority to move from theory to action. Achievements of SCORE Programme include: SCORE Bolivia implemented SCORE Training at a municipal waste collection and management company, helping the company improve its processes. In China, SCORE Programme participated in the PAGE (Partnership Actions for Green Economy) project and introduced a SCORE Training collaboration with CNTAC on clean production. Coca Cola Amatil Indonesia provided funding to BEDO (USD 4'225) to deliver micro-business training to coastal communities, so that they later learn to re-engineer reusable trash from the beach to create simple unique products from them.

## K. CAPACITY DEVELOPMENT

Capacity development lies at the heart of SCORE Programme success. During Phase III, the programme provided training to 2364 enterprises (among which 22% are female owned) in 11 countries (China, Ethiopia, India, Indonesia, Myanmar, Vietnam, Ghana, Bolivia, Colombia, Peru and Tunisia). Amongst the benefits of the training, positive results were observed with regards to fostering workplace dialogue, management-worker cooperation, safer practices and improved working conditions. The programme has gradually adapted SCORE Programme to country and SME needs. In response to the coronavirus crisis, SCORE Programme introduced new training materials: the Covid-19 Safety & Health at Work and Covid-19 Business Continuity Planning and recovery training modules. Furthermore, in many countries, the SCORE Programme developed and introduced online distance-learning solutions to continue training operations in the context of public and private sector lockdowns and restrictions on movement and meetings. Despite the Covid-19 pandemic, SCORE Training continued to be utilized on a global scale as well as in additional countries not covered by SECO and NORAD-funded programme. The impact of capacity development related to SCORE Programme, including behavioural change, is still to be carefully monitored. Impact evaluations notably mentioned that *SCORE has had a positive impact on most participating enterprises and their workers, but the magnitude of these effects is uncertain*. SCORE gradually adapted its high quality training tools and methodologies to countries' and SMEs' needs. SCORE Training entails the unique feature of combining high-quality training with in-factory consultancy. This allows a tailor-made support much needed by SMEs.

## L. EMERGING GOOD PRACTICE

SCORE unique features of working specifically on productivity and working conditions is perceived as one of a kind compared to other ILO programmes. The high quality of the concise and practical training – including the digital training package developed during COVID-19 - is fully recognized and appreciated by constituents. The programme has gradually adapted its materials to countries' and SMEs' specific needs. While the evaluation shows that change towards more significant impact is still in its infant stage, notably due to the complexity in which the programme operates, and the number of countries served, the programme entails huge potential to increase its impact on SMEs, and further adapt the programme to beneficiary countries' needs and reality.

Short, practical and well-designed training are adapted to SME needs – and foster effective learning. The SCORE adaptive learning approach, and high quality training tools and methodologies, allow to provide SMEs with a custom learning experience. This applies notably to the training delivered online, which takes into considerations the shorter attention spans of participants. Combining high-quality training with in-factory consultancy allows a tailor-made support much needed by SMEs.

It should be noted that even best quality training and tools do not necessarily lead to sustainable change. In order to be successful and achieve the intended outcomes / impact, the programme should learn from past phases and ensure its logic intervention and M&E system are revised accordingly to lessons learned. SCORE Training programme also requires to be regularly updated both at global and country levels.

According to many interviewees in all countries where consultations took place, such ILO Programme supporting SMEs is perceived as unique. The programme is expected to provide proof of viability that is well understood by all key stakeholders to move forward and provide an enabling environment for scaling up the programme in recipient countries.

## M. LESSONS LEARNT

**[1]** SCORE Programme conducts feasibility / sector studies before implementing SCORE Training. During Phase III, implementation started newly in Tunisia and Ethiopia, and Bolivia expanded its activities to the informal sector. Tunisia and Bolivia conducted feasibility studies / sector studies at the beginning of the interventions. Not all countries underwent systematically a feasibility study for Phase III (e.g. to test assumptions related to the lead buyer model). Stronger contextual analysis, usually conducted during a feasibility study, allows a programme, at each phase and in each country, to define an intervention design that facilitates change (in this case an enabling environment for SMEs). This allows to set the ground for technical, institutional and financial sustainability, notably measuring financial sustainability. The programme did not systematically invest in "fertile" environments that can realistically foster intended outcomes and impact – based on project assumptions. In some countries, general assumptions were true, in others not. While Evaluation data shows that the programme notably plans to analyse and assess financial and operational sustainability of implementation partners at the end of Phase III, this should be done prior to country / implementing partner selection.

It is crucial that analyzing and assessing financial and operational sustainability is done before signing any memorandum of understanding (MoU) with an Implementation Partner. Any business plan provided after signing a MoU should only detail how the implementation partner will operate based on a robust feasibility study completed prior to signing the MoU. It assumes that analyzing and assessing financial and operational sustainability has already been conducted in the feasibility study.

*Development cooperation interventions are conducted most of the time in complex and changing environments. As good practices show, an early feasibility study should be undertaken at the beginning of each phase, and for each country. This allows to better assess political and market environments, policies, regulations and compliance issues, challenge assumptions, and make comparison with competing programmes. This study should include the feasibility of a robust change management strategy and business models. This requires key expertise in business and change management – too often not integrated in development projects.*

**[2]** The programme developed a robust output-oriented M&E system rather than a more *impact-oriented system*. As a consequence, significant resources (in terms of time, human resources and efforts) have been allocated without being able to generate systematic outcome- and impact-data. Collecting the latter is crucial in order to monitor change most effectively throughout the intervention, test causal steps and verify assumptions. Monitoring outcome-driven data allows to ultimately generate more impact through corrective action. The latter is to be undertaken on a regular basis and/or at an earlier stage. Pursuing

quantitative targets that have weak relationships to outcomes affect the programme's cost effectiveness and sustainability. There is the risk that output indicators may suggest a more positive picture about sustainability than it perhaps is the case. For such a complex programme requiring significant costs, it is particularly essential that a robust change management strategy developed by experts in the subject matter underlies the Theory of Change and the M&E system - taking into consideration that change is a non-linear process. The Theory of change should take into consideration the causal mechanism that underlies sustainable systems change. It should also integrate individual behavioural change, which is crucial when creating an enabling environment for SMEs to develop export and domestic industrial sectors.

*For example, for Outcome 1 "Public and private implementation partners have embedded SCORE Training in their national programs and budgets for SME development" - Output 1.1 "Implementation partners and service providers have developed business plans to independently market, sell and organize SCORE Training and to identify and apply for subsidies: the indicator "One business plan per partner organization developed" does not reflect for example the ability of partner organizations to independently market, sell and organize SCORE training. This indicator could be for example replaced / completed by indicators such as "One business plan - including a robust marketing strategy - is developed per partner organization and reviewed and validated by a business expert.", "The quality of the business plan is perceived by (90)% of Implementation Partners as instrumental to maximize profit by increasing revenue." and other indicators related to tangible business results in increased sales, reduced costs and workforce. The percentage of SMEs mentioning improvement does not allow companies to make a cost-benefit analysis.*

→ *A high number of output-oriented indicators and weak monitoring of outcome-driven data can jeopardize sustainability. A simple approach of asking the question "And so what" when evaluating the quality of an indicator can help assess more critically the extent to which a logframe is truly instrumental to achieve a sustainable programme. For example, based on existing indicators, one will know if a business plan per partner organization was developed and the number of people trained. "And so what?" How does this contribute to knowing to what extent implementing partners market, sell and organize training effectively? What other indicators could be more relevant to monitor the intended outcome?*

### 3. CONCLUSIONS

The findings and assessment above lead to the following conclusions:

#### Conclusion 1 on relevance and strategic fit - validity of design

SCORE Training is a high quality training programme that is consistent with beneficiaries' requirements and country needs. SCORE Programme has the potential to serve a large number of underserved SMEs. Continued support is even more needed for SMEs facing challenges due to the Covid-19 pandemic. The excellent training materials need to be continuously improved, updated and shared with beneficiary countries. Expert and certified trainers need to upgrade their skills regularly to best serve companies. More implementing partners and tripartite constituents require training and awareness raising on both employers' and workers' rights and responsibilities. SCORE displays a huge potential to creating an enabling environment for SME business development in export and domestic sectors. Such endeavours require adequate resources, strategies and duration.

The intervention design needs to be revised to better respond to the problem at hand. Since 2009, SCORE achieved impressive results at the output level thanks to the dedication and hard work of its teams. The issue is that the programme is not designed at the outcome level to tackle the root causes of the problem. This includes: Lack of sustainable funding; lead buyers and SMEs are unwilling to pay; a huge amount of target companies are not aware of SCORE; the intervention at company level is too short for methodologies and tools to be embedded in the corporate culture and strategy; and lack of business development and marketing capacity of implementing partners. The intervention design, strategic planning and M&E system are not aligned with best practices. It would not be relevant to continue with the same approach expecting different results as this issue has been already pointed out in the two previous evaluations. Short-term interventions with high quality training and tools do not necessarily lead to change, and do not solve key issues. There is an opportunity in Phase IV to design a more impact oriented intervention, in addition to the excellent training provided.

#### Conclusion 2 on coherence

SCORE Programme is perceived as being unique in its kind, focusing on productivity and working conditions in SMEs, and is complementary to other ILO projects, such as Better Work that aims at compliance in larger companies. There is an opportunity for SCORE to consider expanding its services to large domestic companies, interested in a more advanced SCORE training, with SMEs in their supply chain. These larger companies could in turn reach out to their suppliers to undergo SCORE Training. Companies that are target SMEs for SCORE do not systematically display a clear understanding of the unique value proposition of SCORE compared, for example, to JICA's free KAIZEN programme. Crafting powerful marketing messages clearly stating SCORE's unique value proposition of SCORE could be beneficial for the programme and potential beneficiaries.

#### Conclusion 3 on effectiveness

The programme is in general very satisfactory at the output level. There is a strong commitment from the project team. Significant efforts were done to successfully achieve most expected results at the output level despite the Covid-19 crisis. SCORE methodology, modules, practical tools and training digitalization are of high quality. ILO expertise and support is very well received. SCORE is an excellent programme addressing SME issues in a pragmatic and practical way. Its content requires continuous adaptation to the global and country contexts, and other sectors. All programme stakeholders interviewed display commitment to further engaging in and scaling up the programme. There is an opportunity for SCORE to strengthen its communication and marketing strategy to attract more funding and SME participation to achieve better outcome-oriented results. As already mentioned in the mid-term evaluation of Phase III, the short-term risk in focusing on deliverables that may not relate to Phase III Outcomes/-Immediate Objectives is that effort will be spent on unnecessary activities while more significant ones are under-resourced or ignored. According to Osborne and Gaebler<sup>21</sup>: "What gets measured gets done. If you don't measure results, you can't tell success from failure. If you can't see success, you can't learn from it. If you can't recognize failure, you can't correct it. If you can demonstrate results, you can win public support."

#### Conclusion 4 on efficiency

Efficiency of resources at the output level is adequate. Budgets were well spent based on the committed budget. More value for money could be achieved through an outcome oriented intervention. This would require balancing resources allocated to output-level and outcome-level activities. Allocating less budget to lower impact-oriented activities would help focusing on strategic activities that add more value at the outcome level. The project hence did not allocate sufficient resources at the country level to monitor outcome level activities.

<sup>21</sup> (Osborne and Gaebler (1992: chapter 5, "Results-Oriented Government").

### **Conclusion 5 on sustainability and impact**

As of end 2021, the viability of the intervention cannot be proven. Based on its design, the intervention is not outcome and impact-oriented. There is currently no systems change management approach at the global, national and company levels to fully support constituents and business owners, and track behavioural change. As also mentioned in the mid-term evaluation of Phase III, the current indicators do not capture the magnitude of change so it is hard to know how meaningful the changes achieved are. The MTE already mentioned gaps between some Outputs and desired Outcomes, and that worries within a country about sustainability are not necessarily captured in performance plans, and there is a possibility that national programmes are pursuing quantitative targets despite these having a weak relationship to Outcomes. Based on best practices, stronger contextual analysis challenging assumptions, and ensuring quality control of business models, when selecting a country or implementation partner, is key and should be done at an early stage of each phase. Exit strategies should be developed through participatory capacity and clearly understood by all key stakeholders in order to concretely enable sustainable results. If we had to formulate an assessment for the whole programme, it is useful but with the risk of not being sustainable in the longer term without continued external support - if no systemic change strategy is in place.



#### 4. RECOMMENDATIONS

**Recommendation 1** (from conclusions 1, 3, 4 and 5) proposes to **ILO to take steps (in Phase IV) to design and develop an "impact-oriented" intervention and M&E system with the support of M&E, management, business and systems change experts.**

- ▶ **R.1.1.** *Prioritize impact-oriented activities, outputs and outcomes*
- ▶ **R.1.2.** *Define and track relevant indicators accordingly. (Less is more) This should include behaviour change indicators.*
- ▶ **R.1.3.** *Conduct robust feasibility studies, and ensure exit strategies are developed through participatory capacity and clearly understood by all key stakeholders, early in Phase IV.*
- ▶ **R.1.4.** *Make sure impact assessments complement but do not replace outcome-based monitoring.*

Priority: High / Importance: High / Resource implication: Medium. / Responsible entity: ILO Enterprises

**Recommendation 2** (from conclusions 2, 3 and 5) proposes to **ILO, tripartite constituents and implementing partners to strengthen SCORE visibility and sustainability. With the support of marketing, communication, business and systems change management experts, conduct effective marketing campaigns and create SCORE communities at national and global levels.**

- ▶ **R.2.1.** *Create a national communication and marketing strategy involving all stakeholders, including trainers, e.g. in dedicated working groups.*
- ▶ **R.2.2.** *Be supported by a multidisciplinary team of experts at global and national levels to develop (1) better brand positioning, and (2) business development capacity.*
- ▶ **R.2.3.** *Work with experts in the following fields: Marketing and communication, Business and Systems Change Management.*

Priority: High / Importance: High / Resource implication: Medium. / Responsible entity: ILO Enterprises, tripartite constituents and implementing partners

**Recommendation 3** (from conclusions 2, 3 and 5) **proposes to ILO and NTAC members to actively support implementing partners and to ensure that all tripartite interests are equally taken into consideration – including labour law compliance and social dialogue.**

- ▶ **R.3.1.** *Actively contribute to creating and implementing a national SCORE communication and marketing strategy, with a participatory approach, and involving experts in this field.*
- ▶ **R.3.2.** *Validate together a solid feasibility study and exit strategy at an early stage of Phase IV - with the support of business experts.*
- ▶ **R.3.3.** *Ensure government support. This includes government input (in cash and in kind) to be clearly included in the project document (i.e. Phase IV) and signed by all parties.*

Priority: High / Importance: High / Resource implication: Low. / Responsible entity: ILO Enterprises / Constituents (NTAC)

**Recommendation 4** (from conclusions 1 and 5) **proposes to ILO and donors to provide beneficiary countries with further additional support during 3-5 years in order not to lose momentum and achieve sustainable results. The project duration and budget should be defined based on a robust feasibility study.**

- ▶ **R.4.1.** *Consider first fully monitoring and achieving technical, institutional and financial sustainability in beneficiary countries before extending the programme to other countries.*
- ▶ **R.4.2.** *Conduct feasibility studies to select countries (for continuation) that display a "fertile" environment for sustainable change.*
- ▶ **R.4.3.** *Select early in Phase IV a lead agency to coordinate the work of implementing partners and NTAC for each SCORE country Programme.*
- ▶ **R.4.4.** *Based on feasibility studies and needs assessments, extend relevant interventions in countries (including those not initially planned to be covered in Phase IV).*
- ▶ **R.4.5.** *Explore ways to gauge the commitment and the absorptive capacity of enterprises before providing substantial services whether these services are provided free-of-charge or not. While companies may be willing to pay for modules, this does not mean that they have the necessary prerequisites in place. Given limited resources, the SCORE program should devote effort to firms that have the best chance of benefitting from its services. (Same recommendation as in SCORE Ghana impact assessment, 2016)*

Priority: High / Importance: High / Resource implication: High./ Responsible entity: ILO Enterprises, donors (SECO, NORAD)



# ANNEXES

**ANNEX 1**    **TERMS OF REFERENCE (ATTACHED TO THIS DOCUMENT)**  
**ANNEX 2**    **INCEPTION REPORT (ATTACHED TO THIS DOCUMENT)**

## ANNEX 3: LIST OF PERSONS INTERVIEWED

75 interviewees: 65% male and 35% female interviewees)

Title	First Name	Last name	Function	Organization	Role	Country
Mr	Michael	Elkin	Chief Technical Adviser	International Labour Organization	ILO staff	(Global)
Mr	Stephan	Ulrich	Programme Manager, Regional Coordinator for Asia	International Labour Organization	ILO staff	(Global)
Ms	Marlen	De La Chaux	Technical Officer	International Labour Organization	ILO staff	(Global)
Ms	Na Eun	Mun	Technical Officer	International Labour Organization	ILO staff	(Global)
Mr	Matias	Espinosa	Global Tripartite Advisory Committee (GTAC) member	International Organisation of Employers (IOE)	Employers' Organization	(Global)
Mr	Andri	Meier	GTAC member	SECO, Federal Department of Economic Affairs	Donor	(Global)
Ms	Ragnhild Eitungjerde	Høyvik	GTAC member	NORAD	Donor	(Global)
Mr	Aymen	Chahloul	National Project Coordinator (NPC)	International Labour Organization	ILO staff	Tunisia
Mr	Mohamed	Chebbi	CETIME Officer	Technical Center of Mechanical and Electrical Industries	Training provider	Tunisia
Mr	Ramzi	Majdoubi	PACKTEC Officer	Packaging Technical Center	Training provider	Tunisia
Mr	Houcine	Baccouche	ISST Officer	Occupational health and safety institute	Training provider	Tunisia
Ms	Imen	Metoui	CETIBA Officer	Technical Center for Wood and Furniture Industry	Training provider	Tunisia
Mr	Mohsen	Missaoui	DG CETTEX	Textile Technical Center	Training provider	Tunisia
Ms	Imen	Ben Khoud	CNCC Officer	National Center for Leather and Footwear	Training provider	Tunisia
Mr	Karim	Karboul	CTMCCV Officer	Technical Center for Building Materials, Ceramics and Glass	Training provider	Tunisia
Mr	Salem	Bouarada	DG CETIBA	Technical Center for Wood and Furniture Industry	Training provider	Tunisia
Ms	Houda	Bouzidi	DG CTC	Technical Center for Chemistry	Training provider	Tunisia
Ms	Dalila	Ben Yahia	CETTEX Officer	Textile Technical Center	Training provider	Tunisia
Ms	Sonia	Dhrif	Sous-Directeur, Formation	Textile Technical Center	Training provider	Tunisia
Mr	Habib	Noauiqui	DG ISST	Occupational health and safety institute	Training provider	Tunisia
Mr	Tarek	Sallami	CTAA Officer	Agro-Food Technical Center	Training provider	
Ms	Amel	Gomri	APII Officer	Agency for the Promotion of Industry and Innovation	Government Agency	Tunisia
Mr	Tarek	Bel Haj Ali	Owner	Workman	SME Representative	Tunisia
Mr	Hamdi	Ksaa	BFPME Officer	SME Business Finance Bank	Government Agency	Tunisia
Ms	Ines	Slouma	PACKTEC Officer	Packaging Technical Center	Training provider	Tunisia
Mr	Abdelkarim	Hamdaoui	DG PACKTEC	§	Training provider	Tunisia
Mr	Zied	Charfi	Officer at UTICA	Tunisian Union of Industry, Trade and Handicrafts	Employers' Organization	Tunisia
Mr	Aymen	Dimassi	PDG STERAM	STERAM	SME Representative	Tunisia
Mr	Mohamed Amine	Oualha	CTC Officer	Technical Center for Chemistry	Training provider	Tunisia
MS	Narjes	MASLAH EL HAMMAR	DG CTAA	Agro-Food Technical Center	Training provider	Tunisia
Mr	Nabil	Ben Bechir	DG CNCC	National Center for Leather and Footwear	Training provider	Tunisia
Mr	Mohamed	Brahmi	Directeur technique CNCC	National Center for Leather and Footwear	Training provider	Tunisia
Mr	Karim	Trabelsi	Studies & Research officer at UGTT	Tunisian General Labour Union	Workers' Organization	Tunisia
Mr	Tarek	Ben Slama	DGPME Officer	General Directorate for SMEs	Government Agency	Tunisia
Mr	Khaled	Khelifi	Manager	LIFT & LUSH	SME Representative	Tunisia

Ms	Fatma	fekih	responsable développement RH	ATELIERS ISA	SME Representative	Tunisia
Ms	Chadni	Lanfranchi	Technical Officer - SME development and formalization	International Labour Organization	ILO Staff	Bolivia
Ms	Carla	De Gumucio	SCORE National Project Officer	International Labour Organization	ILO Staff	Bolivia
Ms	Grecia	Mitru	SCORE National Project Assistant	International Labour Organization	ILO Staff	Bolivia
Mr	Jose Pablo	Ferrufino	SCORE Expert Trainer	Consultant	Training provider	Bolivia
Mr	Marcel	McFarren	SCORE Expert Trainer	Consultant	Training provider	Bolivia
Ms	Gabriela	Pinaya	SCORE Expert Trainer	Consultant	Training provider	Bolivia
Ms	Silvia	Borda	Standards and Quality Advisor	Chamber of Industry, Commerce and Services of Cochabamba - ICAM	Industry association	Bolivia
Ms	Lucia	Sossa	Chief Executive of the Corporate Social Responsibility Unit	Confederation of Private Entrepreneurs of Bolivia (CEPB)	Industry association	Bolivia
Mr	Juan Pablo	Vicente y	Chief human resources officer	CIA. IND. COMERCIAL HNOS VICENTE SRL (FAMOSA)	SME representative	Bolivia
Mr	Luis Gabriel Alcócer Montero	Alcócer Montero	Salud, seguridad y medioambiente,	CIA. IND. COMERCIAL HNOS VICENTE SRL (FAMOSA)	SME representative	Bolivia
Ms	Susan	Cadena	Operational Manager	Novaquímica SRL.	SME representative	Bolivia
Mr.	Omar	Cardenas	General Manager	COBOCE R.L.	SME representative	Bolivia
Mr	Nelson	Aruquipa	Vice-Minister of Micro and Small Enterprises	Ministry of Productive Development and Plural Economy	Government Agency	Bolivia
Mr	Xubiao	Zhang	National Project Coordinator (NPC)	International Labour Organization	ILO staff	China
Ms	Yuenying	Che	Project Assistant	International Labour Organization	ILO staff	China
Mr	Jianguo	Jl	Manager of Safety and Environment Protection Department	Lixin Mining Co., Ltd	SME Representative	China
Ms	Xian	ZHANG	Director(SCORE Expert Trainer)	SCORE Academy	Training provider	China
Ms	Wanli	Xu	Co-founder and Operations Director(SCORE Expert Trainer)	NEWAsia Solutions Limited	Training provider	China
Mr	Xiaohui	LIANG	Chief Economist	China National Textile and Apparel Council(CNTAC)	Industry association	China
Mr	Xiaobin	LIU	Division Chief	International Exchange and Cooperation Center of MEM	Government Agency	China
Ms	Yanyan	ZHANG	Director	China Enterprise Confederation ( CEC)	Employers' representatives	China
Mr	Hongwei	JIA	Executive Director(SCORE Expert Trainer)	SCORE Academy	Training provider	China
Mr	Hongtao	GAO	Manager	Beijing Huanyu Jinghui Jingcheng Gas Technology Co., Ltd	SME Representative	China
Mr	Guisheng	MENG	Factory Director	Zhaoxing paper	SME Representative	China
Mr	Hernán	Zeballos	National Project Coordinator	International Labour Organization	ILO staff	Peru
Ms	Claudia	Cortegana	Programme Assistant	International Labour Organization	ILO staff	Peru
Ms	Nina	Paustian	Programme Manager, Regional Coordinator for Latin Americas	International Labour Organization	ILO staff	Peru
Mr	Sergio	Rodríguez	Executive Director	Instituto Tecnológico de la Producción	Government agency	Peru
Mr	Romulo	Zanabria	Consultant	SCORE Training Association	Training provider	Peru
Mr	Jose	Rodríguez	Consultant	SCORE Training Association	Training provider	Peru
Mr	Francis	Paredes	Consultant	SCORE Training Association	Training provider	Peru
Mr	Patricia	Vanessa Huamán Quiroz	(Replaced CEO for this interview)	Inversiones CIMAS	SME representative	Peru
Ms	Eliana	Medina	Coordinator on Labor Consultation	Ministry of Labour and Promotion of Employment	Government Agency	Peru

Ms	Wendy	Rojas	CEO	Impacto Positivo	Other (Expert)	Peru
Mr	Rolando	Torres	General Secretary	CATP - Autonomous Workers' Confederation of Peru	Workers' Organization	Peru
Mr	Edinsson	Quispe	CEO	SOLUCENTER PERU S.A.C.	SME representative	Peru
Mr	Javier	Taibe	CEO	Ecoeficiencia, Seguridad y Salud	SME representative	Peru
Mr	Enrique	Gomez	(Replaced CEO for this interview)	CITEmadera (ITP) - Centre for Productive Innovation and Wood Technology Transfer	Training provider	Peru
Mr	Claudio	Frischt	Technical Assistant	CITEmadera (ITP) - Centre for Productive Innovation and Wood Technology Transfer	Training provider	Peru
Mr	Edinsson	Quispe	CEO	SOLUCENTER PERU S.A.C.	SME representative	Peru

Table 2 – List of persons interviewed

Stakeholder	Number	Female	Male
Global	7	3 (42%)	4 (58%)
Bolivia	13	7 (54%)	6 (46%)
China	10	3 (30%)	7 (70%)
Peru	16	4 (25%)	12 (75%)
Tunisia	29	9 (31%)	20 (69%)
Total	75	26	49
Percentage	100%	35%	65%

Table 3 – Number of people interviewed per country

Stakeholder	Number	Female	Male
ILO staff	14	8 (57%)	6 (43%)
Donor	2	1 (50%)	1 (50%)
Government Agency	7	2 (29%)	5 (71%)
Workers' Organization	2	0 (0%)	2 (100%)
Industry Association / Employers' Organization	6	3 (50%)	3 (50%)
Training provider / Other	31	11 (35%)	20 (65%)
SME Representative	13	2 (15%)	11 (85%)
Total	75	26 (35%)	49 (65%)

Table 4 – Number of people interviewed per role

## ANNEX 4: BIBLIOGRAPHY

### Publications

1. Working Group for Promoting the Development of Small and Medium-sized Enterprises of the State Council, "Policy Paper on the Measures to Improve the Competitiveness of SMEs" (2021)
2. UNDAF. "United Nations Development Assistance Framework 2016 - 2020." (2016).
3. State Council, "Outline of the 13th Five-Year Plan for the National Economic and Social Development of the People's Republic of China (2016-2020)"(2016)
4. Ministry of Industry and Information Technology, "Development Plan for the Small and Medium-sized Enterprises (2016-2020)" (2016)
5. General Office of the State Council, "Notice by the General Office of the State Council of Further Intensifying Efforts to Assist Small and Medium-Sized Enterprises in Alleviating Difficulties" (2021)
6. Enterprises Department (ILO). "Corporate Social Responsibility in the Chinese Textile Industry - Compendium of case studies with good practices." (2009)
7. Enterprises Department (ILO). "SCORE China Case Studies: Results achieved through SCORE Training on Cleaner Production." (2015).
8. Enterprises Department (ILO). "SCORE China Case Study: Chongqing Jianghua work safety and productivity improvement." (2015).
9. Fact Sheet (ILO). "Sustaining Competitive and Responsible Enterprise."(2014)
10. ILO publication. "SCORE China Case Study: OSH improvements in Tebian Electric Apparatus Stock Co. Ltd."(2015).
11. Fact sheet (ILO) "SCORE China: A case study from Tebian Electric Apparatus Stock Co. " (2017).
12. Enterprises Department ILO. "A day in the life of a SCORE trained SME in Jiangsu, China." (2016).
13. Fact sheet, Enterprises Department (ILO). "SCORE China: A case study from Meiyue Knitting." (2017).
14. Report, Enterprises Department (ILO). "SCORE China Case Study: Meiyue Knitting Company is a brighter place to work." (2016).
15. Publication, Enterprises Department (ILO). "Corporate Social Responsibility in the Chinese Textile Industry - Compendium of case studies with good practices." (2009).
16. Fact sheet, (ILO). "SCORE Bolivia: A case study from Nutrition Maybo." (2017).
17. Fact sheet, (ILO). "SCORE Colombia: A case study from Flores del Este" (2017).
18. Fact sheet, (ILO). "Caso de éxito SCORE – Empresa Industrias Renda - Perú" (2016).
19. Fact sheet, (ILO). "SCORE Peru: A case study from Amfa Vitrum" (2016).
20. International Labour Organisation, *SCORE Experiences: The foundation for success in the workplace* (2014)
21. International Labour Organisation, *SCORE Experiences: Safety & Health at work: A Platform for Productivity*(2017)
22. International Labour Organisation, *SCORE Experiences: Workforce Management for Business Success* (2017)
23. International Labour Organisation, *SCORE Experiences: Productivity Through Cleaner Production* (2017)
24. International Labour Organisation, *SCORE Experiences: Quality - Managing Continuous Improvement* (2017)
25. Fact sheet. (ILO). "Improving the Garment Sector in Lao PDR: Compliance through Inspection and Dialogue." (2017)
26. Fact sheet. (ILO). "SCORE India: A case study from Stanfab Apparels Private Limited".(2017)
27. Enterprises Department (ILO). "SCORE India Case Study: Helping enterprises to integrate migrant workers through SCORE Training." (2016).
28. Enterprises Department (ILO). "How to evaluate the impact of SME training programmes – Evidence from Ghana, India and Vietnam." (2017)
29. Enterprises Department (ILO). "Success Stories from Tourism Enterprises in South Africa."(2015)
30. Enterprises Department (ILO). "Success Stories from Enterprises in Ghana."(2019)
31. Silva, S. D. "An introduction to performance-related and skill-based pay system." (1998).
32. Hirsig, N., N. Rogovsky , and M. Elkin . "Enterprise Sustainability and HRM in Small and Medium-Sized Enterprises." *CSR Sustainability Ethics & Governance* (2014)

### Project webpages

33. "SMEs in Peru transform to become more productive and competitive" 12 May 2019, [https://www.ilo.org/empent/whatsnew/WCMS\\_703456/lang-en/index.htm](https://www.ilo.org/empent/whatsnew/WCMS_703456/lang-en/index.htm)
34. "The benefits of collaborative work: continuous improvement", 21 September, 2020 [https://www.ilo.org/empent/whatsnew/WCMS\\_755916/lang-en/index.htm](https://www.ilo.org/empent/whatsnew/WCMS_755916/lang-en/index.htm)
35. "Making Chinese Factories Safer." 24 August 2016, [https://www.ilo.org/global/about-the-ilo/mission-and-objectives/features/WCMS\\_503515/lang-en/index.htm](https://www.ilo.org/global/about-the-ilo/mission-and-objectives/features/WCMS_503515/lang-en/index.htm)
36. "Motivated workers lead workplace improvements,"19 February 2018, [https://www.ilo.org/empent/whatsnew/WCMS\\_618055/lang-en/index.htm](https://www.ilo.org/empent/whatsnew/WCMS_618055/lang-en/index.htm)
37. "Routine and Communication is the Key to Correcting Tricky Quality Problems in China," 29 August 2018, [https://www.ilo.org/empent/whatsnew/WCMS\\_644074/lang-en/index.htm](https://www.ilo.org/empent/whatsnew/WCMS_644074/lang-en/index.htm)

38. "Effective HR policies benefit workers and employers in China," 16 October 2018 [https://www.ilo.org/empent/whatsnew/WCMS\\_647259/lang--en/index.htm](https://www.ilo.org/empent/whatsnew/WCMS_647259/lang--en/index.htm)
39. "After COVID-19: SCORE trained enterprise gets back to work," 30 April 2020, [https://www.ilo.org/empent/whatsnew/WCMS\\_742643/lang--en/index.htm](https://www.ilo.org/empent/whatsnew/WCMS_742643/lang--en/index.htm)
40. "Working during COVID-19: How one company is using SCORE Training to keep workers safe." 16 April 2020, [https://www.ilo.org/empent/whatsnew/WCMS\\_740657/lang--en/index.htm](https://www.ilo.org/empent/whatsnew/WCMS_740657/lang--en/index.htm)
41. "Workplace cooperation leads to surprising gains during the COVID-19 outbreak" 3 June 2020, [https://www.ilo.org/empent/whatsnew/WCMS\\_746928/lang--en/index.htm](https://www.ilo.org/empent/whatsnew/WCMS_746928/lang--en/index.htm)
42. "Exceeding production targets through waste reduction in Ghana" 28 Jul 2019, [https://www.ilo.org/empent/whatsnew/WCMS\\_714051/lang--en/index.htm](https://www.ilo.org/empent/whatsnew/WCMS_714051/lang--en/index.htm)
43. "SCORE Academy to offer online training to Amazon's supplier in China during COVID-19 outbreak." 19 March. 2020 [https://www.ilo.org/beijing/information-resources/public-information/WCMS\\_739002/lang--en/index.htm](https://www.ilo.org/beijing/information-resources/public-information/WCMS_739002/lang--en/index.htm)
44. "ILO sign agreement with the Ministry of Emergency Management for implementing SCORE Training" 31 March 2020, [https://www.ilo.org/beijing/information-resources/public-information/press-releases/WCMS\\_739913/lang--en/index.htm](https://www.ilo.org/beijing/information-resources/public-information/press-releases/WCMS_739913/lang--en/index.htm)
45. "ILO-ETI Experience Sharing Session on SCORE Training for Supply Chain." 8 May 2019. [https://www.ilo.org/beijing/information-resources/public-information/press-releases/WCMS\\_700568/lang--en/index.htm](https://www.ilo.org/beijing/information-resources/public-information/press-releases/WCMS_700568/lang--en/index.htm), retrieved in Dec. 2021
46. "A SCORE Super Hero? Boliva Innovates to Communicate SCORE Messages" 30 October 2018, [https://www.ilo.org/empent/whatsnew/WCMS\\_646590/lang--en/index.htm](https://www.ilo.org/empent/whatsnew/WCMS_646590/lang--en/index.htm)
47. "How capacity building and greater employee involvement can address low productivity in the Ethiopian garment sector, 23 March, 2021, [https://www.ilo.org/empent/whatsnew/WCMS\\_776369/lang--en/index.htm](https://www.ilo.org/empent/whatsnew/WCMS_776369/lang--en/index.htm),
48. "Building better morale boosts company competitiveness." 1 Feb, 2016, [https://www.ilo.org/global/about-the-ilo/mission-and-objectives/features/WCMS\\_444883/lang--en/index.htm](https://www.ilo.org/global/about-the-ilo/mission-and-objectives/features/WCMS_444883/lang--en/index.htm)
49. "The benefits of collaborative work: continuous improvement" 21 Sept 2020, [https://www.ilo.org/empent/whatsnew/WCMS\\_755916/lang--en/index.htm](https://www.ilo.org/empent/whatsnew/WCMS_755916/lang--en/index.htm)
50. "Opening space for exchange to build a positive company culture - Case Study AMFA VITRUM" 1 Feb 2019, [https://www.ilo.org/empent/whatsnew/WCMS\\_676274/lang--en/index.htm](https://www.ilo.org/empent/whatsnew/WCMS_676274/lang--en/index.htm)

### Videos / Testimonials

51. "Prioritizing workplace well-being at Nakydaco", available at <https://www.youtube.com/watch?v=pkGNwqTon3c&t=42s>
52. "ILO SCORE Vietnam: Improvement at Woodland Tuyen Quang JSC." available at <https://www.youtube.com/watch?v=M0eXUIISpsl&t=50s>
53. "Addressing Issues of Gender-Based violence in the workplace", available at <https://www.youtube.com/watch?v=1O4hKoOL9zo>
54. "Enterprise Improvements with ILO SCORE Training Ghana", available at <https://www.youtube.com/watch?v=QpsNc-cUgHc>
55. "ILO SCORE GHANA PROJECT MoSpring", available at <https://www.youtube.com/watch?v=YvfHDZLvLNE>
56. "Swiss government delegates visited Tien Hung Ltd. (SCORE factory in Binh Duong, Vietnam" available at : [https://www.youtube.com/watch?v=cFt\\_T2YqxSk&t=19s](https://www.youtube.com/watch?v=cFt_T2YqxSk&t=19s)
57. "ILO SCORE Indonesia: Helping SMEs to be More Productive and Competitive", available at <https://www.youtube.com/watch?v=MWd8s6NAP4I&t=2s>
58. "SMEs adapting during COVID-19 - Bali, Indonesia" available at <https://www.youtube.com/watch?v=iIJOWHpYw7k&t=19s>
59. "SCORE capacity building for female staff of partner organizations", available at <https://www.youtube.com/watch?v=9JzsiBrlIM4>
60. "SECO Head of Trade promotion visit to SCORE Factory - Happy Furniture Ltd. in 21 Nov 2018", available at <https://www.youtube.com/watch?v=yS24X9hN-wU>
61. "SMEs adapting during COVID-19 – Indonesia", available at <https://www.youtube.com/watch?v=q4q3acPUwwQ>
62. "Covid-19 prevention in factories", available at <https://www.youtube.com/watch?v=hTcGkTtQsk&t=34s>
63. "SCORE's support for enterprises of supporting industries", available at <https://www.youtube.com/watch?v=YQvnuMV8JR0&t=184s>
64. "SCORE method promotes in Deqing, implements the main responsibility of enterprise safety production(SCORE)", available at
65. "The cases of SCORE Project in Dalian", available at [https://v.youku.com/v\\_show/id\\_XMzMwNjgwMTg5Ng==.html?spm=a2h1n.8251843.playlist.5!9~1!2~3-A&f=51140939&o=1](https://v.youku.com/v_show/id_XMzMwNjgwMTg5Ng==.html?spm=a2h1n.8251843.playlist.5!9~1!2~3-A&f=51140939&o=1)
66. "ILO-SAWS SCORE Training impact in Nanxun 2015", available at [https://v.youku.com/v\\_show/id\\_XMzI4ODAwNDgyNA==.html?spm=a2h1n.8251843.playlist.5!6~5-A&f=51140939&o=1](https://v.youku.com/v_show/id_XMzI4ODAwNDgyNA==.html?spm=a2h1n.8251843.playlist.5!6~5-A&f=51140939&o=1)
67. "ILO SCORE India : 'Green SMEs, Win SMEs' " available at <https://www.youtube.com/watch?v=w65Ad3IQStQ>
68. "ILO SCORE India -'Management essentials for the SMEs to sustain market competitiveness' " available at <https://www.youtube.com/watch?v=axzkMU3K2SM>
69. "SCORE E-Learning supports resilience of SMEs and safety of workers during COVID-19", available at [https://www.youtube.com/watch?v=cWqWx\\_U4SEw&list=PL8itJ-8CfpcwA7KcUJxjPiqJt8i5dj7t&index=1](https://www.youtube.com/watch?v=cWqWx_U4SEw&list=PL8itJ-8CfpcwA7KcUJxjPiqJt8i5dj7t&index=1)

### Project documents and reports

70. SCORE Phase III Project Document (2017)
71. International Labour Organisation, "Decent Work Country Programme 2016 - 2020" (2016)
72. Evaluation Summaries, Mid-term Evaluation of "Sustaining Competitive and Responsible Enterprises Phase I" (SCORE) (2011)
73. Mid-term Evaluation Report of "Sustaining Competitive and Responsible Enterprises Phase I" (2011)

74. Evaluation Summaries, Final Evaluation of "Sustaining Competitive and Responsible Enterprises Phase I" (SCORE) (2012)
75. Final Evaluation of "Sustaining Competitive and Responsible Enterprises Phase I" (SCORE) (2012)
76. Evaluation Summaries Final Evaluation of "Sustaining Competitive and Responsible Enterprises Phase II" (2016)
77. Final Evaluation of "Sustaining Competitive and Responsible Enterprises Phase II" (2016)
78. Evaluation Report-Entrepreneurship and SME Support Project Myanmar(2021)
79. Inception Report- Institutional impact assessment
80. Mid-term Evaluation Report of "Sustaining Competitive and Responsible Enterprises Phase III" (2020)
81. Final Evaluation Report of "Sustaining Competitive and Responsible Enterprises Phase III" (2020)
82. Four impact evaluations in India, Ghana, Vietnam and Peru
83. SCORE Global Strategy for Exit
84. SCORE Country Strategies for Exit
85. SCORE Programme Progress Report
86. SCORE Annual Programme reports
87. Quantitative KPI Improvements Report
88. Gender Progress Report
89. Summaries of enterprise improvements
90. Project global and country work plans
91. Country performance plans
92. Quarterly Progress Reports
93. SCORE Programme Phase I,II and III Financial reports
94. SCORE Training Modules I - Work place Cooperation
95. SCORE Training Module II - Quality Improvement
96. SCORE Training Modules III - Resource Efficiency
97. SCORE Training Modules IV- Workforce Management
98. SCORE Training Modules V - Safety and Health at Work
99. SCORE Partner Capability and Motivation Assessments
100. SCORE Programme Brief Phase I, II, and III
101. SCORE Enterprise Survey

#### **[Other documents]**

102. ILO Four Pillars Policy Framework to Address the Socio-Economic Impacts of COVID-19, ILO (May 2020)
103. Protocol on the Collection of Evaluation Results on the ILO's Response to COVID-19 through Project and Program Evaluations, ILO
104. ILO Guidelines for Policy Evaluation: Principles, rationale, planning and management of evaluations, 4th ed. (November 2020)
105. Code of Conduct Form (to be signed by the evaluator), ILO
106. Checklist 4.8: Writing the Inception Report, ILO
107. Checklist 4.2: Preparing the Evaluation Report, ILO
108. Checklist 5: Preparation of Evaluation Report, ILO
109. Checklist 6: Evaluation Report Quality Assessment, ILO
110. Template for Lessons Learned and Emerging Good Practices, ILO
111. Guidance Note 7 Stakeholder Participation in the ILO Evaluation
112. Guidance Note 3.1: Integrating gender equality into project monitoring and evaluation, ILO
113. Template for evaluation title page, ILO.
114. UN Evaluation Group (UNEG)
115. ILO policy guidelines for results-based evaluation: Principles, rationale, planning and managing for evaluations



## ANNEX 5: DATA COLLECTION INSTRUMENTS – EVALUATION MATRIX, INTERVIEW PROTOCOL & SURVEY

### EVALUATION CRITERIA AND QUESTIONS:

*The evaluation addresses the following ILO evaluation criteria (based on the OECD-DAC evaluation criteria) as defined in the ILO Policy Guidelines for results-based evaluation, 2020. A complete set of questions by each criterion is outlined below, as per ToR:*

#### RELEVANCE AND STRATEGIC FIT

- ▶ Was the intervention an appropriate solution to the development problem at hand? Does it target the main causes of the problem?
- ▶ Are the objectives of SCORE phase III intervention consistent with beneficiaries' requirements and country needs? To what extent have they been involved in the design?
- ▶ Are the objectives of SCORE phase III intervention in line with Norad's and SECO's priorities?
- ▶ Is SCORE phase III intervention linked to national and ILO's development frameworks (Country's national development plan, UNDAF, DWCPs, P&B, SDGs)?
- ▶ To what extent is the SCORE Phase III intervention relevant to the pursuit of the ILO's cross-cutting issues?

#### COHERENCE AND VALIDITY OF THE PROGRAMME'S DESIGN

- ▶ Are the project strategy, objectives and assumptions appropriate for achieving planned results?
- ▶ How well has the project complemented other ILO projects?
- ▶ What lessons can be learnt for the design of future projects in similar fields of expertise, improving productivity and working conditions in SMEs?
- ▶ Within the context of ILO's goal of gender equality as well as national level policies in this regard, to what extent did the project design take into account specific gender equality concerns relevant to the project context?

#### EFFECTIVENESS (INCLUDING EFFECTIVENESS OF MANAGEMENT ARRANGEMENT)

- ▶ To what extent has the project so far achieved its objectives and reached its target groups?
- ▶ What obstacles did the project encounter in project implementation, especially during the Covid-19 pandemic? What corrective action did the project take to achieve its objectives and support business recovery?
- ▶ Within its overall objectives and strategies, what specific measures were taken by the project to address issues relating to gender equality?
- ▶ To what extent did the project implemented specific measures to promote international labour standards, social dialogue and tripartism, and a green economy?
- ▶ Are the Global and National Tripartite Advisory Committees functioning and what value do they add?
- ▶ How effective is the project in sharing good practices between country components and communicating success stories and disseminating knowledge internally and externally (including gender-related results and knowledge)?
- ▶ To what extent were the monitoring practices adequate for the purpose of the intervention?
- ▶ What were the lessons learnt and good practices of this intervention?

#### EFFICIENCY

- ▶ Does the project make efficient use of its financial and human resources?
- ▶ Is the implementation strategy cost-effective?
- ▶ Is the distribution of resources between staff and activities, and between HQ and country offices, optimal?
- ▶ Were the intervention resources used in an efficient way to address gender equality in the implementation?

## SUSTAINABILITY

- ▶ To what extent are the project results likely to be durable?
- ▶ Concerning the institutional-level, how far has the capacity of partner organizations been built in relation to delivery of the outputs/objectives under SCORE exit/sustainability strategy?
- ▶ To what extent can the project results be maintained or even scaled up/replicated by other partners beyond project completion?
- ▶ What are the obstacles (including the global pandemic) the project encountered towards achieving sustainability and how did the project address these?
- ▶ What are the areas of engagement that should be continued? What are the areas that need further emphasis?
- ▶ How effective was the project in establishing national ownership?
- ▶ To what extent have government institutions benefited from policy dialogue support and process

## IMPACT

- ▶ How effectively has the project built national ownership and capacity of people and institutions?
- ▶ Has the project made a significant contribution to broader and longer-term development, including national sustainable development plans, UNSDCF, and SDG targets?
- ▶ Has the project reached sufficient scale to justify the investment? Are the approach and its results likely to be up-scaled or replicated?



**Description of data collection instruments:** *The main data collection instruments used in this evaluation are following: project data, semi-structured questionnaires, key informant interviews and focus group discussions. The evaluation also included a short online survey including a SWOT analysis that was distributed to interviewees. The evaluation matrix is presented below.*

**ANNEX I.1 - EVALUATION QUESTIONS MATRIX**

Protocols : A. ILO Staff / Project team - B. Partner organizations, other relevant stakeholders and donor - C. Beneficiaries - D. Others

code	Criteria	Evaluation questions	Data sources	Data collection method Interview (individual / groups) = I, Document review = DR, Survey = S)	Stakeholders / Informants	Analysis and assessment	Interview / Protocol Questions	Group protocol
REL1	Relevance and strategic fit	Are the objectives of SCORE phase III intervention consistent with beneficiaries' requirements and country needs? To what extent have they been involved in the design?	(i) Project documents and progress reports; and (ii) Project partners and stakeholders	I / DR	i) Representatives of tripartite constituents, partner organizations, donors and beneficiaries; ii) ILO HQ technical support unitst; and iii) ILO project team	Analyse project design based on beneficiaries' requirements  Triangulation based on different data sources	To what extent has the project responded to beneficiaries' and country needs? (A-B-D)  Do you feel that your needs have correctly been understood and addressed? (C)  To what extent have key stakeholders been involved in the design of the intervention? (A-B-D)	A-B*-C-D
REL2	Relevance and strategic fit	Are the objectives of SCORE phase III intervention in line with Norad's and SECO's priorities?	(i) Project documents and progress reports; and (ii) Project partners and stakeholders	I / DR	i) Donor; ii) ILO HQ technical department; and iii) ILO project team	Analyse project design based on donors' priorities  Triangulation based on different data sources	How well is the SCORE phase III intervention aligned with Norad's / SECO's priorities?	A-B
REL3	Relevance and strategic fit	Is SCORE phase III intervention linked to national and ILO's development frameworks (Country's national development plan, UNDAF, DWCPs, P&B, SDGs)?	(i) National and ILO's development frameworks documents (e.g. Country's national development plan, UNDAF, DWCPs, P&B, SDGs); (ii) Project documents and progress reports; and (iii) Project partners and stakeholders	I / DR	i) Representatives of tripartite constituents, partner organizations, donors and beneficiaries; ii) ILO HQ technical support unitst; and iii) ILO project team	Identification of relevant plan & policies, including UN Development Cooperation Framework and DWCP  Triangulation based on different data sources	How well does the programme respond to ILO's development frameworks and national priorities? (This also includes Country's national development plan, UNDAF, DWCPs, P&B and SDGs)  To what extent do project objectives contribute to accelerating progress toward ILO or national priorities?	A-B-D
REL4	Relevance and strategic fit	To what extent is the SCORE Phase III intervention relevant to the pursuit of the ILO's cross-cutting issues	(i) National plan & policies, and ILO frameworks documents related to cross-cutting issues; (ii) Project documents and progress reports; and (iii) Project partners and stakeholders	I / DR	i) Representatives of tripartite constituents, partner organizations, donors and beneficiaries; ii) ILO HQ technical support unitst; and iii) ILO project team	Identification of relevant national plan & policies, and ILO frameworks  Assess measures taken in alignment with the latter  Triangulation based on different data sources	To what extent did SCORE Phase III consider ILO's crosscutting issues?	A-B
CVD1	Coherence and Validity of design	Are the project strategy, objectives and assumptions appropriate for achieving planned results?	(i) Project documents and progress reports; and (ii) Project partners and stakeholders	I / DR	i) Partner organizations; ii) ILO HQ technical department; and iii) ILO project team	Review project strategy, objectives and assumptions in light of expected results  Triangulation based on different data sources	Are the project strategy and objectives appropriate for achieving planned results? Were assumptions realistic? Which activities were more or less useful?	A-B

CVD2	Coherence and Validity of design	How well has the project complemented other ILO projects (including Better Work and Vision Zero Fund)?	(i) Other ILO project related information and documents; (ii) Project documents and progress reports; and (iii) Project partners and stakeholders	I / DR	i) Partner organizations; ii) ILO HQ technical support unitst; and iii) ILO project team	Identification of relevant ILO projects  Triangulation based on different data sources	Did the project complement other ILO projects (including Better Work and Vision Zero Fund)? If yes, which ones and how? What were the coordination mechanisms, if any?	A-B-D
CVD3	Coherence and Validity of design	What lessons can be learnt for the design of future projects in similar fields of expertise, improving productivity and working conditions in SMEs?	(i) Project documents and progress reports; and (ii) Project partners and stakeholders	I / DR	i) Partner organizations; ii) ILO HQ technical department; and iii) ILO project team	Extract lessons learned based on the analysis of the project design  Triangulation based on different data sources	What lessons can be learnt for the design of future similar interventions aiming at improving productivity and working conditions in SMEs?	A-B-C
CVD4	Coherence and Validity of design	Within the context of ILO's goal of gender equality as well as national level policies in this regard, to what extent did the project design take into account specific gender equality concerns relevant to the project context?	(i) ILO and country gender equality related policies and frameworks (ii) Project documents and progress reports; and (iii) Project partners and stakeholders	I / DR	i) Partner organizations; ii) ILO HQ technical department; and iii) ILO project team	Identification of relevant national plans & policies  Triangulation based on different data sources	To what extent did the project design take into account relevant gender equality concerns in alignment with ILO's goal of gender equality and/or gender equality related national policies?	A-B-C-D
EFF1	Effectiveness (including effectiveness of management arrangement)	To what extent has the project so far achieved its objectives and reached its target groups?	(i) Project documents and progress reports; and (ii) Project partners and stakeholders	I / DR / S	i) Partner organizations, donors and beneficiaries; ii) ILO HQ technical support unitst; and iii) ILO project team	Analyze project progress notably based on project documents and country progress reports  Triangulation based on different data sources	To what extent has the project so far achieved its objectives and reached its target groups?	A-B*-C-D
EFF2	Effectiveness (including effectiveness of management arrangement)	What obstacles did the project encounter in project implementation, especially during the Covid-19 pandemic? What corrective action did the project take to achieve its objectives and support business recovery?	(i) Project documents and progress reports; and (ii) Project partners and stakeholders	I / DR	i) Partner organizations and beneficiaries; ii) ILO HQ technical support unitst; and iii) ILO project team	Assess measures taken to tackle obstacles, achieve objectives and support business recovery  Triangulation based on different data sources	What challenges did the project face in general? Did the project adapt its approach to the Covid-19 pandemic? What anticipatory measures and corrective action were undertaken?	A-B-C-D
EFF3	Effectiveness (including effectiveness of management arrangement)	Within its overall objectives and strategies, what specific measures were taken by the project to address issues relating to gender equality?	(i) ILO and country gender equality related policies and frameworks (ii) Project documents and progress reports; and (iii) Project partners and stakeholders	I / DR / S	i) Partner organizations and beneficiaries; ii) ILO HQ technical support unitst; and iii) ILO project team	Assess measures taken to tackle specifically gender equality related issues  Triangulation based on different data sources	What specific measures were taken to tackle gender equality issues, and how well did it work?	A-B-C-D
EFF4	Effectiveness (including effectiveness of management arrangement)	To what extent did the project implemented specific measures to promote international labour standards, social dialogue and tripartism, and a green economy?	(i) Project documents and progress reports; (ii) Project partners and stakeholders; and (iii) Survey	I / DR / S	i) Representatives of tripartite constituents, partner organizations, donors and beneficiaries; ii) ILO HQ technical support unitst; and iii) ILO project team	Assess measures taken to promote ILS, social dialogue and tripartism, and a green economy  Triangulation based on different data sources	Did the project harness (i) ILS, (ii) social dialogue and tripartism, and (iii) green economy related issues? And how?	A-B*-C-D
EFF5	Effectiveness (including effectiveness of management arrangement)	Are the Global and National Tripartite Advisory Committees functioning and what value do they add?	(i) Project documents and progress reports; and (ii) Project partners and stakeholders	I / DR	i) Global and National Tripartite Advisory Committee members, partner organizations and beneficiaries; ii) ILO HQ technical support unitst; and iii) ILO project team	Assess effectiveness and added value of Global and National Tripartite Advisory Committees  Triangulation based on different data sources	How effective were Global and National Tripartite Advisory Committees? Could they have added more value? If yes, how?	A-B*-C-D
EFF6	Effectiveness (including effectiveness of management arrangement)	How effective is the project in sharing good practices between country components and communicating success stories and disseminating knowledge internally and externally (including gender-related results and knowledge)?	(i) Project documents and progress reports; and (ii) Project partners and stakeholders	I / DR	i) Representatives of tripartite constituents, partner organizations, donors and beneficiaries; ii) ILO HQ technical support unitst; and iii) ILO project team	Assess project effectiveness in sharing knowledge, good practices and success stories between country components, internally and externally  Triangulation based on different data sources	Did the project share good practices, success stories and knowledge between country components, internally and externally? If yes, how? If not, why?	A-B-C-D

EFF7	Effectiveness (including effectiveness of management arrangement)	To what extent were the monitoring practices adequate for the purpose of the intervention?	(i) Project documents and progress reports; and (ii) Project partners and stakeholders	I / DR	i) Partner organizations; ii) ILO HQ technical department; and iii) ILO project team	Assess monitoring practices based on data sources  Triangulation based on different data sources	Was monitoring done? If so, were results to take corrective action where needed?	A-B
EFF8	Effectiveness (including effectiveness of management arrangement)	What were the lessons learnt and good practices of this intervention?	(i) Project documents and progress reports; and (ii) Project partners and stakeholders	I / DR	i) Partner organizations and beneficiaries; ii) ILO HQ technical support unitst; and iii) ILO project team	Extract lessons learned and good practices based on project documents and progress reports  Triangulation based on different data sources	What lessons and good practices could be replicated in other ILO / country projects or programmes?	A-B-C-D
EFFIC1	Efficiency of resource use	Does the project make efficient use of its financial and human resources?	(i) Project documents and progress reports; and (ii) Project partners and stakeholders	I / DR	i) Partner organizations, donors and beneficiaries; ii) ILO HQ technical support unitst; and iii) ILO project team	Assess project efficiency in its use of financial and human resources based on data sources  Triangulation based on different data sources	Were financial and human resources allocated where they were most effective and needed? (E.g. staff / activities, HQ, country offices?) (EFFIC 1 / EFFIC 3)	A-B-C
EFFIC2	Efficiency of resource use	Is the implementation strategy cost-effective?	(i) Project documents and progress reports; and (ii) Project partners and stakeholders	I / DR	i) Partner organizations; ii) ILO HQ technical department; and iii) ILO project team	Cost-effectiveness analysis of the programme implementation strategy  Triangulation based on different data sources	Has the project strategy addressed cost-effectiveness? If not, how? If not why?  What were the measures to improve cost efficiency? (E.g. connecting the dots with other initiatives to leverage project resources and enhance the impact of the intervention)	A-B
EFFIC3	Efficiency of resource use	Is the distribution of resources between staff and activities, and between HQ and country offices, optimal?	(i) Project documents and progress reports; and (ii) Project partners and stakeholders	I / DR	i) Partner organizations; ii) ILO HQ technical department; and iii) ILO project team	Analyze efficiency of distribution of resources (between staff and programme activities)  Triangulation based on different data sources	Were financial and human resources allocated where they were most effective and needed? (E.g. staff / activities, HQ, country offices?) (EFFIC 1 / EFFIC 3)	A-B-C
EFFIC4	Efficiency of resource use	Were the intervention resources used in an efficient way to address gender equality in the implementation?	(i) Project documents and progress reports; and (ii) Project partners and stakeholders	I / DR	i) Partner organizations; ii) ILO HQ technical department; and iii) ILO project team	Analyze efficiency of measures to address gender equality during the project implementation  Triangulation based on different data sources	Were sufficient resources allocated to address gender, diversity and disability issues? If not, where?	A-B
S1	Sustainability	To what extent are the project results likely to be durable?	(i) Project documents and progress reports; and (ii) Project partners and stakeholders	I / DR	i) Representatives of tripartite constituents, partner organizations, donors and beneficiaries; ii) ILO HQ technical support unitst; and iii) ILO project team	Assessment of durability of project results  Triangulation based on different data sources	What is likely to remain after completion of the project?	A-B*-C-D
S2	Sustainability	Concerning the institutional-level, how far has the capacity of partner organizations been built in relation to delivery of the outputs/objectives under SCORE exit/sustainability strategy?	(i) SCORE exit/sustainability strategy; (ii) Project documents and progress reports; and (ii) Project partners and stakeholders	I / DR	i) Partner organizations; ii) ILO HQ technical department; and iii) ILO project team	Assess to the extent possible the level of capacity reached by partner organizations to deliver outputs/objectives in alignment with SCORE exit/sustainability strategy  Triangulation based on different data sources	Has the project built durable capacity of partner organization? If not, why?	A-B

S3	Sustainability	To what extent can the project results be maintained or even scaled up/replicated by other partners beyond project completion?	(i) Project documents and progress reports; and (ii) Project partners and stakeholders	I / DR	i) Representatives of tripartite constituents, partner organizations, donors and beneficiaries; ii) ILO HQ technical support unit; and iii) ILO project team	Assess likelihood of project results to be maintained or scaled up  Triangulation based on different data sources	To what extent are project results likely to be maintained or even scaled up/replicated by other partners beyond project completion?	A-B*-C-D
S4	Sustainability	What are the obstacles (including the global pandemic) the project encountered towards achieving sustainability and how did the project address these?	(i) Project documents and progress reports; and (ii) Project partners and stakeholders	I / DR	i) Partner organizations and beneficiaries; ii) ILO HQ technical support unit; and iii) ILO project team	Assess measures taken for sustaining project results  Triangulation based on different data sources	To what extent is the project sustainable? What obstacles did the project face in this regard and how did the project address these challenges?	A-B-C-D
S5	Sustainability	What are the areas of engagement that should be continued? What are the areas that need further emphasis?	(i) Project documents and progress reports; and (ii) Project partners and stakeholders	I / DR	i) Partner organizations, donors and beneficiaries; ii) ILO HQ technical support unit; and iii) ILO project team	Assess what areas of engagement present remaining needs of continuing activities  Triangulation based on different data sources	What are the areas of engagement that should be continued? What are the areas that need further emphasis?	A-B*-C-D
S6	Sustainability	How effective was the project in establishing national ownership?	(i) Project documents and progress reports; and (ii) Project partners and stakeholders	I / DR	i) Representatives of tripartite constituents, partner organizations, donors and beneficiaries; ii) ILO HQ technical support unit; and iii) ILO project team	Assess measures related to establishing national ownership  Triangulation based on different data sources	How effective was the project to build national ownership and build capacities?	A-B
S7	Sustainability	To what extent have government institutions benefited from policy dialogue support and process?	(i) Project documents and progress reports; and (ii) Project partners and stakeholders	I / DR	i) Representatives of tripartite constituents, partner organizations, donors and beneficiaries; ii) ILO HQ technical support	Assess measures related to providing policy dialogue support and process to government institutions	Did government institutions benefit from policy dialogue support and process? If yes, what were the primary outcomes?	A-B
I1	Impact	How effectively has the project built national ownership and capacity of people and institutions?	(i) Project documents and progress reports; and (ii) Project partners and stakeholders	I / DR	i) Representatives of tripartite constituents, partner organizations, donors and beneficiaries; ii) ILO HQ technical support	Assess measures taken to build national ownership and capacity of people and institutions	[See S6]	A-B-C-D
I2	Impact	Has the project made a significant contribution to broader and longer-term development, including national sustainable development plans, UNSDCF, and SDG targets?	(i) Project documents and progress reports; and (ii) Project partners and stakeholders	I / DR	i) Representatives of tripartite constituents, partner organizations, donors and beneficiaries; ii) ILO HQ technical support unit; and iii) ILO project team	Assess project contribution to broader and longer-term development  Triangulation based on different data sources	Did the project make a significant contribution to broader and longer-term development? If yes, how?  To what extent is the intervention likely to contribute positively to national sustainable development plans, UNSDCF, SDGs and relevant targets on the long-term?	A-B-D
I3	Impact	Has the project reached sufficient scale to justify the investment? Are the approach and its results likely to be up-scaled or replicated?	(i) Project documents and progress reports; and (ii) Project partners and stakeholders	I / DR	i) Representatives of tripartite constituents, partner organizations, donors and beneficiaries; ii) ILO HQ technical support unit; and iii) ILO project team	Assess measures taken for sustaining SCORE results  Triangulation based on different data sources	Has the project reached critical scale to justify the investment?  Are the approach and its results likely to be up-scaled or replicated?	A-B*-C-D

Table 5 – Evaluation matrix

**INTERVIEW PROTOCOL** - Key questions for A. ILO Staff / Project team - B. Partner organizations, other relevant stakeholders and donor - C. Beneficiaries - D. Others

code	Interview / Protocol Questions	Group protocol
REL1	To what extent has the project responded to beneficiaries' and country needs? (A-B-D) Do you feel that your needs have correctly been understood and addressed? (C)	A-B*-C-D
REL2	To what extent have key stakeholders been involved in the design of the intervention? (A-B-D) How well is the SCORE phase III intervention aligned with Norad's / SECO's priorities?	A-B
REL3	How well does the programme respond to ILO's development frameworks and national priorities?	A-B-D
REL4	To what extent did SCORE Phase III consider ILO's crosscutting issues?	A-B
CVD1	Are the project strategy and objectives appropriate for achieving planned results? Were assumptions realistic? Which activities were more or less useful?	A-B
CVD2	Did the project complement other ILO projects (including Better Work and Vision Zero Fund)? If yes, which ones and how? What were the coordination mechanisms, if any?	A-B-D
CVD3	What lessons can be learnt for the design of future similar interventions aiming at improving productivity and working conditions in SMEs?	A-B
CVD4	To what extent did the project design take into account relevant gender equality concerns in alignment with ILO's goal of gender equality and/or gender equality related national policies?	A-B
EFF1	To what extent has the project so far achieved its objectives and reached its target groups?	A-B*-C-D
EFF2	What challenges did the project face in general? Did the project adapt its approach to the Covid-19 pandemic? What anticipatory measures and corrective action were undertaken?	A-B-C-D
EFF3	What specific measures were taken to tackle gender equality issues, and how well did it work?	A-B-C-D
EFF4	Did the project harness (i) ILS, (ii) social dialogue and tripartism, and (iii) green economy related issues? And how?	A-B*-C-D
EFF5	How effective were Global and National Tripartite Advisory Committees? Could they have added more value? If yes, how?	A-B*-C-D
EFF6	Did the project share good practices, success stories and knowledge between country components, internally and externally? If yes, how? If not, why?	A-B-C-D
EFF7	Was monitoring done? If so, were results to take corrective action where needed?	A-B
EFF8	What lessons and good practices could be replicated in other ILO / country projects or programmes?	A-B-C-D
EFFIC1	Were financial and human resources allocated where they were most effective and needed? (E.g. staff / activities, HQ / country offices?) (EFFIC 1 / EFFIC 3)	A-B-C
EFFIC2	Has the project strategy addressed cost-effectiveness? If not, how? If not why? What were the measures to improve cost efficiency? (E.g. connecting the dots with other initiatives to leverage project resources and enhance the impact of the intervention)	A-B
EFFIC3	Were financial and human resources allocated where they were most effective and needed? (E.g. staff / activities, HQ / country offices?) (EFFIC 1 / EFFIC 3)	A-B
EFFIC4	Were sufficient resources allocated to address gender, diversity and disability issues? If not, where?	A-B
S1	What is likely to remain after completion of the project?	A-B*-C-D
S2	Has the project built durable capacity of partner organization? If not, why?	A-B
S3	To what extent are project results likely to be maintained or even scaled up/replicated by other partners beyond project completion?	A-B*-C-D
S4	To what extent is the project sustainable? What obstacles did the project face in this regard and how	A-B-C-D
S5	What are the areas of engagement that should be continued? What are the areas that need further emphasis?	A-B*-C-D
S6	How effective was the project to build national ownership and build capacities?	A-B
S7	Did government institutions benefit from policy dialogue support and process? If yes, what were the primary outcomes?	A-B
I1	[See S6]	A-B-C-D
I2	Did the project make a significant contribution to broader and longer-term development? If yes, how? To what extent is the intervention likely to contribute positively to national sustainable development plans, UNSDCF, SDGs and relevant targets on the long-term?	A-B-D
I3	Has the project reached critical scale to justify the investment? Are the approach and its results likely to be up-scaled or replicated?	A-B*-C-D

Table 6 – Interview / protocol questions

**SURVEY 22:**

<https://www.surveymonkey.com/r/TC759GK>

What was your role in the project? (Mark with a cross)

- ILO Staff (Project team, Technical support unit, HQ)
- Donor
- Government agency
- Industry association
- Employers' organization
- Workers' organization
- Training provider
- SME representative
- Training participant
- Other (Please specify in the comments)

You participated in ILO SCORE Phase III programme:

- At the global level
- At the country level (Bolivia)
- At the country level (China)
- At the country level (Peru)
- At the country level (Tunisia)

Comments / Please describe activities in which you participated:

--

Gender:

- F
- M
- Other

How satisfied are you overall with the project mes? (Please mark your answer with a cross.)

1 = Very dissatisfied	2 = Somewhat dissatisfied	3 = Somewhat satisfied	4 = Very satisfied

Comments:

The activities you have participated in include concrete measures related to gender equality. (Please mark your answer with a cross.)

1 = Strongly disagree	2 = Partially disagree	3 = Partially agree	4 = Fully agree

Comments:

The activities you have participated in include concrete measures related to environmental sustainability (Please mark your answer with a cross.)

1 = Strongly disagree	3 = Partially disagree	3 = Partially agree	4 = Fully agree

Comments:

To what extent do you consider the project has achieved its expected outcomes (in the framework of activities you participated in)?

0-25%	26-50%	51-75%	76-100%

Comments:

Please provide any additional comment in the SWOT table below:

STRENGTHS (S)	WEAKNESSES (W)

<sup>22</sup> The survey is based on a standard method of qualitative analysis, which provides an overview of some key questions addressed in the TOR and allows triangulation with other data sources. (The survey is not meant to replace monitoring work).



<b>OPPORTUNITIES (O)</b>	<b>THREATS (T)</b>

Thank you for your participation!

## → FRENCH TRANSLATION

⇒ Veuillez remplir le questionnaire en ligne <https://www.surveymonkey.com/r/TC759GK> en vous aidant de la traduction ci-dessous :

### 1. Quel est votre rôle dans le projet?

- Personnel de l'OIT (Equipe de projet, Département technique, Siège Genève)
- Donateur
- Agence gouvernementale
- Association de l'industrielle
- Organisation employeur
- Organisation des travailleurs
- Prestataire de formation
- Représentant(e) PME
- Participant(e) à la formation
- J'ai participé à la phase III du programme SCORE de l'OIT au niveau GLOBAL
- J'ai participé à la phase III du programme SCORE de l'OIT au niveau PAYS en BOLIVIE.
- J'ai participé à la phase III du programme SCORE de l'OIT au niveau PAYS en CHINE.
- J'ai participé à la phase III du programme SCORE de l'OIT au niveau PAYS au PÉROU.
- J'ai participé à la phase III du programme SCORE de l'OIT au niveau PAYS en TUNISIE.

Autre (veuillez préciser dans les commentaires ci-dessous):

### 2. Genre:

- Femme
- Homme
- Autre

### 3. Dans quelle mesure êtes-vous satisfait (e) des résultats du projet ? (Veuillez marquer d'une croix votre réponse.)

1 =Très insatisfait(e)	2 = Assez insatisfait(e)	3 = Assez satisfait(e)	4 = Très satisfait(e)

Commentaires :

### 4. Les activités auxquelles vous avez participé comprennent des mesures concrètes liées à l'égalité des genres. (Veuillez marquer d'une croix votre réponse)

1 =Totalement en désaccord	2 = Partiellement en désaccord	3 = Partiellement d'accord	4 = Totalement d'accord

Commentaires :

5. Les activités auxquelles vous avez participé comprennent des mesures concrètes liées à la durabilité environnementale. (Veuillez marquer d'une croix votre réponse)

1 =Totalement en désaccord	2 = Partiellement en désaccord	3 = Partiellement d'accord	4 = Totalement d'accord

Commentaires :

6. Dans quelle mesure le projet a-t-il atteint selon vous les résultats escomptés (dans le cadre des activités auxquelles vous avez participé) ? (Veuillez marquer d'une croix votre réponse)

0-25%	26-50%	51-75%	76-100%

Commentaires :

7. Veuillez fournir tout commentaire supplémentaire dans le tableau SWOT ci-dessous :

STRENGTHS (S) / FORCES	WEAKNESSES (W) / FAIBLESSES
OPPORTUNITIES (O) / OPPORTUNITES	THREATS (T) / RISQUES

Nous vous remercions de votre participation !

## → CHINESE TRANSLATION

国际劳工组织 SCORE 项目三期终期独立评估

\* 1. 您来自本项目的哪个相关部门？

- 国际劳工组织员工（项目团队，技术支持团队，总部）
- 出资方
- 政府机构
- 行业协会
- 雇主组织
- 工人组织
- 培训机构
- 中小企业代表
- 培训参与者
- 我参加了全球层面的ILO SCORE 项目三期。
- 我参加了中国的ILO SCORE项目三期。

其他 (请在下方写明)

\* 2. 性别:

- 女性
- 男性
- 其他

\* 3. 您对项目成果的总体满意度如何

?

请在此留下您的评论:

\* 4. 您在多大程度上同意您参与的活动包含了与性别平等议题相关的具体措施？（1分完全不同意，2分部分不同意，3分部分同意，4分完全同意）

\* 5. 您在多大程度上同意您参与的活动包含了与环境可持续发展议题相关的具体措施？（1分完全不同意，2分部分不同意，3分部分同意，4分完全同意）

\* 6. 您认为该项目在多大程度上实现了预期成果（在您参与的三期活动的框架内）

7. 您认为SCORE项目的优势是什么？

8. 您认为SCORE项目的弱点是什么？

9. 您认为SCORE项目的潜在发展机会会有哪些？

10. 您认为SCORE项目的潜在威胁有哪些？

完成

## ANNEX 6: EVALUATION SCHEDULE

Phase	Responsible person / team	Tasks	Proposed timeline (2021-2022)	New proposed timeline (2021 – 2022)
I	Evaluation Manager, Evaluation team and Project team	<b>Inception phase:</b>  Desk review, initial briefing with Evaluation Manager, preparation of inception report and agenda for meetings prepared by ILO project team.  Submission of inception report  Submission of the final inception report addressing all comments  Validation of inception report	29 October  14 November	<b>18 November 2021</b>
II	Evaluation team	<b>Data collection phase:</b>  Conduct stakeholder meetings and interviews	15 November – 22 December	ibid.
	ForWaves	<b>Sense-making workshop</b>	16 December	<b>16 December 2021</b> , 2-5pm (UTC+1)
III	Evaluation team	<b>Report writing phase: Draft evaluation report</b>  Preparation of draft report	Draft report to be submitted by 14 February	Draft report to be submitted by <b>23 December 2021</b> (Grace period until 16 January 2022)
IV	Evaluation Manager	<b>Circulate draft evaluation report</b> to the project team ( <i>to review the first draft for factual corrections</i> ), consolidate comments of stakeholders and send them to the lead evaluator	15 – 19 February	<i>16 – 20 January 2022</i>
	Evaluation team	<b>Incorporate comments from Project team into the first draft</b>		<b>20 – 26 January 2022</b>
	Evaluation Manager	<b>Circulate draft evaluation report</b> to project stakeholders  Consolidate comments of stakeholders and send them to the lead evaluator		<i>27 January – 11 February 2022</i>  <i>14-15 February 2022</i>
V	Evaluation team	<b>Finalize report</b>  Incorporate comments from stakeholders into draft report for submission to the Evaluation Manager; Prepare evaluation summary.	Revised evaluation report to be submitted by 28 February	<b>16 - 22 February 2022</b>

Phase	Responsible person / team	Tasks	Proposed timeline (2021-2022)	New proposed timeline (2021 – 2022)
VI	EVAL	<b>Approval of report by EVAL</b>	--	--
VII	Evaluation Manager	<b>Submission of final approved report to:</b> <ul style="list-style-type: none"> <li>• The donor through ILO responsible official or ENTERPRISE</li> <li>• Stakeholders through Project Office</li> </ul>	--	--

Table 7 – Evaluation schedule

## ANNEX 7: SURVEY RESULTS

### SWOT Analysis (Summary based on survey responses)

See document attached for full results.

STRENGTHS (S)	OPPORTUNITIES (O)
<ul style="list-style-type: none"> <li>➔ Pragmatic tools, modules, and excellent training programs</li> <li>➔ Practical and useful methodology</li> <li>➔ Results-oriented, continuous improvement and capacity building in : <i>Productivity, working conditions, communication, enhanced collaboration and joint decision-making, participation, awareness raising, etc.</i></li> </ul>	<ul style="list-style-type: none"> <li>➔ Continuous demands from the market and from SMEs that have participated in the program</li> <li>➔ Stronger national and international communication and connection</li> <li>➔ Specialized and tailor-made additional modules upon request</li> <li>➔ SCORE certification adds commercial advantage</li> <li>➔ Training to be extended to other departments, sectors and industries</li> </ul>
WEAKNESSES (W)	THREATS (T)
<ul style="list-style-type: none"> <li>➔ Market positioning, brand promotion and program sustainability strategies are weak or missing; No certifying strategy</li> <li>➔ Implementation period is too short.</li> <li>➔ Quality of participants varies and other external factors (i.e. pandemic)</li> </ul>	<ul style="list-style-type: none"> <li>➔ Market competition and low recognition from the market and clients. – Insufficient marketing</li> <li>➔ Global health crisis - impact of COVID</li> <li>➔ Political instability and economic downturn</li> <li>➔ ILO withdraws from the program; Difficulty to engage enterprises; Financial sustainability</li> <li>➔ The low recognition of both international and national programmes at this stage.</li> </ul>

Table 8 – SWOT analysis

## ANNEX 8: SCORE PROGRAMME PERFORMANCE GOALS CORRECTIVE ACTION PLAN (SCORE PROGRAMME DOCUMENT)

Country	Performance Target	Goal	Actual	Corrective Action/ or Proposal to change goal
Bolivia	% of SCORE training cost covered by non-ILO resources	50%	10%	
	Nr of IPs receiving support for the development of a business plan for SCORE/BDS Training	9	8	
	Nr of IPs providing SCORE Training	9	8	
	Average nr. of gender-sensitive practices per module per enterprise	0.9	0.8	
	Estimated number of enterprises trained by programmes influenced by SCORE Training (indirectly trained)	109	103	SCORE Exports and Mejora Continua delayed but target will be reached this year.
	Estimated number of enterprise staff (% women) trained by programmes influenced by SCORE Training (indirectly trained)	642 (50%)	618 (48%)	
	Nr of Tripartite Advisory Committee meetings	23	22	
Colombia	Average nr. of gender-sensitive practices per module per enterprise	1	0.72	<ul style="list-style-type: none"> <li>The project has 4 MIG SCORE implementations in the pipeline where all projects are gender related, this should increase the average.</li> <li>For any additional SCORE Training implementations (sold in the market) the Programme does not have the leverage with trainers. All active certified SCORE Trainers have received 8 hours of specific training on gender equality and on specific actions/projects, and opportunities are always used to highlight the importance of gender-sensitive practices.</li> </ul>
	% of SCORE training cost covered by non-ILO resources	100%	57%	<ul style="list-style-type: none"> <li>This greatly depends on additional sales of SCORE Training (as no ILO funds are available), including the possibility that new SCORE Trainers that work for Factories of Productivity are able to sell it to SMEs.</li> <li>The only implementations that are paid through the ILO/ SCORE are for MIG SCORE as part of the pilot for supply chain development.</li> <li>Status December 2020: 61%</li> <li>For 2021 we have the following in the pipeline: <ul style="list-style-type: none"> <li>MIG SCORE implementation in 6 SMEs (with lead buyer support but not as sponsor)</li> <li>Chamber of Commerce of Bogotá: 6 SMEs paid by the CCB</li> <li>Prospectiva: 7 SMEs paid by third parties</li> </ul> </li> <li>Due to the MIG SCORE implementations we know that we are not going to have 100% cost-recovery for 2021. And even with a 100% cost-recovery in 2021, the average for the whole of Phase 3 cannot be 100%.</li> </ul>
	Presence of national SCORE Training quality assurance system, managed by IPs	6	4	<ul style="list-style-type: none"> <li>Quality assurance is done by the 5 Expert Trainers (this is more than the target defined for Phase 3): <ul style="list-style-type: none"> <li>Jaime Arboleda (CTA)</li> <li>Clara Torres (CEG SAS)</li> <li>Oscar Cardona (Alianzas por el Desarrollo)</li> <li>Mónica Cortes (Equilatera)</li> <li>Beatriz Escobar</li> </ul> </li> <li>There are a total of 4 organizations that can do Training of Trainers but a total of 9 organizations that have capacity to build SCORE: <ul style="list-style-type: none"> <li>CEG SAS</li> <li>Alianzas por el Desarrollo</li> </ul> </li> </ul>



Country	Performance Target	Goal	Actual	Corrective Action/ or Proposal to change goal
				<ul style="list-style-type: none"> <li>○ Equilatera</li> <li>○ Chamber of Commerce of Bucaramanga</li> <li>○ Chamber of Commerce of Bogotá</li> <li>○ CIP</li> <li>○ CPC Oriente</li> <li>○ InsirandoT</li> <li>○ Prospectiva Colombia</li> </ul>
	Nr of Tripartite Advisory Committee meetings	17	9	Status December 2020: 9 Will not be reached for the average of Phase 3 as this depends on the ILO Andean Office and corresponds to ILO constituent request.
	Nr of lead buyers promoting SCORE Training in their supply chains	26	24	This target has been reached with support from lead buyers to implement MIG SCORE.
	Nr of lead buyers sponsoring SCORE Training in their supply chains	6	4	Work in process. We hope that the online marketing initiative of the SCORE IP Alianzas por el Desarrollo and the 2 other Productivity Centers will attract 2 additional lead buyers.
Peru	% of SCORE training cost covered by non-ILO resources	90%	82%	Trying our best to reach this target, but due to the diversion of funds linked to the COVID-19 crisis we might not reach the 90%
	Average nr. of gender-sensitive practices per module per enterprise	1	0.4	The number is very low as Peru started relatively late focusing on gender-sensitive practices. In the last years the average has been quite high and the trend is positive.
	Nr of training programmes improving BDS (based on SCORE Training)	3	2	
	Nr of active certified trainers available (% women)	35 (30%)	29 (28%)	We are likely to reach that target.
	Nr of active expert trainers available (% women)	4 (30%)	3 (33%)	
	Nr of Tripartite Advisory Committee meetings	16	14	We are likely to reach that target.
Ghana	Nr of IPs providing SCORE Training	5	4	By Q1 2021, FEPTAG will become a new IP in Ghana, to deliver and embed SCORE Training in their business development service portfolio. SCORE Ghana will meet the target of 5 by the end of the project.
	% of modules delivered with high independence	90%	76%	This is due to the introduction of SCORE BCP and Gender Equality module pilot trainings in Ghana, during the pandemic as well as the ToT and ToEs organized for FEPTAG to be the new implementation partner. SCORE Ghana is confident that it will achieve 100% of independence level by the end of the project. Therefore, the change is not required.
	Nr of enterprises (% unionized) trained by IPs	320 (50%)	228 (19%)	Due to the pandemic and the slow start of recruiting new firms in Ghana in 2018, this becomes a challenging target for the project. Beneficiaries of SCORE BCP Training (13 enterprises in 2020) and OSH trainings are not captured in this section either. For the standard package of SCORE Training, it will be realistic to have the target of 270 enterprises (excluding BCP beneficiaries) by the end of the project.
	Average nr. of gender-sensitive practices per module per enterprise	2	0.8	As more and more companies opt for module 1 and SCORE short course, it becomes difficult to deliver more than 1 gender-sensitive practices (among 3-4 enterprise improvement project in each enterprise) in Ghana. Therefore, the changing the final target December 2021 to 1 is reasonable.
	Estimated number of enterprise staff (% women) trained by programmes influenced by SCORE Training (indirectly trained)	109	90	MDPI will continue delivering SCORE Training for small enterprises and SCORE BCP training in 2021. Therefore, it will be possible to achieve the target in December 2021.

	Nr of lead buyers promoting SCORE Training in their supply chains	4	2	Due to the pandemic, it has been challenging to organize face-to-face meetings with lead buyers. SCORE Ghana organized a webinar with Partner Africa and ABINBEV to promote SCORE Training in Feb 2021 and will continue its efforts. Therefore, it is not necessary to change the target of December 2021.
	Nr of lead buyers sponsoring SCORE Training in their supply chains	3	2	Due to the pandemic, it has been challenging to organize face-to-face meetings with lead buyers to seek sponsorship of SCORE Training. SCORE Ghana organized a webinar with Partner Africa and ABINBEV to promote SCORE Training in Feb 2021 and will continue such efforts. Therefore, it might not be necessary to change the target of December 2021.
<b>Ethiopia</b>	Nr of active certified trainers available (% women)	10 (40%)	6 (50%)	
	Average satisfaction with training (%)	95%	92%	
	Nr of policy makers and social partners trained (% women)	20	15 (7%)	
<b>Tunisia</b>	% of modules delivered with high independence	30%	29%	SCORE Tunisia thinks that it will be realistic to change the targets from 60% to 40% at December 2021. Due to the pandemic, the trainings were slowed down for a year and implementation partners were not able to deliver onsite consulting services.
	Nr of enterprises (% unionized) trained by IPs	20 (20%)	17(35%)	SCORE Tunisia considers that modifying the target from 70 enterprises to 60 at December 2021 is realistic. Due to the national lockdown, the project focused on capacity building of the trainers, as they were not allowed to visit factories to deliver their services. With current covid situation in Tunisia, it seems feasible to deliver 40 SCORE trainings for enterprises.
	Average nr. of gender-sensitive practices per module per enterprise	3	2.18	SCORE Tunisia promotes the importance of gender equality in enterprise improvement projects in each enterprise. However, the target of 5 at December 2021 is too high, considering that each enterprise intervention only consists of 3-4 enterprise improvement projects. In this sense, the project would like to modify the target to 1.5 at December 2021.
	Nr of active certified trainers available (% women)	21 (30%)	15 (53%)	As trainers were not able to visit factories due to the pandemic, the ToEs have been delayed. However, more ToEs are scheduled in 2021, and the project foresees that the targets can be met at December 2021.
	Nr of policy makers and social partners trained (% women)	35 (25%)	32 (43%)	SCORE Tunisia planned to organize a SME productivity training course for policy makers in 2020. Due to the pandemic, this has been postponed. However, if the situation gets better in Tunisia, it aims to organize it in 2021. Therefore, it is not necessary to revisit the target now.
	Nr of case studies documented	2	0	Consultants were not allowed to visit enterprises to record the case studies. SCORE Tunisia plans to develop case studies in Q2 2021. Therefore, it is not necessary to modify the targets of December 2021.
	% of SCORE training cost covered by non-ILO resources	60%	40%	Due to the pandemic, enterprises require more financial assistance to participate in SCORE Training. Therefore, it will be realistic to target 40% of cost-recovery rates, instead of 60% at December 2021.
	Nr of active expert trainers available (% women)	3 (30%)	0	Due to the cancellation of and delayed ToEs in 2020, it was not possible to certify expert trainers. The efforts will be made to identify the expert trainers and certify them at Q3 2022, in the next phase of SCORE Tunisia project.
	Presence of national SCORE Training quality assurance system, managed by IPs	1	0	Due to the cancellation of and delayed ToEs in 2020, it was not possible to certify expert trainers. In this sense, it is not possible to recognize any of the implementation partners to have such capacity to certify other trainers.
	Nr of training programmes improving BDS (based on SCORE Training)	3	2	SCORE Tunisia is in contact with GTEX, USAID and GIZ to influence their BDS portfolio, targeting SMEs.

				However, due to the pandemic, the collaboration has been slowed down, and it is more realistic to set the target at 2 instead of 3 at December 2021.
<b>Indonesia</b>	Average nr. of gender-sensitive practices per module per enterprise	2	1.27	
	Nr of active expert trainers available (% women)	5 (33%)	4 (25%)	
	Nr of lead buyers promoting SCORE Training in their supply chains	6	5	
	Nr of lead buyers sponsoring SCORE Training in their supply chains	5	4	
	Nr of lead buyers that request specific meeting, information sessions, training etc.	20	17	
<b>Myanmar</b>	Nr of IPs receiving support for the development of a business plan for SCORE/BDS Training	5	0	
	Average nr. of gender-sensitive practices per module per enterprise	0.75	0	
	Nr of active expert trainers available (% women)	2	0	
	Presence of national SCORE Training quality assurance system, managed by IPs	1	0	
	Nr of policy makers and social partners trained (% women)	40	0	
	Nr of case studies documented	2	0	
<b>Vietnam</b>	% of SCORE training cost covered by non-ILO resources	68%	66%	
<b>China</b>	All targets were met			

Table 9 – SCORE Programme Performance Goals Corrective Action Plan

## ANNEX 9: COMMITTED AND SPENT BUDGET PER COUNTRY

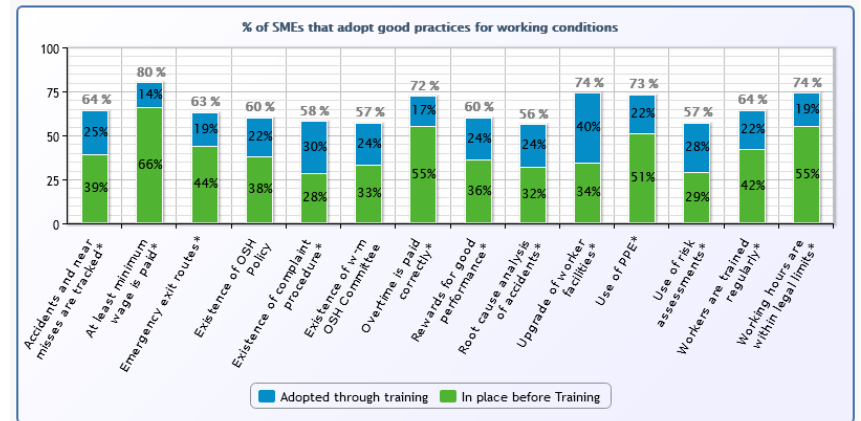
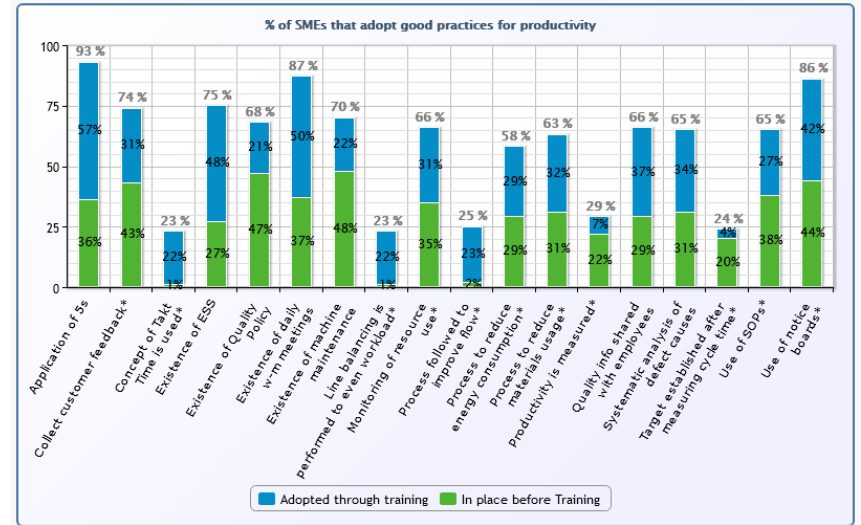
*See document attached.*

## ANNEX 10 – SCORE PERFORMANCE AGAINST EXPECTED RESULTS (Based on existing indicators)

As also noted in previous evaluations, the evaluation team agrees that the programme pursued quantitative targets despite these having a weak relationship to outcomes. The evaluation team hence could not solely rely on the existing outcome indicators to evaluate the extent to which the programme achieved expected results at the outcome level. Indicators would for example need to monitor the level of capacity that implementation partners display beyond indicators such as “independence” and “recovery rates” (e.g. marketing capacity and proven results in significant business development).

Direct recipients: Employer organizations and industry associations, lead buyers, training providers, worker organizations, government SME departments and agencies, labour inspectorates		
Ultimate beneficiaries: Workers and managers in SMEs		
Project title: Sustaining Competitive and Responsible Enterprises (SCORE) phase III		Project duration: 11/2017-10/2021
		Project budget: 19,4 Million USD
Project structure	Indicators	Level of achievement
Development Objectives/ Expected Impact: “SMEs in national and global supply chains have improved productivity and working conditions and provide decent work”		No indicator
<b>Immediate Objective / Outcome 1:</b> Public and private implementation partners have embedded SCORE Training in their national programs and budgets for SME development	<ul style="list-style-type: none"> <li>20 partner institutions embed or improve BDS in their SMEs service portfolios</li> <li>100% independence and cost-recovery of partners in middle-income countries</li> <li>1600 SMEs trained directly and indirectly (15% F-owned)</li> <li>6400 workers and managers trained (40% F)</li> </ul>	<ul style="list-style-type: none"> <li>56 institutional partners embedded SCORE Training in their regular business development services.</li> <li>Bolivia: 30% - China: 95% - Colombia: 70% - Ethiopia : 54% - Ghana: 80% - Indonesia: 88% - Myanmar: 100% - Peru : 98% - Tunisia: 80% - Vietnam: 88%.</li> <li>Number of Total Enterprises Trained: 2'364 (22% female-owned)</li> <li>32'896 workers and managers trained (45% F)</li> <li>Data available for 2'167 enterprises. See below: % of SMEs that adopt good practices for productivity and working conditions:</li> </ul>

- At least 70% of SMEs report improvements in productivity and working conditions incl. gender equality



<p><b>Output 1:</b> Implementation partners and service providers have developed business plans to independently market, sell and organize SCORE Training and to identify and apply for public subsidies</p> <ol style="list-style-type: none"> <li>1. Support business plan development of partners on how to embed or expand BDS in their service portfolios and access funding</li> <li>2. Train staff in marketing and organizing of BDS for SMEs</li> <li>3. Support selected institutions to apply gender equality principles and practices within BDS</li> </ol>	<ul style="list-style-type: none"> <li>• 1 business plan per partner organization developed</li> <li>• 30 representatives of implementation partners trained in each country (40% F)</li> <li>• 2 funding proposals per country submitted</li> <li>• 1 implementation partner per country supported with gender-specific activities</li> </ul>	<ul style="list-style-type: none"> <li>• Request for evidence made by the evaluation team. No evidence that all business plans were developed.</li> <li>• Available data: 539 trainers trained (40% F), 355 Certified Trainers trained (42% F), 61 Expert Trainers trained (38% F)</li> <li>• According to project team: more than 2 funding proposals per country submitted</li> <li>• --</li> <li>• --</li> </ul>
<p><b>Output 2:</b> Relevant aspects of SCORE Training have been embedded in existing public training programmes</p> <ol style="list-style-type: none"> <li>1. Identify public training programmes that can benefit from integrating SCORE Training elements</li> <li>2. Demonstration projects on how specific services can improve productivity and working conditions</li> </ol>	<ul style="list-style-type: none"> <li>• 1 partner per country adopts parts of SCORE Training</li> <li>• 1 video per demonstration project</li> </ul>	<ul style="list-style-type: none"> <li>• More than 1 partner per country adopts parts of SCORE Training</li> <li>• Several videos developed by SCORE Programme. For example: links for case study videos of companies that have implemented SCORE Training in Indonesia: <ul style="list-style-type: none"> <li>○ <a href="https://www.youtube.com/watch?v=MWd8s6NAP4I&amp;t=2s">https://www.youtube.com/watch?v=MWd8s6NAP4I&amp;t=2s</a></li> <li>○ <a href="https://www.youtube.com/watch?v=iJ0WHpYW7k&amp;t=19s">https://www.youtube.com/watch?v=iJ0WHpYW7k&amp;t=19s</a></li> <li>○ <a href="https://www.youtube.com/watch?v=q4q3acPUwwQ">https://www.youtube.com/watch?v=q4q3acPUwwQ</a></li> </ul> </li> <li>• For example: links for case study videos of companies that have implemented SCORE Training in Vietnam <ul style="list-style-type: none"> <li>○ Tan Binh Vegetable Oil JSC (Nakydaco): <a href="https://www.youtube.com/watch?v=pkGNwqTon3c&amp;t=42s">https://www.youtube.com/watch?v=pkGNwqTon3c&amp;t=42s</a></li> <li>○ Woodsland Furniture: <a href="https://www.youtube.com/watch?v=M0eXUIISpsl&amp;t=50s">https://www.youtube.com/watch?v=M0eXUIISpsl&amp;t=50s</a> (Turn on CC for English subtitles)</li> <li>○ Tien Hung Furniture (visited by Swiss government delegates): <a href="https://www.youtube.com/watch?v=cFt_T2YgxSk&amp;t=19s">https://www.youtube.com/watch?v=cFt_T2YgxSk&amp;t=19s</a></li> <li>○ Lam Viet Furniture (visited by Swiss government</li> </ul> </li> </ul>
<p><b>Output 3:</b> National training of trainers (incl. certification) and quality assurance systems are in place</p> <ol style="list-style-type: none"> <li>1. Organize training of trainers (in new countries)</li> <li>2. Assist partners in adapting and implementing quality assurance system</li> </ol>	<ul style="list-style-type: none"> <li>• Training curriculum and training materials published</li> <li>• Min. 10 certified and active trainers available in each country (at least 30%F)</li> </ul>	<ul style="list-style-type: none"> <li>• Training curriculum and training materials made available in each country. SCORE Bolivia created national SCORE online platform.</li> <li>• Achieved in all countries except in Ethiopia and Tunisia. (Percentage of Female achieved in all countries)</li> </ul> <p>Bolivia: 13 (54% F) - China: 91 (32% F) - Colombia: 35 (31% F) - Ethiopia: 8 (38% F) - Ghana: 27 (41% F) - Indonesia: 26 (85% F) - Myanmar: 34 (56% F) - Peru: 38 (45% F) - Tunisia*: 0 (0% F) - Vietnam: 30 (37% F) [Nr. of trainers trained: 36 (50% F)]</p>

<p><b>Output 4:</b> Policy-makers and social partners have increased knowledge on productivity, working conditions including international labour standards and gender equality, and SME policies</p> <ol style="list-style-type: none"> <li>1. Develop standard course on "Improving productivity and working conditions"</li> <li>2. Deliver course to policy-makers, key decision makers and ILO constituents Develop standard course on "Improving productivity and working conditions"</li> </ol>	<ul style="list-style-type: none"> <li>• Course curriculum available</li> <li>• 20 policy-makers from each countries trained (at least 30% F)</li> <li>• In-country follow-up action plan developed</li> </ul>	<ul style="list-style-type: none"> <li>• Achieved: Course curriculum available</li> <li>• Achieved in all countries except in Ethiopia and Myanmar. (Percentage of Female achieved in all countries except not achieved in Ethiopia) Bolivia: 100 (57% F) - China: 175 (49% F) - Colombia: 285 (51% F) - Ethiopia: 12 (0% F) - Ghana: 220 (36% F) - Indonesia: 33 (58% F) - Myanmar: 0 (0% F) - Peru: 70 (51% F) – Tunisia 61 (51% F) - Vietnam: 70 (39% F)</li> <li>• Achieved: In-country follow-up action plan developed</li> </ul>
<p><b>Immediate Objective / Outcome 2:</b> Lead buyers support suppliers through SCORE Training</p>	<ul style="list-style-type: none"> <li>• 10 lead buyers per country support suppliers through SCORE Training</li> </ul>	<ul style="list-style-type: none"> <li>• Not achieved: 10 lead buyers per country support suppliers through SCORE Training</li> </ul>
<p><b>Output 5:</b> Comprehensive promotional materials and guidance notes (incl. on how to deal with due-diligence concerns) when targeting lead buyers have been made available</p> <ol style="list-style-type: none"> <li>1. Develop promotional materials</li> <li>2. Draft staff and implementation partner guidance notes</li> <li>3. Revise website</li> </ol>	<ul style="list-style-type: none"> <li>• Promotional materials available</li> <li>• Guidance note available</li> <li>• Website online</li> </ul>	<ul style="list-style-type: none"> <li>• Achieved: Promotional materials available</li> <li>• Achieved: Guidance note available</li> <li>• Achieved: Website online</li> </ul>
<p><b>Output 6:</b> Implementation partners have been capacitated to market SCORE Training to lead buyers and MNE sponsors using different engagement models</p> <ol style="list-style-type: none"> <li>1. Train implementation partners on engagement models and provide promotional materials</li> <li>2. Organize marketing events with lead buyers</li> </ol>	<ul style="list-style-type: none"> <li>• 15 proposals per country submitted to lead buyers to promote SCORE Training to suppliers</li> </ul>	<ul style="list-style-type: none"> <li>• Copies of lead buyer proposals not available</li> </ul>
<p><b>Output 7:</b> Awareness has been raised of lead buyers on advanced supplier development practices that go beyond social compliance audits</p> <ol style="list-style-type: none"> <li>1. Develop good practice guide for supplier development</li> <li>2. Organize promotional events</li> </ol>	<ul style="list-style-type: none"> <li>• Good practice guide for supplier development available</li> <li>• 2 promotional events organized per country</li> </ul>	<ul style="list-style-type: none"> <li>• --</li> <li>• According to project team: At least 1 or more events in each country / Based on 2020 Annual report: Number of events to promote SCORE Programme and supply chain related topics to governments, constituents and stakeholders (as of December 2020): China: 7, Colombia: 36, Ethiopia: 2, Ghana: 3, Indonesia: 3, Myanmar: 0, Peru: 27, Tunisia: 2 and Vietnam: 4.</li> </ul>

Table 10 – SCORE Performance against expected results

## ANNEX 11 – EMERGING LESSON LEARNED 1

<p><b>Evaluation Title:</b> Final Independent Evaluation of the "SCORE (Sustaining Competitive and Responsible Enterprises)" Programme Phase III</p>	<p><b>Project TC/SYMBOL:</b> LO/17/54/MUL</p>
<p><b>Name of evaluators:</b> Maria Zarraga, Claude Hilfiker, Amel Fendri and Yichun Xu</p>	<p><b>Date:</b> January 14, 2022</p>
<p>The following Lesson Learned has been identified during the course of the evaluation. Further text can be found in the conclusions of the full evaluation report.</p>	

LL Element	Text
<p><b>Brief summary of lesson learned (link to project goal or specific deliverable)</b></p>	<p>Not all countries underwent systematically a feasibility study for Phase III (e.g. to test assumptions related to the lead buyer model). Stronger contextual analysis, usually conducted during a feasibility study, allows a programme to define, at each phase and in each country, an intervention design that facilitates change (in this case an enabling environment for SMEs). This allows to set the ground for technical, institutional and financial sustainability, notably measuring financial sustainability. The programme did not systematically invest in "fertile" environments that can realistically foster intended outcomes and impact. In some countries, general assumptions were true, in others not. While Evaluation data shows that the programme notably plans to analyse and assess financial and operational sustainability of implementation partners at the end of Phase III, this should be done prior to country / implementing partner selection.</p>
<p><b>Context and any related preconditions</b></p>	<p>It is crucial that analyzing and assessing financial and operational sustainability is done before signing any memorandum of understanding (MoU) with an Implementation Partner. Any business plan provided after signing a MoU should only detail how the implementation partner will operate based on a robust feasibility study completed prior to signing the MoU. It assumes that analyzing and assessing financial and operational sustainability has already been conducted in the feasibility study.</p>
<p><b>Targeted users / Beneficiaries</b></p>	<p>Users are programme global and country teams, supported by implementation partners and trainers/expert working directly with SMEs. Beneficiaries are tripartite constituents and SMEs plus donors as they get better value for money.</p>
<p><b>Challenges / negative lessons – Causal factors</b></p>	<p>Development cooperation interventions are conducted most of the time in complex and changing environments. As good practices show, an early feasibility study should be undertaken at the beginning of each phase, and for each country. This allows to better assess political and market environments, policies, regulations and compliance issues, challenge assumptions, and make comparison with competing programmes. This study should include the feasibility of a robust change management strategy and business models. This requires key expertise in business and change management – too often not integrated in development projects.</p>
<p><b>Success / positive issues – Causal factors</b></p>	<p>Good feasibility studies are done early enough and include a business model, market and sales strategy, production operations requirements, capacity requirements, critical risk factors, and financial predictions. The latter include income and cash flow statements, break even analysis and any additional funding required.</p>



<b>ILO administrative issues (staff, resources, design, implementation)</b>	A robust feasibility study requires to invest more time and resources to set the ground for a sustainable intervention.
<b>Other relevant comments</b>	

Table 11 – Emerging Lesson Learned 1

## ANNEX 12 – EMERGING LESSON LEARNED 2

<b>Evaluation Title:</b> Final Independent Evaluation of the "SCORE (Sustaining Competitive and Responsible Enterprises)" Programme Phase III	<b>Project TC/SYMBOL:</b> LO/17/54/MUL
<b>Name of evaluators:</b> Maria Zarraga, Claude Hilfiker, Amel Fendri and Yichun Xu	<b>Date:</b> January 14, 2022
The following Lesson Learned has been identified during the course of the evaluation. Further text can be found in the conclusions of the full evaluation report.	

LL Element	Text
<b>Brief summary of lesson learned (link to project goal or specific deliverable)</b>	<p>The programme developed a robust output-oriented M&amp;E system rather than a more <i>impact-oriented system</i>. As a consequence, significant resources (in terms of time, human resources and efforts) have been allocated without being able to generate outcome- and impact-data. Collecting the latter is crucial in order to monitor change most effectively throughout the intervention, test causal steps and verify assumptions. Monitoring outcome-driven data allows to ultimately generate more impact through corrective action. The latter is to be undertaken on a regular basis and/or at an earlier stage. Pursuing quantitative targets that have weak relationships to outcomes affect the programme's cost effectiveness and sustainability. There is the risk that output indicators may suggest a more positive picture about sustainability than it perhaps is the case. For such a complex programme requiring significant costs, it is particularly essential that a robust change management strategy developed by experts in the subject matter underlies the Theory of Change and the M&amp;E system - taking into consideration that change is a non-linear process. The Theory of change should take into consideration the causal mechanism that underlies sustainable systems change. It should also integrate individual behavioural change, which is crucial when creating an enabling environment for SMEs to develop export and domestic industrial sectors.</p>
<b>Context and any related preconditions</b>	<p>The SCORE Programme operated in 11 countries during its Phase III. Moreover it face serious challenges with regards to the COVID-19 Pandemic, making change even more challenging to occur. While the programme set up robust output-based M&amp;E systems that was well managed, the programme design entails a linear approach in the Theory of Change and does not track relevant outcome / impact indicators. Experience show that the programme developed a complex M&amp;E system that did not include monitoring needs at the country level (e.g concrete business figures to demonstrate training impact to prospective clients - rather than the percentage of companies reporting productivity and working conditions improvement).</p>
<b>Targeted users / Beneficiaries</b>	<p>Targeted users are the SCORE global and country teams, supported by implementation partners and trainers/expert working directly with SMEs. Beneficiaries are all constituents and SMEs. Improving outcome and impact data design and monitoring contributes to facilitate change more effectively and in a more sustainable way. It also ensures that the programme can take relevant corrective action. This is not possible based on impact assessments conducted on punctual basis and after activities took place. Furthermore, as demonstrated for example in the IA conducted in India, experience shows that it is challenging to have companies participate in IAs if they have not been in recent contact with SCORE trainers. This explains the low number of companies covered (i.e. 10 SMEs).</p>
<b>Challenges / negative lessons – Causal factors</b>	<p>A high number of output-oriented indicators and weak monitoring of outcome-driven data can jeopardize sustainability. A simple approach of asking the question "And so what" when evaluating the quality of an indicator can help assess more critically the extent to which a logframe is truly instrumental to achieve a sustainable programme. For example, based on existing indicators, one will know if a business plan per partner organization was developed and the number of people trained. "And so what?" How does this contribute to knowing to what extent implementing partners market, sell and organize training effectively? What other</p>

	indicators could be more relevant to monitor the intended outcome?
<b>Success / positive issues – Causal factors</b>	It is key to involve tripartite constituents, and change management and local experts in setting indicators that are also aligned with country monitoring needs. This will allow continuity between data collected during and after the project ends. Improving outcome and impact data design and monitoring contributes to facilitate change more effectively and in a more sustainable way. It also ensures that the programme can take relevant corrective action. This is not possible based on impact assessments conducted on punctual basis and after activities took place. Furthermore, as demonstrated for example in the IA conducted in India, experience shows that it is challenging to have companies participate in IAs if they have not been in recent contact with SCORE trainers in IAs. This explains the low number of companies covered (i.e. 10 SMEs).
<b>ILO administrative issues (staff, resources, design, implementation)</b>	Designing a more rigorous M&E system requires more time, more robust management, business and change management expertise often lacking in development programmes. However planning more time and resources to design more impactful interventions ultimately tackles better risks, and allows investing resources in more impactful programmes.
<b>Other relevant comments</b>	Revising the M&E system to be more outcome / impact oriented has been also recommended in the previous evaluation (i.e. the Mid-term evaluation of SCORE Phase III : "Take steps to develop a more "impact-oriented" M&E system"). The Mid-term evaluation of Phase II also mentions flaws in outcome reporting: "The M&E system of SCORE is rather complex and although it produces good and up-to-date data on activities and outputs, it does not generate sufficient quality and reliable outcome level data." Because SMEs and sectors are unique in size and situation, it is very difficult to aggregate outcome data in a useful way at the global level." This recommendation was partially applied through impact assessments (IA). However, as mentioned above, IAs cover a limited number of companies and do not allow systematic corrective action. Applying this recommendation would avoid making "repeated mistakes" as mentioned with kindness and benevolence by an ILO Official during another ILO evaluation - speaking about lessons learned.

Table 12 – Emerging Lesson Learned 2

## ANNEX 13 – EMERGING GOOD PRACTICE

<b>Evaluation Title:</b> Final Independent Evaluation of the "SCORE (Sustaining Competitive and Responsible Enterprises)" Programme Phase III	<b>Project TC/SYMBOL:</b> LO/17/54/MUL
<b>Name of evaluators:</b> Maria Zarraga, Claude Hilfiker, Amel Fendri and Yichun Xu	<b>Date:</b> January 14, 2022
The following emerging good practice has been identified during the course of the evaluation. Further text can be found in the full evaluation report.	

GP Element	Text
<b>Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)</b>	<p>SCORE unique features of working specifically on productivity and working conditions is perceived as one of a kind compared to other ILO programmes. The high quality of the concise and practical training – including the digital training package developed during COVID-19 - is fully recognized and appreciated by constituents. The programme has gradually adapted its materials to countries' and SMEs' specific needs. While the evaluation shows that change towards more significant impact is still in its infant stage, notably due to the complexity in which the programme operates, and the number of countries served, the programme entails huge potential to increase its impact on SMEs, and further adapt the programme to beneficiary countries' needs and reality.</p>
<b>Relevant conditions and Context: limitations or advice in terms of applicability and replicability</b>	<p>SCORE Programme is even more relevant in times where countries and SMEs face huge issues related to the COVID-19 pandemic. Additional modules were specifically developed by ILO for the COVID-19 context: "COVID-19 Safety &amp; Health at Work" on sanitary measures allowing for long-term preparation for future health crisis and "COVID-19 Business Continuity Planning (BDP)" to help SMEs implement the best control measures and ensure the continuity of their activities.</p> <p>It should be noted that even best quality training and tools do not necessarily lead to sustainable change. In order to be successful and achieve the intended outcomes / impact, the programme should learn from past phases and ensure its logic intervention and M&amp;E system are revised accordingly to lessons learned. SCORE Training programme also requires to be regularly updated both at global and country levels.</p>
<b>Establish a clear cause-effect relationship</b>	<p>Short, practical and well-designed training are adapted to SME needs – and foster effective learning. The SCORE adaptive learning approach, and high quality training tools and methodologies, allow to provide SMEs with a custom learning experience. This applies notably to the training delivered online, which takes into considerations the shorter attention spans of participants. Combining high-quality training with in-factory consultancy allows a tailor-made support much needed by SMEs.</p>
<b>Indicate measurable impact and targeted beneficiaries</b>	<p>Targeted beneficiaries are SMEs - both workers and employers. Impact indicators should be carefully revised to measure impact (e.g. the extent to which the amount of recommendations made by employees increases, remains stable or reduces)</p>
<b>Potential for replication and by whom</b>	<p>According to many interviewees, such ILO Programme supporting SMEs is perceived as unique and must remain and be scaled up <i>in</i> recipient countries – <i>before</i> being replicated by ILO in other countries.</p>
<b>Upward links to higher ILO Goals (DWCPs Country Programme Outcomes or ILO's Strategic Programme Framework)</b>	<p>This emerging good practice links to Programme and Budget (2020-2021) Outcome 4 "Sustainable enterprises as generators of employment and promoters of innovation and decent work"</p>

<b>Other documents or relevant comments</b>	
---	--

**Table 13 – Emerging Good Practice**