



ILO EVALUATION

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- Name of consultant(s): **Frans van Gerwen, Gerno Kwaks, Jolanda Buter, Esther Wintraecken, Prabuh Rajendran, Michael Nkrumah**
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Acronyms

BDS	Bussiness Development Services
BEDO	Business & Export Development Organisation (Indonesia)
BSCI	Business Social Compliance Initiative
CEC	China Enterprise Confederation
COOP	Coop Cooperative (Swiss retail and wholesale company)
DCED	Donor Committee for Enterprise Development
DEDEAT	Department of Economic Development, Environmental Affairs and Tourism (South Africa)
EIT	Enterprise Improvement Team
ETI	Ethical Trading Initiative
FEDHASA	Federated Hospitality Association of Southern Africa
FICCI	Federation of Indian Chambers of Commerce and Industry
FIP	Factory Improvement Programme
GTAC	Global Tripartite Advisory Committee
IFC	International Finance Corporation
ILO	International Labour Organization
ILS	International Labour Standards
INNpalsa	National institute for SME Promotion & Development (Colombia)
KPI	Key Performance Indicator
MGB	Metro Group Buying (China)
MOLE	Ministry of Labour and Employment in India
MoU	Memorandum of Understanding
MoMSME	Ministry of Micro, Small and Medium Enterprises in India
NORAD	Norwegian Agency for Development Cooperation
NTAC	National Tripartite Advisory Committee
OSH	Occupational Safety and Health
PPP	Public-Private Partnership
SABPP	South African Board for People's Practices
SANParks	South African Ntional Parks
SAWS	State Administration for Workers' Safety (China)
SCORE	Sustaining Competitive and Responsible Enterprises
SECO	Swiss Secretariat for Economic Affairs
SENA	Servicio Nacional de Aprendizaje in Colombia
SKKNI	Standar Kompetensi Kerja Nasional Indonesia
SME	Small and medium-sized enterprise
SOI	Sources Of Indonesia
STCCI	Sekondi-Takoradi Chamber of Commerce (Ghana)
STSG	SCORE Training Solutions Ghana
VCCI	Ho Chi Minh City Chamber of Commerce
WEE	Women Economic Empowerment
WIND	Work Improvement in Neighbourhood Development (ILO)
WISE	Work Improvement in Small Enterprises (ILO, also WISE+)

Executive Summary

Project background

The Sustaining Competitive and Responsible Enterprises (SCORE) programme is a practical training and workplace improvement programme to increase the productivity of SMEs while promoting better working conditions. SCORE is built on the assumption that productivity can be upgraded through better people management, better organization of work processes and the application of workplace practices guided by the principles of international labour standards. Under the first phase of the project from 2009 until 2013, the SCORE programme developed a training package, training of trainers and capacity building programme for institutions who want to offer the training package. In the first phase, the programme has built the capacity of 19 institutions in seven countries: Colombia, Ghana, South Africa, India, Indonesia, Vietnam and China. In total 270 trainers have been instructed and they trained over 300 SMEs. More than 2,400 managers and workers participated in training sessions.

Objectives

The second phase of the SCORE programme started in 2013 and will end in 2017. The overall objective of the second phase is to have in all countries national institutions providing, independently from the ILO and donor funding, SCORE training to SMEs. The programme has three immediate objectives, which are formulated as follows.

- Industry associations and training institutions market, sell and organize SCORE training for SMEs on a cost-recovery basis.
- Service providers deliver effective SCORE training and consulting to SMEs.
- Increased awareness of responsible workplace practices at the local, national and global level.

Following the recommendations made in the evaluation report of the first phase, the main focus of the second phase lies on reaching programme sustainability i.e. institutionalization of the training programme with partner organizations. Sustainability is defined in three interrelated dimensions, which are the basis of ILO's intervention strategy.

- Technical - The SCORE programme builds the capacity of institutions to continue and improve the technical quality of services.
- Institutional – Organizations that want to embed SCORE in their regular portfolio are supported to enhance their managerial capacity to deliver SCORE training in a cost-effective, professional and accountable manner.
- Financial – To make the service delivery of SCORE financially sustainable, the programme will develop mixed funding models, which can consist of client fees, sponsorships, government subsidies and others.

Implementation arrangements

SCORE is implemented with a global component at ILO headquarters in Geneva, decentralized country components and steered by global as well as national tripartite advisory committees. Members of the tripartite advisory committee are representatives of

government, trade unions, employers' organizations, ILO and donors. They monitor progress of activities and give advice during bi-annual advisory meetings. The total budget of SCORE in Phase II is 18.1 million US dollars, provided by the Swiss Secretariat for Economic Affairs (SECO) and the Norwegian Agency for Development Cooperation (NORAD). ILO and other external donors funded extensions on SCORE in Peru, Bolivia and Kenya.

Mid Term Evaluation

The objective of this mid-term evaluation is to independently assess the progress of SCORE in Phase II against the logframe, identify good practices and lessons learned and inform ILO and stakeholders on whether the current project strategy is working and provide recommendations on what could be changed to increase the likelihood that the project reaches its objectives. The evaluation covers the period from December 2012 until November 2015 and evaluates the SCORE components in the seven countries mentioned above. These countries were visited between October and December 2015. The final evaluation report was submitted in February 2016. The intended audience includes the SCORE staff, ILO country offices, donors and tripartite members of the global and national advisory committees and partner organizations in the evaluated countries. A summary of the evaluation will also be made available publicly through the websites of SCORE and the ILO Evaluation Office.

Evaluation approach

A team of four international consultants and two national consultants conducted the evaluation. The evaluation addresses a series of questions related to relevance, intervention design, effectiveness, efficiency, sustainability and management arrangements. The evaluation draws on the use of various sources of information and evaluation methodologies. These include a document review, an analysis of quantitative and qualitative data from the programme's M&E system, semi-structured interviews and group interviews, short surveys, factory visits and walk-throughs as well as an assessment of the gender aspects of the programme.

Main findings

This evaluation report presents a synthesis of more specific findings that were obtained through extensive fieldwork in seven countries where SCORE is implemented.

Intervention design

Though SMEs play a vital role in the economy, the sector is also characterized by low productivity, poor labour practices, an unhealthy and unsafe work environment and growing international competition, eroding its potential for growth. Poor workplace practices and a lack of communication between management and workers are a significant part of the problem. The findings of this Mid Term Evaluation confirm that by providing training and support services on these issues, SCORE effectively helps enterprises to find a better road to productivity and growth, from which both workers and employers benefit. However, SCORE, in its communication and marketing, focuses very much on productivity, cost-savings and competitiveness and should be more explicitly linked to promotion of rights at work and international labour standards.

ILO in driver seat

ILO SCORE teams are still very actively involved in the promotion and organization of SCORE training modules. This practice is not in line with the theory of change nor with the strategy to reach technical and institutional sustainability. The continuation of SCORE still depends very much on the SCORE teams. As a result, SCORE teams are quite heavily burdened with implementation and micro-management issues. This takes away time from important tasks such as monitoring and quality control, dialogue with existing and potential new partners and working on the visibility of SCORE at the national level.

Delivery of activities

The implementation of the programme is almost fully on track at the output level in terms of trainers and enterprises trained and partners involved in the project. With a few minor deviations in some countries, data obtained from the SCORE M&E system show that the delivery rate of activities and outputs is very high. Issues that need extra attention are the number of female trainers and the completion of more than one training module by participating enterprises. SCORE also reaches out to policy makers, labour inspectors, social partners and media. Trade unions, however, are underrepresented in SCORE training. They do not show great interest in the programme, as they consider SCORE as an employers' project with its focus on productivity and cost-savings.

Flaws in outcome reporting

While the SCORE M&E system provides good and up-to-date information on activities and outputs, at the level of outcomes the M&E system is not generating sufficient quality data to enable good outcome level monitoring of the programme. Data on outcomes are not seldom erratic, incomplete and almost impossible to interpret. Not only is the source of reporting (usually SMEs themselves) biased and not always reliable. Each SME is unique in size and situation and therefore potentials for production, cost-savings and workplace improvement are different. This makes data aggregation very difficult. One needs to look at specific examples. Case studies and testimonials collected in the various countries show a high impact at the company level. However, this only provides anecdotic proof.

Findings per country

Overall there has been considerable progress in the four countries in Asia, somewhat less in Colombia and with more delays in Ghana and South Africa. Challenges faced to reach final institutionalization are mostly related to building strong relations with local institutions that are able to take over management, marketing and provision of training, supported by national public and private institution to provide policy guidance and financial support. In all countries, including in Asia, ILO SCORE teams are still too strongly in the driving seat.

In **China** relations with government and employers are very good. While technical experience and capacity are transferred to these partners, the challenge is to convince them to also take responsibility for the financial sustainability of the SCORE training delivery. ILO is still seen as the primary source of budget to continue SCORE activities. Pilots in China along supply chains with international buyers contracting SCORE services and training for their suppliers show promising roads for increased cost-recovery of SCORE training provision. Effects on companies at the local level are significant.

In **Indonesia** the SCORE team gets support from the Ministry of Manpower and a number of provincial governments. It also works with two private service providers. The Ministry intends to integrate elements of the SCORE methodology in its existing business development programmes and has expressed a willingness to take on the role of national centre. SCORE is building the technical capacity of trainers. A limiting factor is the fact that the Ministry does not want to charge SMEs for training services. This hinders the expansion of activities, because existing funds are not enough to position SCORE on a much larger scale. For this SCORE will have to look for synergies with other ministries and/or build partnerships with multinationals or large domestic companies with SMEs in their supply chain, like the experience in China is showing.

The approach in **India** is similar to the one in China. SCORE India was able to sign an MoU with the Ministry of Micro, Small and Medium Enterprises. This has opened up the possible adaptation of the SCORE methodology in existing programmes of the Ministry. A cooperation with the Federation of Indian Chambers of Commerce concerns building the institutional and technical capacity to become a national coordinating centre in India. Pilots have also taken place with large domestic enterprises paying for the (direct) costs of SCORE services and training to SMEs in their supply chain. A point of concern is the impact that the floods of December 2015 in Chennai will have on the SCORE programme which has been particularly successful in this region.

The SCORE programme in **Vietnam** is characterized by a strong focus on the furniture sector and a geographic concentration of furniture clusters around Ho Chi Minh City. The SCORE team has managed to build strong relations with business associations in this sector, who have embraced SCORE and are actively promoting it. SCORE has been able to book quick and good progress, but it gradually starts to encounter boundaries because the absorption capacity and interest of remaining furniture companies is drying up. Another bottleneck is the limited number of qualified and certified trainers. The Ho Chi Minh City Chamber of Commerce is interested to take over the programme and can help to bring new sectors on board. This however will still require substantial support from the SCORE team in the coming years, to ensure that a sustainable and effective model can be transferred to the Chamber.

In **Colombia** there have been quite some challenges to move from Phase I to Phase II. Cooperation with the state SME training institution SENA in Phase I did not result in a continuous relationship and the investments in building SCORE training capacity in SENA has effectively disappeared. Furthermore, some sector choices in Colombia were rather unfortunate and have led to limited progress, but in the textile sector good results were obtained, including with lead buyers in supply chains. In 2015, the programme gained new momentum. Since then, SCORE has reached out to many companies and cost-recovery rates of SCORE training are quite favourable in Colombia. The SCORE team clearly made progress, working with a variety of partners in different regions and sectors, but it will need still time to strengthen its relations with these partners.

In **Ghana** there are considerable challenges in strengthening agreements with institutional partners. The programme doesn't get much active support from employers' organizations, trade unions and other partners. Strong relations do exist with service providers and there are some perspectives for other partnerships for funding and rolling out SCORE, but these still need to be developed further. At this moment SCORE Ghana does not work with (funding from) larger companies with SMEs in their supply chain.

The programme in **South Africa** has not developed much compared to the end of Phase I. The outreach of SCORE is still limited among a rather small number of companies and there are no strong partnerships to further roll out training activities. Cost-recovery of the training activities is relatively low. Establishing institutional agreements will take considerable time and effort in South Africa.

Findings on evaluation criteria

Relevance – SMEs are main engines for economic growth and employment in developing countries. Although global competition puts pressure on SMEs to upgrade their productivity and modernize management practices, in many countries the capacity of national institutions to deliver support to SMEs is limited. This makes the SCORE programme highly relevant in these countries.

Validity of intervention design – SCORE activities are largely implemented at the work floor. The approach is a combination of classroom training and hands-on support. This gives SCORE a high potential to contribute to company level improvements. However, the results of SCORE in most countries are not used to build a case at the policy level to increase support to improve working conditions and productivity of SMEs. Because of this, the visibility and impact of SCORE at the national level are still limited.

Intervention progress and effectiveness – The SCORE teams are effective in coordinating and implementing activities, but it is also obvious that they are quite stretched in realizing all the tasks assigned to them. The focus of the teams is very much on activities and outputs, and less on strategic development and relationship building with partners in the countries. It is in these areas where SCORE implementation is weakest.

Efficiency of resource use – SCORE can be considered as quite expensive when looking only at the outreach to companies. It is important to realize that SCORE is introducing new and innovating approaches in SME training delivery. Replication and further rolling out of pilot experiences are crucial to reach more advantages of scale. The quality control and training of trainers is another cost factor. While these investments are necessary, it is critical to ensure that their fallout rate decreases. Currently too many trainers become inactive, which is a direct loss of investments in the programme.

Effectiveness of management arrangements – Overall, time frames and work plans are respected and all teams report regularly and timely on progress in their countries. The communication and cooperation between the country teams and SCORE headquarters are good. Difficulties reported concern the M&E system. M&E tasks are said to be too

time-consuming and the system doesn't generate useful and reliable outcome data that can be used by the teams for planning and steering.

Impact orientation and sustainability of the intervention – The impact obtained by SCORE is high at the company level. This has been confirmed by the company visits and by the case studies and testimonials produced by the project. A challenge is generating more quantitative proof of the impact obtained in SMEs. With respect to sustainability, in most countries relations with local partners have been established and SCORE teams are in the process of building their technical and institutional capacity. However, cost-recovery rates are lower than planned and in most countries it is not likely that SMEs will be willing or able to pay more than half of the training expenses. This requires the development of alternative funding mechanisms for SCORE.

Gender assessment

Attention for gender has been strong. In response to the lessons learned in the first phase of SCORE, various measures were taken to better mainstream gender. This led to a higher number of female trainers, the inclusion of gender issues and the participation of more women in the training. Gender analysis appears not to have been included systematically in the selection of sectors where SCORE could enter and not much attention has been given so far to gender sensitive areas like mobility, income and violence against women.

International labour standards

SCORE's marketing approach is focusing on cost-savings and increased productivity for SMEs. SCORE should consider introducing also compliance issues. This will not only link the programme more explicitly to ILO's developmental objectives, it can also be an additional argument for companies to buy SCORE as a step towards compliance to international labour standards becomes more and more a condition to stay in business in (international) supply chains, also for smaller suppliers further down the chain, and therefore increasingly represents economic value to enterprises.

Conclusions

1. The SCORE programme is very relevant. SMEs make up the majority of enterprises and are important sources of employment and income. By providing training and support services, SCORE effectively helps enterprises to find a better road to productivity and growth, from which both workers and employers benefit.
2. SCORE places workplace cooperation at the centre and offers a structured and mixed training and in-company support method. It is this combination of theoretical classroom learning and hands-on application and coaching in the enterprises that makes SCORE unique compared to other SME training support programmes.
3. A criticism of the evaluators is that the theory of change and intervention design of SCORE are not sufficiently explicitly linked to ILO's developmental objectives related to decent work and international labour standards. Compliance to these standards can become an extra selling argument in SCORE's marketing approach that thus far is focusing on cost-savings and increased productivity for SMEs.

4. The implementation of the programme is almost fully on track in terms of trainers and enterprises trained and partners involved. SCORE teams are effective in coordinating activities, but it is also obvious that they are quite stretched in realizing all the tasks assigned to them. Their focus is on activities and outputs and less on strategic development and relationship building; in these areas implementation is the weakest.
5. Governance mechanisms for SCORE are in place and functional. The Technical Advisory Committees at global and national level meet regularly and are functional. Communication and cooperation between country teams and SCORE headquarters are highly valued. Work plans are respected and teams report timely on progress in their respective countries.
6. 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 difficult to aggregate outcome data in a useful way at the global level.
7. A basic condition for the SCORE programme is the quality of trainers. The number of certified trainers is still limited and fallout among trainers is considerable. SCORE should continue to invest and monitor the quality of trainers.
8. Attention to gender has been strong. In response to the lessons learned in the first phase of SCORE, various measures were taken to better mainstream gender. This led to a higher number of female trainers, the inclusion of gender issues and participation of more women in training sessions.
9. Stakeholder groups in SCORE countries show high appreciation for the programme, except trade unions. In several countries trade unions seem to have lost their interest in SCORE and are not trying to influence implementation, as they consider SCORE as an employers' project with its focus on productivity and cost-savings.
10. Although SCORE has significant impact at the company level, there is almost no feeding in of relevant experiences and insights in national programmes and policies. This is important to 'lift up' the programme from an intervention on the ground to a programme that also has an impact nationally.
11. In none of the SCORE countries cost-recovery rates have reached 50%. While the relevance and value of the SCORE approach is generally confirmed by the participating SMEs, companies are still not sufficiently buying into the concept of SCORE in the form of increased interest and willingness to pay for SCORE modules. This poses a major challenge to reach sustainability.
12. SCORE has implemented pilot experiences to work with supply chains by establishing cooperation agreements with lead buyers and through them reach out to supplying SMEs. This can help to reach higher cost-recovery rates. These experiences also show the relevance of compliance arguments, as certification on labour rights and standards becomes more and more a condition for SMEs to 'stay in business'.

Main recommendations

The current donors of SCORE (SECO and NORAD) have indicated to be interested to continue supporting the programme after 2017. The theory of change and intervention

logic of this Phase 3 of SCORE should include lessons learned from the first two phases. The following revisions are suggested in the design of SCORE.

1. A new phase of SCORE should mention the strengthening of sustainable, competitive and responsible SMEs with improved management-workers dialogue and cooperation and adherence to decent work, international labour standards and gender equality at the top of its theory of change and intervention logic.
2. SCORE headquarters is recommended reviewing its communication strategy and marketing approach to 'sell' SCORE to SMEs not only with the (difficult to quantify) selling point of costs savings and increased productivity but also with the argument that integration in supply chains increasingly requires compliance with international labour standards and increased relevance of certification of compliance and quality in international and national trade.
3. SCORE headquarters and country teams should develop a stratified approach towards financial and institutional sustainability of SCORE training provision with specific cost-recovery and payment mechanisms for specific categories of SMEs.
4. SCORE headquarters is recommended to systematize supply chain experiences during and to develop this as a new additional approach and methodology to reach out to SMEs.
5. SCORE Phase 3 requires a clear vision of ILO headquarters and the SCORE team to what extent ILO should ensure constant quality of SCORE training and support services worldwide and to what extent specific characteristics could vary among countries and sectors. ILO headquarters will have to decide how and how much structural capacity for trainers' certification and quality control can be secured.

In the remaining two years of Phase II, SCORE headquarters and the country teams should work on the following tasks:

6. SCORE headquarters should extend the current timeframe for implementation of SCORE in China, Indonesia and Vietnam until the end of 2017 to allow that a new Phase 3 can seamlessly follow-up on the previous SCORE phase in all SCORE countries.
7. In all countries, SCORE teams should focus their attention on building and maintaining strategic relationships and achieving technical, financial and institutional sustainability of training provision, instead of focusing too much on reaching quantitative outputs.
8. SCORE headquarters and country teams are recommended to work on systematization of experiences and analysis of results at the SME-level, to complement the current anecdotal and testimonial based 'proof of value' of SCORE.
9. The SCORE team at global level is recommended to closely monitor the changes in approach and procedures to allow more flexibility in the certification of SCORE trainers and in changes in quality control of the SCORE trainers.
10. To increase efficiency, SCORE headquarters and SCORE country teams need to ensure that working with individual trainers coordinated by country teams is minimized.

1 Background of SCORE project

1.1 SCORE background and history

Because of globalization, industrial supply chains are stretching to all corners of the world. In developing and emerging economies, international and domestic markets offer new opportunities for enterprises to grow and create jobs. An increasing number of enterprises are engaging in global activities that involve importing and exporting finished products, components and materials. At the same time they are faced with growing competition from overseas companies entering the local market. Global competition puts pressure on enterprises to continually upgrade their productivity. To improve their competitiveness they must invest in technology, reduce costs and modernize management practices.

Barriers to growth

Small and medium-sized enterprises (SMEs) are generally disadvantaged compared to larger firms in dealing with these challenges. They are especially disadvantaged when it comes to access to finance and often feel the brunt of weak infrastructure and poorly designed policies and regulations. It is harder for SMEs to keep up with new technology and modern management practices. Gender equality is not a key concern of management and because supply chains are often based on low-cost labour, working conditions are poor, which has a negative effect on their economic performance. Factors that influence working conditions are the role of governments in defining and enforcing labour standards, sourcing practices of larger companies with SMEs in their supply chain and management practices that consider the workforce as a key competitive asset. At the same time SMEs play a vital role in the economy by contributing to a large part of the industrial output. They make up the majority of enterprises and are an important source of employment. By providing a more conducive environment and support services, it is believed that SMEs can become more powerful engines of growth.

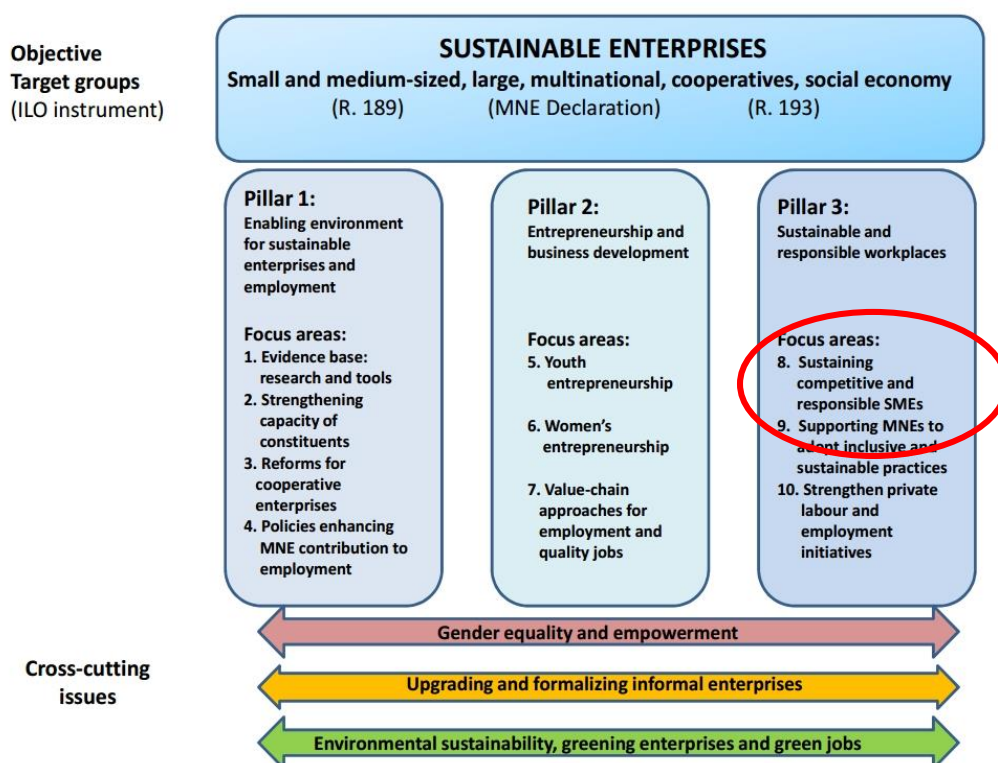
SCORE: better working conditions to increase productivity

The Sustaining Competitive and Responsible Enterprises (SCORE) programme is a specific ILO response to the challenges of SMEs. SCORE is a practical training and workplace improvement programme to increase the productivity of SMEs while promoting better working conditions. It is a modular training programme that focuses on developing cooperative manager worker relations in the workplace. Workers and managers participate together in a series of classroom training sessions on workplace cooperation, quality management, cleaner production, human resource management and occupational health and safety. Local experts follow up on-site to help enterprises implement what has been learned. The SCORE training programme is built on the assumption that productivity can be upgraded through better people management, better organization of work processes and the application of workplace practices guided by the principles of international labour standards.

The SCORE programme is a direct response to the 2007 International Labour Conference General Discussion on Sustainable Enterprises in which it was concluded that sustainable enterprises not only have to innovate and adopt environmentally friendly technologies, but also need to apply workplace practices based on full respect for rights at work and international labour standards and foster good labour-management relations as means of raising productivity and creating decent work. The programme builds on a history of ILO programmes and interventions to improve labour-management cooperation, such as the Factory Improvement Programme (FIP), the Corporate Social Responsibility in the Chinese Textile Industry project and Better Work.

In 2009, the Job Creation and Enterprise Development Department formulated a comprehensive strategy for the ILO's Sustainable Enterprise Programme.¹ Strategic pillars and focus areas are shown in the figure below. SCORE is a key element in the programme contributing to focus area 8: Sustaining competitive and responsible SMEs under strategy pillar 3: Sustainable and responsible workplaces. This pillar aims to support member states and their social partners to implement programmes to foster the adoption of responsible and sustainable enterprise-level practices.

figure 1: **Strategy pillars of the ILO Sustainable Enterprise Programme**



Source: SCORE Phase II Prodoc (p.12)

¹ ILO (2009): Sustainable Enterprise Programme: Promoting Job Creation through the Development of Sustainable Enterprises – Strategic framework. The programme is a response to the Conclusion concerning the promotion of sustainable enterprises formulated by the ILO constituents at the International Labour Conference in 2007.

SCORE Phase I started in 2009 in China and Indonesia and during Phase I gradually new countries were added until 2011, when the project was implemented in seven countries and later in Phase II Peru and Bolivia were added in 2014 as new SCORE countries.²

Key achievements under SCORE Phase I

Under the first phase of the project from 2009 until 2013, ILO assisted government agencies, industry associations and service providers to offer SCORE training to enterprises. Although business development services that help SMEs to develop their management systems can be considered a crucial part of the enabling environment for SMEs, in many countries the capacity of institutions to deliver support to SMEs is limited. During the first phase the SCORE programme developed a training package consisting of five training modules; a training of trainers and capacity building programme for institutions who want to offer the training package; and a monitoring and evaluation framework to monitor project activities and impact at the company level. In the first phase, the programme has built the capacity of 19 institutions in seven countries: Colombia, Ghana, South Africa, India, Indonesia, Vietnam and China. In total 270 trainers have been trained. These institutions and trainers have trained more than 300 SMEs representing 54,000 workers and conducted over 500 consulting visits. More than 2,400 managers and workers participated together in classroom training sessions.³

Besides these outputs, the first phase generated a number of lessons learned which have been captured in the final evaluation of SCORE Phase I.

- The SCORE training is relevant for SMEs in that it addresses some key aspects of enterprise management and achieves important results.
- The programme, however, is not communicating its results enough and should increase its communication and marketing efforts.
- Gender is insufficiently addressed in SCORE. It needs to define a strategy for mainstreaming gender equality.
- Sustainability remains a challenge. While institutionalization of the programme is progressing, it has not yet reached the point where national institutions are able to organize and fund SCORE training independently from the ILO.

The recommendations of the evaluation were used to outline the strategy for the second phase of the SCORE programme.

1.2 SCORE theory of change and objectives

The second phase of the SCORE programme started in 2013 and will end in 2017. The vision or overall objective of the second phase, as mentioned in the project document, is to have in all countries national institutions providing, independently from the ILO and donor funding, SCORE training to SMEs to improve their working conditions, productivity and competitiveness. The programme has three immediate objectives, which are formulated as follows.

² The project in Bolivia is funded separately by the Norwegian Ministry of Foreign Affairs and ILO RBFA funds.

³ ILO (2013): SCORE Phase I Final Report.

1. Industry associations and training institutions market, sell and organize SCORE training for SMEs on a cost-recovery basis.
2. Service providers deliver effective SCORE training and consulting to SMEs.
3. Increased awareness of responsible workplace practices at the local, national and global level.

Interventions to increase sustainability

Following the recommendations made in the evaluation report of the first phase, the main focus of the second phase lies on reaching programme sustainability i.e. institutionalization of the training programme with partner organizations. Sustainability is defined in three interrelated dimensions, which are the basis of ILO's interventions, as can be seen in figure 2 on page 6, explaining the theory of change behind SCORE.

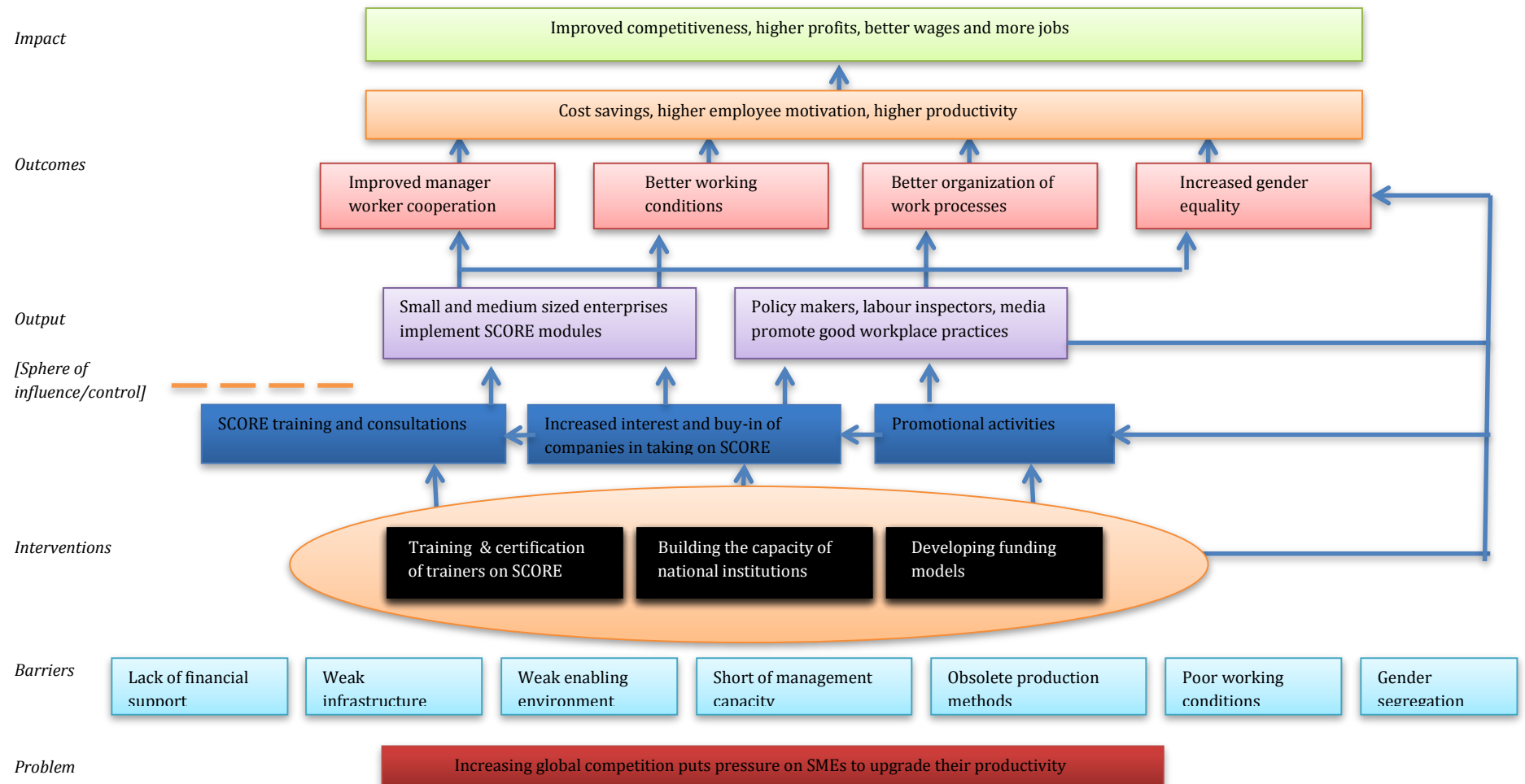
- Technical - The SCORE programme builds the capacity of institutions to continue and improve the technical quality of services. Training and certification of trainers and expert trainers with ample knowledge of the SCORE modules ensure a consistently high level of quality for the SCORE training.
- Institutional – Organizations that want to embed SCORE in their regular portfolio are supported to enhance their managerial capacity to deliver SCORE training and counselling services in a cost-effective, professional and accountable manner.
- Financial – To make the service delivery of SCORE financially sustainable, the programme will develop mixed funding models, which, depending on the country, consists of client fees, sponsorships from multinationals and large domestic companies with SMEs in their supply chain, government subsidies and others.

Classroom learning in combination with a hands-on approach

Through these interventions the SCORE programme supports industry associations, service providers and government agencies to deliver training and consultations to SMEs. Of the five training modules, the first one on workplace cooperation is mandatory for all enterprises, while other modules can be offered on demand. SCORE places workplace cooperation at the centre of the process, helping enterprises to establish systems that revolve around the constructive engagement of managers and workers in production planning, quality assurance and the implementation of improvement projects. SCORE offers a structured method in which training is followed by the installation of an Enterprise Improvement Team (EIT) consisting of managers and workers. During regular meetings they discuss and monitor the implementation of action plans leading to tangible improvements at the factory level. In addition to the trainings, consultants visit companies to help with the implementation of improvement plans. It is this combination of theoretical classroom learning and hands-on application and coaching in the enterprises that makes SCORE different from other programmes.

To promote SCORE a marketing and communication strategy is developed to disseminate good practices through websites, brochures and other publications, social media and conferences. Together with service providers the ILO in most cases is still the implementing organization but in view of reaching programme sustainability also tries to collaborate with industry associations and other partners in the SCORE programme to market the training to SMEs and increase their interest and buy-in. In addition, training

courses are offered to policy makers, labour inspectors, media and social partners to increase their awareness and knowledge about the link between working conditions and productivity. The programme is also training labour inspectors to use mass media and other means of communication to promote compliance with labour standards and encourage good practices.

figure 2: **Reconstructed Theory of Change of the SCORE project**

Performance indicators and results

SCORE training and consultation result in a growing number of SMEs that understand the importance of good workplace practices and implement the lessons learned during training sessions in their daily operations. This includes mainstreaming gender equality as enterprises come to understand how and why gender segregation in the labour force affects economic performance. The SCORE programme keeps track of the number of enterprises and how many male and female managers and workers have attended classroom training. It looks at the number of enterprises that adopt good workplace practices by organizing daily managers workers meetings to share quality information, the existence of human resource policies, the implementation of occupational health and safety measures, the number of women in EITs, etc.

On the outcome level improved manager worker cooperation, better organization of work processes, improved working conditions and increased gender equality are believed to lead to cost savings, higher employee motivation and higher productivity. To monitor these outcomes, SCORE keeps track of a number of results in companies that participate in the programme, such as cost savings due to a reduction of energy consumption and materials usage, the number of defects and rejections, labour turnover, worker complaints and the accident rate. The outcomes in turn will help to make enterprises in the long run more competitive leading to higher profits, more jobs and higher wages for the workers.

1.3 SCORE implementation arrangements

1.3.1 Stakeholders in SCORE implementation

The SCORE programme has a tripartite advisory structure. Its role is to advise the project on strategic issues such as potential new countries, good practices and programme contents. Members of the tripartite advisory committee are representatives of government, trade unions, employers' organizations, ILO and donors. They monitor the progress of activities and give strategic advice during bi-annual advisory meetings. SCORE's ultimate beneficiaries are managers and workers in SMEs in sectors with a high growth and job creation potential, that participate in domestic and international supply chains and have significant work related deficits, including workplace cooperation, gender discrimination and health and safety issues. The targeted SMEs have approximately 50 to 250 employees, a size where most SMEs start creating a middle management layer and have the necessary capacity to absorb new approaches and methodologies in their operations.

An important focus of SCORE in the second phase is to build the capacity of a coordinating organization. It wants to take steps to institutionalize SCORE by transferring programme management to a national organization, which would be responsible for developing and adapting training materials, training and certifying SCORE trainers and managing the distribution of SCORE trainings. These are, in most cases, employers' organizations and industry associations, which serve as a voice for SMEs and represent and promote their business interests. In some cases this role can be fulfilled by government agencies. Employers' organizations, industry associations and government

agencies have also an important role to play in the endorsement and marketing of the training programme to their constituencies.

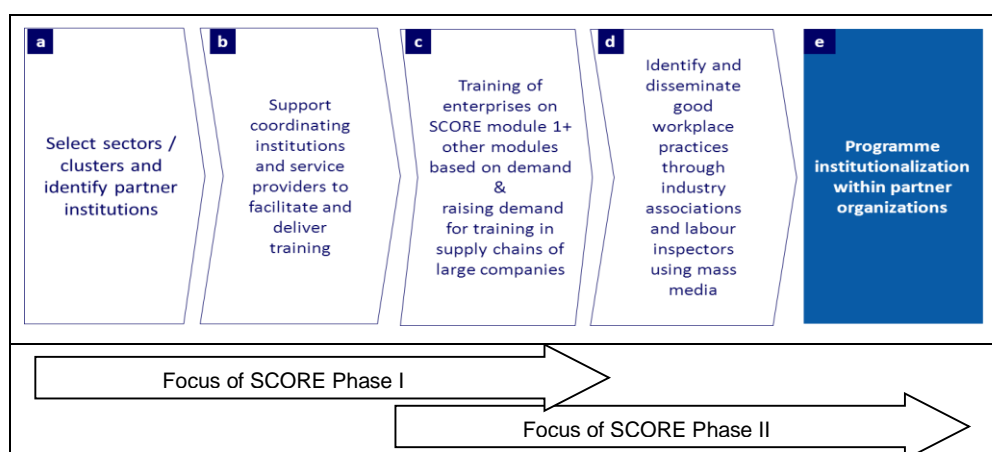
Organizations that market the programme will rely on the expertise of service providers to conduct the trainings and enterprise coaching. These can be commercial consulting firms as well as vocational training centres or government training agencies. Some industry associations and chambers of commerce with attached training institutions can also take on a role as service provider. SCORE will train and coach service providers in selling and delivering training and counselling to SMEs.

Service providers, industry associations and other partners are not the only ones to sell the programme. SCORE is also training labour inspectors, policy makers and journalists to use mass media and other forms of communication to spread the message that good working conditions can help to improve productivity and competitiveness.

1.3.2 Milestones and steps in SCORE implementation

Phase I focused on the introduction of the SCORE training programme to partner organizations through the rollout of the SCORE modules (steps a) to c) in figure 3 below). Programme activities started in 2009 in South Africa, China and Indonesia. Countries where the rollout started a year later were Colombia, Ghana and India, followed by Vietnam in 2011 and Peru in 2013. A project with separate funding using the SCORE methodology in Bolivia also reports under the global SCORE project.

figure 3: **Step-by-step SCORE implementation strategy**



In April 2013, based on a positive evaluation of the first phase, the Swiss Secretariat for Economic Affairs (SECO) and the Norwegian Agency for Development Cooperation (NORAD) approved a five-year extension for SCORE, to work in the seven existing countries and to expand into one new country: Peru. Following the recommendations made in the evaluation report of the first phase, the main focus of the second phase lies on reaching programme sustainability. Emphasis is now being placed on the institutionalization of the training programme with partner organizations and the development of a marketing and communication strategy to communicate good practices and programme results to raise awareness of the SCORE product and increase demand.

1.3.3 Management and Coordination Arrangements in SCORE implementation

SCORE is implemented with a global component at ILO headquarters in Geneva, decentralised country components and global as well as national tripartite advisory committees. These committees have an advisory role. Small ILO teams manage and implement the SCORE project at the national level. These teams consist of a national project manager and an administrative support officer. In most score countries a third national project officer. The national project manager reports to the global SCORE team, but parallel to this also reports to the director of the closest ILO country office from which it can receive in country support. The SCORE teams can also resort to regional Decent Work teams for additional support and in Latin America there is a special SCORE officer at the regional office in Lima to support implementation in Colombia and at the same time the expansion process to two new SCORE countries in Latin America. SCORE at the global level, is coordinated by a small team at ILO headquarters that consists of a chief technical advisor, two project officers, one half-time communications officer and one administrative support staff member. In addition to coordination and monitoring, the global team also serves as a knowledge hub and it engages in external communication with global stakeholders and the donors of SCORE.

1.3.4 Development of budget and expenditures in SCORE Phase II

The overall budget for Phase I was 9.7 million US dollars.⁴ The total budget in Phase II is 18.1 million US dollars for the period of 4 years and two months (2013). With support of the Norwegian Ministry of Foreign Affairs and extra-budgetary resources, SCORE is now also expanded to Bolivia. According to planning 39% (almost 7 million US dollars) will go to the global component at ILO headquarters, which will spend 40% on costs of project personnel. A part of this budget is a provision to flexibly top-up country budgets where SCORE activities can make most impact. At the country level the average budget for Phase II oscillates between 1,1 and 1,6 million US dollars; Ghana and Vietnam have the lowest budgets of around 1,1 million US dollars. The budgets for China, Indonesia, Vietnam and South Africa are only until the end of 2016. In most countries about 40% of the planned expenditures in Phase II of the SCORE programme are associated with costs of the project team. The bulk of the remaining funds are for the costs of training trainers and enterprises.⁵ In addition to the country and global budgets, a statutory 13% for programme support costs is charged and for the period 2014 - 2017 5% contingencies are included. For each country, SCORE has developed a funding model that combines support from national public institutions, private sector partnerships and SME user-fees. This is to work towards a gradual reduction of support from donors and become financially sustainable after the support from donors for the programme will end in 2017. It is foreseen that in addition to the budget, 1 million US dollars additional support will be obtained from third parties and an additional 1 million US dollars will be obtained as in-kind contributions from partners in the project.

⁴ The budget for Phase I includes 1.3 million US dollars of NORAD funds, which were originally allocated to Phase II. NORAD advanced these funds to ILO as the signing of Phase II was delayed, and these funds were thus formally administered under Phase I.

⁵ ILO (2013): SCORE Phase II Project Document.

2 Mid Term Evaluation of SCORE Phase II

2.1 Evaluation Background

This review is a mid-term evaluation of the second phase of the SCORE programme. It is therefore important to balance looking back with looking forward. The evaluation tries to generate insights and practical suggestions to feed into processes to improve the implementation of the programme. The objectives of the evaluation are the following.

- Independently assess the progress of SCORE in Phase II against the logframe.
- Assess the degree to which the recommendations from the final evaluation in Phase I and the evaluations of SCORE India and South Africa were implemented.
- Inform the ILO on whether the current project strategy is working and provide recommendations on what could be changed to increase the likelihood that the project reaches its objectives.
- Identify good practices and lessons learned that would contribute to learning and knowledge development of the ILO and stakeholders.

The evaluation covers the period from December 2012 until November 2015 and evaluates the SCORE components in Colombia, Ghana, South Africa, India, Indonesia, Vietnam, China and the global component. These countries were visited between October and the first week of December 2015. The final evaluation report was submitted in February 2016. The intended audience includes the SCORE staff, ILO country offices and other field and headquarter staff; the donors SECO and NORAD; and tripartite members of the global and national advisory committees and partner organizations in the evaluated countries. A summary of the evaluation will also be made available publicly through the websites of SCORE and the ILO Evaluation Office.

2.2 Evaluation Criteria and Questions

The evaluation addresses a series of questions related to relevance, intervention design, effectiveness, efficiency, sustainability and management arrangements. Some key questions outlined in the terms of reference are the following (see Annex 13 for the ToR with a full overview of the evaluation criteria and related questions).

1. *Relevance and strategic fit of the intervention*
 - Are the objectives of Phase II consistent with beneficiaries' requirements, country needs and policies of partners and donors?
 - Is the programme linked to national and ILO's development frameworks?
2. *Validity of intervention design*
 - Are the project strategy and objectives appropriate for achieving results?
 - Did project design adequately consider the gender dimension of interventions?
 - What else can the programme do to promote trade unions in SMEs?
3. *Intervention progress and effectiveness*
 - Is the programme on track in delivering its outputs in all countries?
 - To what extent has it so far achieved its objectives, including cost-recovery?

- Does it lead to the desired impact on enterprises and their workforce?
 - How far has the capacity of partner organizations been built in relation to the delivery of outputs and objectives?
 - What obstacles did the programme encounter and what corrective action is needed to achieve the objectives?
4. *Efficiency of resource use*
- Does the project make efficient use of its financial and human resources?
5. *Effectiveness of management arrangements*
- Are time frames and work plans respected?
 - Is the management structure effective?
 - Are tripartite advisory committees functioning?
 - Is the programme systematically monitoring, documenting and communicating results? Is the monitoring system practical, useful and cost effective?
6. *Impact orientation and sustainability of the intervention*
- How effectively has the programme built national ownership and capacity of people and institutions? Are partners willing and able to continue the programme after funding ends?
 - Are there business models applied in countries that seem more promising to reach financial sustainability?
 - Are the gender-related outcomes likely to be sustainable?
 - Has the project reached sufficient scale and depth to justify the investment? Are the approach and results likely to be upscaled or replicated?

The list of specific research questions is quite extensive. In consultation with the SCORE team at ILO headquarters it was therefore decided to focus the mid-term evaluation on the effectiveness of programme implementation, management arrangements and the perspectives for sustainability of the SCORE training delivery. Less focus is on the relevance and strategic fit and efficiency of resource use, because these aspects have been looked at in previous evaluations and will also feature more prominently in the final evaluation. The evaluation criteria and prioritized elements are brought together in an evaluation matrix that served as a structuring tool for the design of the research instruments and for the process of analysis and reporting. The evaluation matrix is presented in Annex 12 of this report.

2.3 Evaluation Approach and Methodology

A team of three international consultants and two national consultants conducted the evaluation. They were assisted by a research assistant, based in Vietnam and thus could also provide assistance in the fieldwork in this country. In Ghana, India and China national consultants were hired to assist the evaluation process and provide a reality check with regard to the country-specific context in which the programme operates. Unfortunately, the consultant in China had to withdraw. Due to the extensive experience of the team leader in Colombia, no national consultant was proposed for this country. In Indonesia, Vietnam and China interviews were undertaken involving the use of an interpreter.

2.3.1 Methodologies used

The evaluation draws on the use of various sources of information, including policy documents, project data, interviews, factory visits and written surveys. The following methodologies were used during the evaluation.

1. *Document review*

The evaluation team reviewed project documents on both global and national levels, including work plans, progress reports, training materials and reports from previous evaluations.

2. *Data review*

Existing quantitative and qualitative data from the programme's M&E system were reviewed to track the programme's progress in achieving its objectives.

3. *Semi-structured interviews*

Interviews were conducted in a semi-structured way to ensure objectivity and consistency in interviews in the different countries. For that purpose the evaluation team developed interview checklists during the inception phase. These were based on the specific research questions from the evaluation matrix. The evaluation team developed separate checklists for the following stakeholder groups: ILO programme officers, service providers that provide training to beneficiaries, owners and managers of companies, workers and partners such as employers' organizations, trade unions, government and donors. For interviews at the global level no format was used.

4. *Group interviews*

Besides individual interviews, the evaluation team conducted group interviews with groups of managers, workers and trainers. This enabled the discussion and crosschecking of information between respondents. The interview checklists mentioned above were used to structure the discussions.

5. *Short surveys*

At the end of individual and group interviews with beneficiaries and stakeholders respondents received a short hard-copy survey to provide assessment of developments and changes as a result of SCORE interventions in the period of implementation of the project. These surveys complement the information from interviews and also generate data on opinions and appreciations of SCORE for comparative purposes.

6. *Factory visits and walk-throughs*

During each country visit, the evaluators tried to visit at least two SMEs. They were requested to organize meetings with the owner, two or more managers and six or more workers (with a minimum of two female workers) who had participated in SCORE modules. If present in the company, a meeting was also requested with trade union representatives. Interviews were combined with walk throughs for which the evaluators used a checklist for the observation of company actions and measures as follow-up to SCORE modules, such as clear and visible instructions for safety and

emergency procedures, systems to collect waste and gender specific provisions in the company.

7. *Gender assessment*

The evaluation used two separate gender-checklists to systematize findings on gender. A first checklist was used at the SME level to check gender aspects in the follow-up of SCORE training and consultations. At the end of each country visit, a second gender-checklist was used to analyze gender aspects at the level of the SCORE programme in that particular country.

2.3.2 Limitations and sources of bias in data-collection process

During the evaluation process the evaluators have encountered the following challenges:

- The time for visits to companies was limited. Although it was not the focus of this mid-term review to look at outcomes and impacts at the enterprise level, these company visits were important to better understand the intervention logic of SCORE and also to identify bottlenecks and challenges in achieving sustainability. In total 16 companies could be visited. This number is too low to be representative for the total number of 765 enterprises that have been benefiting from SCORE to date. Nonetheless, the impressions of the enterprise-visits and interviews with owners, managers and workers have contributed to the overall analysis in this evaluation.
- ILO and implementing partners of SCORE selected the visited SMEs. All enterprises selected were still applying SCORE methodologies and had active Enterprise Improvement Teams (EITs). This means that evaluators have seen best practices of SCORE and no enterprises where SCORE training was not completed or where after the training no continuation was given to SCORE. The visits to SMEs should therefore be seen as an impression of the potential effects that SCORE can have in case companies are sufficiently committed to the programme and also managed to remain in business over time. An impact evaluation would be required to obtain more information on the impacts at company level.
- Heavy flooding in Chennai influenced the field visit to India. It was not possible to visit the region and to talk with different stakeholders and conduct enterprise visits in this region, which has been the core region for SCORE interventions in India. Instead an alternative visit closer to Delhi was arranged, but it was not possible to visit more than one company.
- The M&E on-line platform is an interactive system that can be updated on a day-to-day basis. While conducting the analysis on the on-line platform, data kept changing, which made the analysis quite challenging. In the end the evaluators have downloaded and analysed the data on the on-line platform on December 20, 2015, assuming that around the Christmas and New Years recess limited or no information would be added. However, it is possible that data in this report might divert slightly from data on the on-line platform in case after 20 December 2015 SCORE teams and trainers still have updated information.

2.4 Main Evaluation Steps and Activities

1. *Inception phase (September – October 2015)*
Initial intake, interviews at ILO headquarters in Geneva and lecture of documents as input for the inception report outlining the evaluation approach and methods, including the evaluation matrix, a final work plan, briefing notes and questionnaires.
2. *Desk review (October – December 2015)*
Review of project documents at the global and country levels together with an analysis of available data in the SCORE M&E system.
3. *Field visits and interviews (October – December 2015)*
The evaluation team visited seven countries. The visit schedule to the countries was as follows:

table 4: **Schedule country visits**

Colombia	4 - 11 Oct
China	18 - 24 Oct
Vietnam	25 - 31 Oct
Indonesia	25 - 31 Oct
South Africa	9 - 14 Nov
Ghana	15 - 21 Nov
India	30 Nov – 5 Dec

During the field work the evaluation team visited 16 companies for meetings with owners, managers and workers. In all these companies, enterprise walk-throughs were conducted. In total 126 meetings were held, both individual and group interviews, with SCORE teams as well as representatives from the ILO country offices, government, trade unions, employers' organizations, trainers, companies and others.

4. *Debriefing and validation meetings (October – December 2015)*
At the end of the country visits, the evaluators organized a debriefing and validation meeting with national ILO offices to share findings and check missed elements in the data-collection process. Preliminary conclusions and recommendations were also discussed with ILO staff in Geneva.
5. *Draft and final reporting (January – February 2016)*
The draft evaluation report with findings and recommendations was presented to the evaluation manager in January 2016. The final report and evaluation summary were submitted on 24 February 2016.

3 Main Evaluation Findings

The findings presented in this chapter are a synthesis of many more specific findings that were obtained through extensive fieldwork in seven countries where SCORE is implemented. For these more specific findings the reader is referred to Annex 3 - 9, where specific country reports for all SCORE countries are presented.

3.1 Follow up on recommendations Final Evaluation SCORE Phase I

At the end of the previous SCORE Phase I project period an external final evaluation was realized. The final evaluation report (December 2012) presented a series of conclusions and recommendations at the global level as well as conclusions and recommendations that applied to all countries with a SCORE programme. In this section the evaluators analyze to which extent the recommendations of the final evaluation of SCORE Phase I have been implemented.

3.1.1 Recommendations at the global component level

1. *Extend the project cycle to end on December 2013. During the third quarter of 2013 hold a knowledge sharing retreat to finalize the product branding and marketing based on experience gained and cross-fertilization from the participating countries in light of the results obtained.*

With advance funding from NORAD, Phase I was extended to December 2013. Phase II started in November 2013, which allowed for a smooth transition between the two phases. This provided the possibility for a longer-term strategy and approach towards product branding and marketing by finalizing the first project-pilot phases and generating experiences that feed into knowledge sharing and communication efforts in SCORE countries and at the global level.

2. *Review the new phase proposal of the project to run from January 2014 until December 2017 for a full four-year cycle.*

With the formal start of a five-year Phase II SCORE programme in November 2013 and factual start of operations in January 2014, this recommendation is not directly relevant anymore. However, it should be noted that in Phase II, the SCORE implementation in China, Indonesia, Vietnam and South Africa was designed only for four years until the end of the 2016, while the other SCORE countries continue implementation until the end of 2017. At the time of this Mid-Term Evaluation there are clear indications that the four-year time frame from January 2013 until the end of 2016 is too short to ensure that these SCORE countries can achieve sustainable continuation. Particularly in Vietnam, where SCORE only started in 2012, the time frame is too short for ILO to transfer the SCORE project to partners (see further below).

3. Define the product and the branding strategy as well as a communication and social marketing for the second phase for SCORE Global.

The SCORE teams both at central and country level have clearly followed up on this recommendation and have given much attention to SCORE communication and marketing. This is done through case studies and testimonials on SCORE websites and in the form of brochures and booklets. Several of the country programmes use social media like twitter and face book to different degrees. The marketing and communication is organized in collaboration with private sector branch organizations and associations, although it seems that ILO itself remains prominent in these communication efforts. The marketing and communication around SCORE seems to focus on the interest of the SME owners and managers to increase competitiveness and productivity. The sales argument is that participation in SCORE will generate material and financial benefits to the SMEs. Although this is a clear strategy, this Mid-Term Evaluation detects that it is not sufficient to effectively roll out SCORE training and support over more SMEs in the SCORE countries. One of the recommendations of this evaluation report is to add as a selling point that integration in supply chains increasingly requires compliance with international labour standards and certification of this compliance. Participation in SCORE can help SMEs to prepare for this certification.

4. Develop a gender strategy for the second phase of the project and mainstream gender.

The SCORE team has made a lot of effort in developing gender strategies and mainstreaming it in the SCORE services. For all SCORE countries gender-plans were developed. The increased attention has had a clear effect on the participation of women in trainers' teams and among SCORE participating companies. Only in India, despite efforts to recruit female trainers, their participation continues to be on the low side. This is caused mainly by the fact that there are hardly any female engineers in India. A special effort is made by SCORE to involve female-owned enterprises and gender aspects are addressed in the training and consultations. Several enterprise improvement-plans focus on specific demands and interests of female workers. It nevertheless remains difficult to measure to which extent women and men benefit equally or differently from SCORE training and consultations.

5. Develop a results-chain that is better articulated and explain more clearly the logical sequence of events for the second phase of the project. Strengthen SCORE M&E capacity through training of national project coordinators and knowledge sharing amongst and within project countries through continued workshops.

The global SCORE team has worked hard on improving and clarifying the results-chain of SCORE and for all countries a specific theory of change and results-chain were developed and visualized. The project also underwent an audit against the DCED results measurement standard, which was passed with 87% compliance. Information on the ILO papyrus website, regional coordinating meetings and exchanges like a visit of SCORE India to Indonesia to learn more about the collaboration in Indonesia with the government, are used to share knowledge. Different experiences in different parts of the world offer interesting learning opportunities for SCORE teams. A challenge in the SCORE project is

that the M&E system is very much geared towards aggregating and synthesising data on some Key Performance Indicators (KPIs). On the one hand this enables more concise reporting on SCORE at the central level, but on the other hand the practical experiences in reporting on the performance indicators show that these are not always relevant for the implementation of the SCORE project in specific sectors and at the company level. This evaluation will show in sections 3.3.3 and 3.5 that a significant part of the information generated on the KPIs is not very reliable and not directly relevant to changes at the company level. Therefore, the follow-up on this recommendation to increase M&E efforts has been considerable, but it is not evident if these M&E efforts are actually useful in generating the right knowledge to steer the project.

6. *Improve training method by providing half-day training workshop for SME owners and senior managers to leverage commitment and understanding of KPIs. Consider using WISE methodology to create a peer learning mechanism with SME owners and senior managers.*

The evaluators have not seen specific follow-up on this recommendation. But in general the SCORE trainers integrate KPIs in their monitoring and follow-up on enterprise improvement plans. The SCORE modules and training methods from the start of the SCORE project were already designed along the WISE methodology, so this specific recommendation seems to be somewhat redundant. A challenge remains the aspect that was already mentioned under the previous recommendation. Not all KPIs are directly and immediately relevant for specific enterprise improvements and therefore don't always make sense to SME owners, managers and workers.

7. *Use a common terminology that defines key concepts: social marketing, centre of excellence, etc.*

There has not been any central steering on common terminology in communication and marketing around SCORE. In different countries this is done differently. At the central level the SCORE programme document introduces common concepts and common language, but at the country level this is adapted and fine-tune and sometimes practical developments require more pragmatic approaches instead of adhering to a common terminology at the global level. The most obvious example of limitations in using a common terminology is the concept of SMEs. Although there is a common central definition of SMEs - between 50 and 250 employees - these thresholds are dealt with differently in different countries and sectors.

8. *SCORE should pursue the PPP strategy particularly in those areas where it can contribute to the training of the SMEs in the value chain (e.g. China, with COOP and expand to others).*

SCORE has followed this recommendation. A number of countries (e.g. China, India and Colombia) have been engaging lead buyers in national and international supply chains. Other countries (Indonesia) so far have focused more on the involvement of government institutions. In most countries, there are still challenges in involving lead buyers. The potential of working along the value chain and international supply chains as partnership

approach, however, is at the time of this Mid-Term Evaluation widely recognized by stakeholders in different SCORE countries.

3.1.2 Recommendations that apply to all SCORE countries

1. *Define a partnership strategy that includes written and articulated roles and responsibilities (MoUs) for every partner in each country.*

This recommendation is followed in all SCORE countries, but it does not always lead to sustainable partnerships as sometimes institutions lose interest in the SCORE approach. For example, in Ghana one of the partners announced its intention to become the national centre for the implementation of SCORE in the country and even signed a MoU. But the organization lost interest and did not fulfil its part of the agreement. Bottlenecks in terms of allocation of government budget for capacity development of the SME sector were found in several SCORE countries. One other bottleneck that was not recognized in this recommendation is the fact that many support services to SMEs provided by the government, are under strict government curriculum control and cannot be offered against payment, while SCORE is explicitly working towards sustainability of SCORE training and services by increasing the share of cost-recovery of SCORE training by participating SMEs. These differences in vision on sustainability create clear challenges in working with public institutions in SCORE training provisions (e.g. in Colombia, South Africa and Indonesia).

2. *Benchmark the number of target participating SMEs and number of certified services providers needed for each country, as well as the number of modules that can be offered.*

The intention of this recommendation is not entirely clear. In SCORE clear targets are set for the number of SMEs and trainings at a half-yearly base in each country. Against what other indicators these targets should be benchmarked, is not specified in the recommendation. In each country a different pathway is followed for training and service delivery and outreach among SMEs. Furthermore, strategies for offering one or more modules and sometimes offering combined modules are different in each of the SCORE countries. This illustrates that differences in the country context do not allow a single and uniform approach in SCORE training delivery and this makes benchmarking of targets also not a very useful exercise.

3. *Develop clear guidelines for achieving sustainability in the second phase, using incremental cost-recovery with SMEs.*

Sustainability is mentioned as core objective in the project document for SCORE Phase II. For all countries targets are set to increase sustainability and outreach of SCORE training, but in all countries the challenge of offering SCORE as a service with full cost-recovery remains and in none of the countries incremental cost-recovery moves sufficiently towards a sustainable supply of this service. An evaluation of the SCORE program in India in 2013 mentioned the unwillingness of private enterprises to undertake actions that will yield

public benefits. In such cases subsidies may be needed.⁶ In this Mid-Term Evaluation we also argue that to increase sustainability SCORE should recognize the pluriformity of the SME sector and introduce specific cost-recovery and payment mechanisms as well as partnership arrangements for specific categories of SMEs.

4. Consider creating country specific SCORE knowledge-hubs in local language contributing to institutional sustainability and good practice.

All country teams have worked on developing country specific and appropriate communication and information around SCORE. Additional instruments were developed at the central level to assist country-level stakeholders to use and exchange information, such as a Papyrus website on SCORE. This website is mostly used as a document storage facility and updated with training materials and monthly, quarterly and bi-annual reports.

5. Give a certificate of participation to SMEs after completing SCORE modules.

This recommendation has been implemented. As could be observed by the evaluators during company visits, SMEs receive a certificate of participation in the SCORE modules.

6. Ensure early planning in setting the module rollout date to avoid coinciding with peak production periods.

The evaluators in this Mid-Term Evaluation have not observed that planning of SCORE training courses was not appropriate to companies. Planning of SCORE modules is done together with industry associations and SMEs and it appears to be a normal practice that training is done at appropriate moments.

3.2 On theory of change and intervention logic

In the previous chapter the theory of change of the SCORE programme was introduced. In this section the evaluators continue with the assessment of the validity of the theory of change and intervention logic.

Development objective

The SCORE Phase II project document presented the following development objective: “National institutions are providing, independently from the ILO and donor funding, SCORE training to SMEs to improve their working conditions, productivity and competitiveness”. This formulation is not referring to a higher-level development objective for SCORE; it reads more like a business proposition or a specific project purpose in logical framework terminology. An overall development objective is missing or at least implicit in the SCORE programme design. Though it is possible to reconstruct it by looking at the ILO Programme and Budget 2012-2013, where it is supposed to contribute to outcome 3: “sustainable enterprises create productive and decent work”.⁷ This link is

⁶ ILO (2013): SCORE India: final internal evaluation.

⁷ ILO, Programme and Budget for the Biennium 2012-13.

important to ensure that SCORE is not merely an employers and management oriented project focusing on productivity and competitiveness. In the presentation and communication around SCORE, however, the focus is strongly on SME management and industry associations and much less on workers and trade unions. The final evaluation of Phase I concluded that “SCORE is not a typical ILO tripartite project, there is little involvement of the Ministry of Labour or trade unions, but its nature to be a demand driven product places it more specifically on the employers’ side” (p. 3).

This evaluation team is of the opinion that this conclusion is understandable but incorrect. The embedding of SCORE in the ILO programme and budget framework makes it a tripartite project in the sense that it not only looks at productivity and competitiveness but also addresses labour relations in the SME-sector. This can be observed in the contents of the five SCORE modules and the fact that module 1 on labour relations is a mandatory starting point for the SCORE training. It is true, however, that the programme focuses more on the participation of SME owners and employers’ organizations. The marketing and communication around SCORE clearly targets these audiences as they need to pay for training fees and have to accept the implementation of improvement plans in their factories; employers are important decision makers. Trade unions on the other hand have not been intensively involved in the planning and implementation of the programme and their participation in the national and global advisory committees has been much lower than from the employers’ side. It is therefore not surprising that the SCORE project is often referred to as a ‘typical employer’s project’, as was also the case in the end evaluation of SCORE Phase I.

ILO too much in driver seat

The development of the SCORE programme until this Mid-Term Evaluation shows that most SCORE teams are still very actively involved in the promotion and organization of SCORE training modules. In some countries individual trainers are recruited and managed directly by the SCORE teams. This practice is not in line with the theory of change nor with the strategy to reach technical and institutional sustainability. The interventions and support of the SCORE country teams should be enabling local institutions to take over the training activities and the management of trainers. But in countries where national institutions are still not able or willing to coordinate and implement training activities, SCORE teams take the lead to keep things running. Overall the continuation of SCORE still depends very much on the SCORE teams. As an additional result, SCORE teams are quite heavily burdened with implementation and micro-management issues. This takes away time from other important tasks such as communication and dialogue with existing and potential new partners and working on the visibility of SCORE at the national level. It also takes time away from tasks of monitoring and quality control of trainers and trainers’ institutions, while this is one of the few tasks that cannot be delegated to other partners as long as SCORE remains a programme that is implemented under the flag of ILO.

3.3 Synthesis and analysis of outputs and outcomes of SCORE Phase II

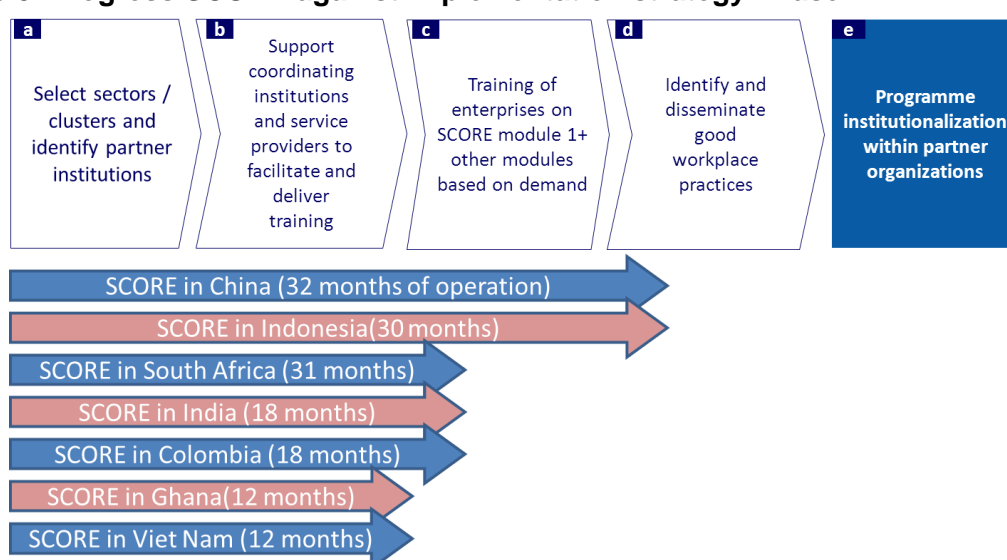
In this section the main outputs and outcomes of SCORE until the second semester of 2015 are presented. These findings are derived from a combination of sources.

- Field visits during which the evaluators have conducted a large number of interviews with stakeholders and beneficiaries.
- Smart sheets and action plans provided by the ILO to the evaluators. These were downloaded on 4 September and therefore contain updated information until the third trimester of 2015. This information only considers outputs and outcomes for the seven SCORE countries that were visited during this evaluation.
- The ILO SCORE digital M&E platform, from which information was analyzed, based on data from 20 December 2015, and which includes data from the new SCORE countries Peru and Bolivia.

3.3.1 Progress of SCORE against implementation strategy

At the start of Phase II, the project document contained a graphic presentation of the progress in the seven historical SCORE countries until the end of the first phase (see figure 5). The image shows the five main steps to arrive at programme institutionalization with partners. The progress in the seven countries presented below these five steps, largely depends on the time of implementation. In China and Indonesia, where the programme has the longest history, progress has advanced until step d whereas in Vietnam and Ghana where SCORE only had a history of one year, only the first two steps were taken.⁸ India and Colombia are exactly in the middle. Only in South Africa the implementation of the SCORE project during first phase was slow in comparison with the history of implementation.

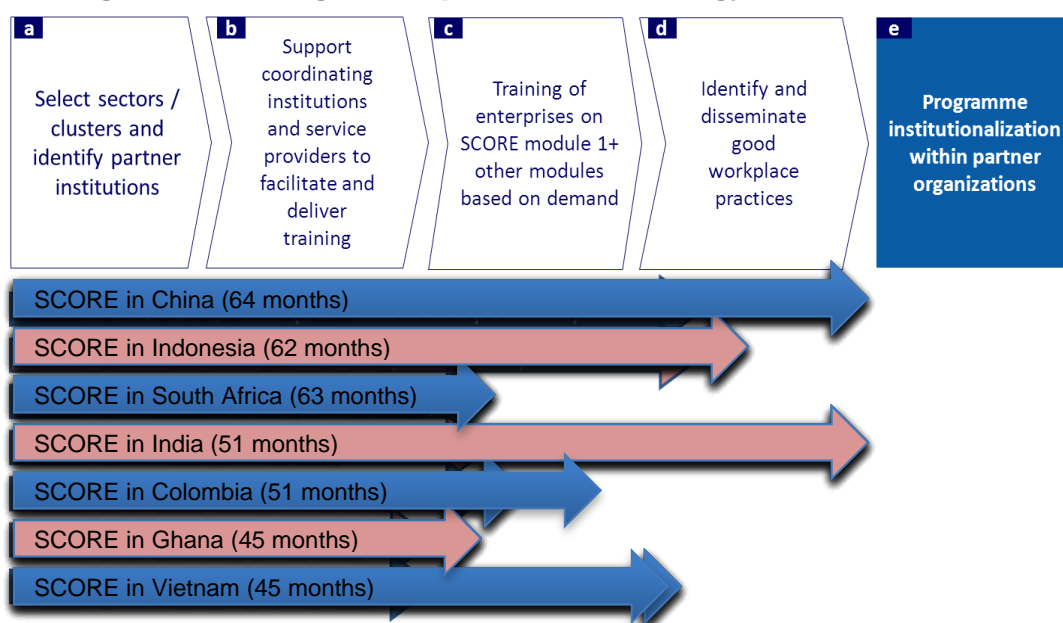
figure 5: Progress SCORE against implementation strategy Phase I



⁸ Vietnam, however, was building on the Factory Improvement Programme (FIP) which was implemented by ILO and VCCI until 2009.

The evaluators of the Mid-Term Evaluation used the same graphic presentation to show the overall progress of SCORE during the second phase, illustrated in figure 6. This figure is an assessment by the evaluators and will be explained further below.

figure 6: **Progress SCORE against implementation strategy Phase II until Dec 2015**



The evaluators' assessment of progress in SCORE is based on the following criteria.

1. The extent to which SCORE training has expanded and reached out to SMEs.
2. The extent to which SCORE trainers were trained, certified and remained active.
3. The extent to which SMEs or third parties contributed to the cost recovery of training.
4. The extent to which the sector and business organizations are actively promoting and recruiting new companies in their sectors to join SCORE.
5. The production of success-stories, testimonials and case studies.
6. The extent to which MoUs, agreements and longer-term cooperation arrangements are in place to continue SCORE.

The assessment presented above is an attempt to summarize the current progress in the different countries, more than a full analysis of the situation. It is somewhat subjective as phases are not linear and sometimes elements of a previous step are still not completed while other elements of a next step are already realized. The assessment is crosschecked and a result of agreement between the three international evaluators to increase the inter-subjectivity of this assessment. In the remaining sections of this chapter, further specific explanations will be given on the progress in each country, so this first image should be seen as a first introductory summary.

The progress per country in the figure above was assessed as follows.

- China - Progress was reached on all six criteria and SCORE can be considered most advanced in this country. However, challenges remain in (2) the certification of trainers (although the same challenge of certified trainers is encountered in all SCORE countries) and in (3) cost-recovery of SME training (in supply chains with lead buyers, however, higher cost-recovery rates are obtained). Although longer-term agreements with partners do exist (6), they have not yet come up with significant financial contributions. Because of these limitations, despite of the progress, it is possible to say that China has reached the institutionalization phase, but it has not yet finished this stage.
- Indonesia - Progress has been slower than in China. Strong relations exist with most partners supporting and promoting SCORE (4), but not many new SMEs entered the programme recently. Cost-recovery of training amongst SMEs (3) remains a particular challenge and institutional agreements and support from the government (6) look promising but have their restrictions. Therefore the programme has not quite reached the institutionalization phase yet.
- India - SCORE in India has undergone an accelerated development. The project has reached out to more companies (1) and sector organizations promote and market SCORE (4). In the supply chains new cost-recovery mechanisms are piloted (3). MoUs and arrangements with partners are in place (6), but still depend (partly) on external project funding. The evaluators consider that India has reached almost the same level of China, but still faces some challenges in institutionalization.
- Vietnam - Also in Vietnam, developments have been quick and the project is carried by the sector associations and is actively promoted and marketed (4), the number of SMEs has expanded rapidly (1), but it seems that further growth perspectives for SCORE in the furniture sector are limited, particularly considering also the geographic concentration around HCMC and working with two furniture associations that are concentrated in this region. Once other regions and sectors will be considered potential for growth will probable strongly increase. SCORE implementation in Vietnam still largely depends on the efforts of the local SCORE team (6) and institutionalization is still not an immediate prospect. Delays in implementation at the start of Phase II have been largely recovered and therefore Vietnam is well on its way, but still has not entered the institutionalization phase.
- Colombia - After a slow start in Phase II, SCORE has recovered its implementation rhythm, but implementation still depends on the SCORE team. Although relations with sector associations (4) and with support partners (2) were established, these are not yet strong and some of them were discontinued or slowed down. SCORE has generated good practices that are also communicated on the website and in (5), but also there has been a bad practice with one company in the security sector, which had significant implications for the reputation of SCORE in the country. Also in the flower sector SCORE has faced difficulties to be rolled out (1). Although cost-recovery rates (3) in Colombia are considerable, the challenges to reach higher rates are notable, particularly because much of the SME training is provided for free or against subsidies (SENA, local governments and Ministry of Commerce and Industry). The institutional contacts and arrangements (6) with external partners are not yet matured enough to produce perspectives for transfer. These combined factors lead the evaluators to the

conclusion that Colombia, although it has already some characteristics of phase d it is less advanced in phase c. Therefore the progress is situated between c) and d). More work is particularly needed in establishing and maintaining relations with private sector partners and government partners, to be able to progress further.

- South Africa - The progress of SCORE in South Africa is less and has not developed very much compared to the end of Phase I. The outreach of SCORE is still limited among a rather small number of companies (1) and there are no strong partnerships to further roll out training activities (4). Cost-recovery of the training activities is relatively low (3). Establishing institutional agreements (6) will stake considerable time and effort.
- Ghana - Although there is more progress in Ghana, there are considerable challenges in strengthening agreements with institutional partners (6). Cost-recovery (3) is limited, and the programme doesn't get much active support from employers' organizations, trade unions and other partners (4). Strong relations do exist with support partners (2) and there are some perspectives for other partnerships for funding and rolling out SCORE, but these still need to be developed further.

This first overall summary assessment on the general progress in the different SCORE countries is further elaborated and nuanced below.

China

China is currently showing the highest diversity of approaches towards sustainability.

- With SAWS, the State Administration for Work Safety, SCORE is rolling out the implementation of training and support services on Module 1 and 5. SAWS also provides trainers for SCORE. It combines training with the marketing and promotion of SCORE. SAWS is putting in a lot of effort and human resources, but the provision of trainings is still partially supported by ILO. SAWS is implementing SCORE still at a rather small scale, piloting it in specific regions.
- With the China Enterprise Confederation (CEC) at the national level and with some provincial CEC chapters, such as Chongqing, SCORE training is promoted and marketed by CEC and the provision of training is done by individual trainers and training companies. The provision of the trainings is still subsidized.
- In Shanghai pilots with the networks of Business Social Compliance Initiative (BSCI) and Ethical Trading Initiative (ETI) have taken place along (international) supply chains, with suppliers of COOP in phase I and with Metro Group Buying (MGB), with textile companies supplying to Inditex, Gap and Pentland in phase II. In this model international buyers are contracting the SCORE services and training from the training service providers. In this model the international partners pay fully for the direct costs of the training for their supplying consulting companies or there are arrangements for cost-sharing between suppliers and buyers.

It is still too early to say that the SCORE programme in China has become sustainable. Although the supply chain pilots look promising, these experiences need further rolling out to more supply chains and companies to reach a larger scale of operations. The experiences with SAWS and CEC still depend on subsidized delivery of SCORE training, in spite of interest and willingness of these national partners to take over the SCORE

programme. An extra effort is needed to move towards a more demand driven provision of SCORE training. An additional challenge is the still limited availability and quality of (certified) trainers, who are needed for replication and further roll out of the SCORE training.

Indonesia

An important aid to reach sustainability in Indonesia is the strong support from the Directorate of Productivity and Entrepreneurship of the Ministry of Manpower and a number of provincial governments. The Directorate intends to integrate elements of the SCORE methodology in its existing business development programmes and has expressed a willingness to take on the role of SCORE national centre. The Directorate not only funds SCORE but through its instructors also implements training activities by itself. At both the national and provincial level, the SCORE team is building the technical capacity of the trainers. An important limiting factor regarding sustainability is the fact that the Directorate does not want to charge SMEs for training services. This hinders the expansion of programme activities, because the funds of the Directorate will never be enough to position SCORE on a much larger scale. For this the SCORE team will have to look for synergies with other ministries, such as the Ministry of Cooperatives and Small and Medium Enterprises, and/or build partnerships with multinationals or large domestic companies with SMEs in their supply chain, like the experience in China is showing. In addition to the Ministry of Manpower, SCORE Indonesia also works with private service providers SOI and BEDO. As a next step to reach financial sustainability and important achievement, BEDO has been able to attract funding for its activities in 2015 and 2016 from government and a private foundation.

India

The approach in India is similar to the one in China.

- The ILO has been able to sign a MoU with the Ministry of Micro, Small and Medium Enterprises (MoMSME). The MoU focuses on promotion of sustainable enterprises for inclusive development and has opened up the possible adaptation of the SCORE methodology in the Lean Manufacturing programme of the Ministry. It is believed that SCORE can help to upgrade this programme by adding modules 4 and 5 on human resource management and occupational health and safety and by bringing in the element of manager worker cooperation into the training. As a follow-up MoMSME in Chennai in January 2014 approved the implementation of a pilot to provide clarity to both MoMSME and ILO on the feasibility of adopting SCORE in the Lean Manufacturing Competiveness Scheme.
- Another MoU is signed with the Federation of Indian Chambers of Commerce and Industry (FICCI) for building the institutional and technical capacity of FICCI to become a national coordinating centre in India. FICCI has developed a business plan for acquiring and delivering SCORE training to SMEs and is looking at government funds and other incentive models to sustain SCORE after 2017. FICCI is directly engaging SCORE trainers for SCORE implementation in enterprises and has developed administrative and financial support systems towards this. Also, it is responsible for marketing SCORE in the supply chain of its corporate members.

- In Chennai and Pune pilots have taken place with five large domestic enterprises with SMEs in their supply chain. Just as in China, these companies pay for the direct costs of the SCORE training to their supplying companies.

Timing is an issue regarding the institutionalization of the SCORE programme in FICCI. While the institutional capacity of FICCI still needs strengthening in 2016, the organization already has to submit high quality applications to potential donors to secure funding post 2017. Another challenge for the SCORE programme in India is that a lot of good work in Chennai has been 'washed out' by the floods in December 2015.

Vietnam

In Vietnam, where SCORE started later, progress has also been considerable. The programme in Vietnam focused entirely on the furniture sector and the SCORE team managed to build strong relationships with business associations in this sector, who have embraced SCORE and are actively promoting it. Trainers are recruited from both the networks of these associations and the Ho Chi Minh City Chamber of Commerce. The technical and operational management of deployment of consultants is done by the ILO SCORE team. The training provided to companies is still subsidized, which means that although a definite interest has been created in the furniture sector, the trainings are not yet fully demand driven. Because the potential for further growth in the furniture sector (where many companies have already been reached) is limited, there is a need to explore other sectors, where SCORE can be expanded and replicated. As no such contacts are yet made this will require considerable effort. The SCORE project in Vietnam is not ready for transfer to local partners, because the sustainability perspectives are not yet sufficient. The Ho Chi Minh City Chamber of Commerce is an interesting national institution to take over the project and also ensure that new sectors can be brought on board, but this will require continuation of substantial support from the ILO SCORE team in the coming years. Another bottleneck for reaching sustainability and a rollout of the project in Vietnam is the limited number of qualified and certified trainers.

Colombia

In Colombia progress has been limited and perspectives for institutionalization and sustainability of the SCORE programme are still weak at the end of 2015. The limited progress of SCORE in Phase II can be explained by several factors. In the first place, the initial contacts and cooperation with the state SME training institution SENA did not result in a sound relationship and many of the investments in building SCORE training capacity in SENA have effectively disappeared. Furthermore, sector choices in Colombia (flowers and security sectors) were rather unfortunate and led to limited progress. The choice for the textile sector, however, was more fortunate. At the start of Phase II, discussions around the SCORE strategy for Colombia took a long time and it lasted until the beginning of 2015 for the programme to gain new momentum in Colombia. Since then, the ILO SCORE team clearly made progress. However, SCORE is implemented with a variety of partners in different regions and sectors and none of the relations with these partners can be considered very stable. The programme in Colombia will still need considerable time to strengthen its relations with partners.

Ghana

At the start of the programme in Ghana 15 individual trainers responded to a tender by the SCORE team. After training 9 of them were certified. They decided to join forces in SCORE Training Solutions Ghana. STSG is a well-run not-for-profit organization that provides SCORE training in the Greater Accra region. In the beginning of 2015 Sekondi-Takoradi in the western region of Ghana was selected as second centre to conduct SCORE training. The establishment of STSG has been a considerable achievement. Together with the SCORE team, STSG is an important driver of the programme in Ghana. The Sekondi-Takoradi Chamber of Commerce (STCCI) was identified to act as the implementing partner for SCORE in this region. SCORE has started to train 12 trainers of STCCI, who after certification will train and consult SMEs in the region.

SMEs receive the first module for free, but have to pay a user fee of 1,800 US dollars for each of the other modules, resulting in a cost-recovery rate on modules 2 to 5 of 72%. The ILO SCORE team in Ghana has not yet been able to find another donor who is willing to cover the costs of the first module. Because of this, SCORE in Ghana is still far from the point where the SCORE trainings would continue to be implemented without ILO or donor support. Until now the programme has two sources of income: donor funding and user fees. Because of a financial crisis in Ghana, the contribution from the government is expected to be limited in the next couple of years. Funding proposals are currently being discussed with a major bank in Ghana and one or two other institutions. It will be needed to develop a clear strategy to reach sustainability in Ghana.

South Africa

In South Africa, SCORE intervenes in the tourism sector. An important result in sustainability is reached through project-based agreements with the Department of Economic Development, Environmental Affairs and Tourism (DEDEAT) in the provinces. DEDEAT covers own costs of personnel, accommodation and communication. SCORE builds their technical training capacity. Tightening relation with provincial institutions is a response to the slow institutionalization of SCORE within South African National Parks (SANParks) and Productivity SA, both prominent state owned institutions offering training in the tourism sector. SCORE South Africa is building their technical training capacity of these institutions, but their expectation of ILO to behave as a donor is constraining further institutionalization. Considering the efforts invested and the financial expectations, SCORE SA should consider putting this collaboration on hold and observe; only if top management requests for ILO SCORE, she might consider continuing.

In the provinces the hospitality sector is composed partially by small and micro family owned businesses. They operate in a strongly subsidized institutional environment for training. Although owners, observing the effectiveness of the training on their company results, declare to be ready to pay for SCORE, the public partners strongly defend the option for subsidized training with insignificant payment by the enterprise owners. This puts the original business model under pressure. More promising is the cooperation with members of FEDHASA, the industrial membership organization for hospitality development. SCORE South Africa develops direct PPP relations with members of

FEDHASA, being international hospitality chains in need of strong locally based SMEs in their hospitality chain. Thus a solution might be found in these PPP relations.

Overall progress

Overall, at a first glance, the evaluators conclude that SCORE has advanced considerably in the four countries in Asia, but much less in Ghana, South Africa and Colombia. Challenges faced to reach final institutionalization are mostly related to building strong relations with national institutions that are able to take over the management, marketing and provision of the trainings. In all countries, including in Asia, ILO SCORE is still too strongly in the driving seat of SCORE and it is managing many programme activities with very small staffs. An additional challenge is that step b (provision of training services) and step c (demand driven training) are not yet completed. More training capacity needs to be developed to allow SCORE to reach a larger scale. For reasons of quality control and coordination, these trainers should be closely tied to training providing institutions or private training companies, instead of operating as individual consultants. Finally, and probably most importantly, with a few exceptions the SCORE training services are not yet provided in a sufficiently demand-driven way to appeal more directly to SME interests and to increase their willingness to pay a considerable or even full share of the costs. The outreach of training activities to SMEs still largely depends on subsidizing mechanisms with SCORE as its most important source.

3.3.2 Outputs of the SCORE programme until December 2015

The SCORE bi-annual reports from March and October 2015 and the SCORE M&E database present the outputs of SCORE according to the three main objectives of the programme. These data indicate that the programme is largely on track.

Objective 1: Industry associations and training institutions market, sell, and organize SCORE training for SMEs

In total SCORE has worked with 25 partner organizations, of which 4 relations were discontinued in the past years. Most of the partners are private sector organizations. The employers' organizations and industry associations contributed to SCORE by reaching out to their membership to promote SCORE. In some cases they also provided trainers to the SCORE project. In 9 occasions, ILO has worked with public or private training institutions, although in many cases ILO has relied on more informal and individual trainers' networks.

table 7: **Project partners of SCORE**

Government training organizations	4
Employers' organizations	4
Industry/sectorial associations	8
Private, licensed training organizations	5
Total active partners	21

Source: 11th Bi-annual report SCORE, October 2015

The target for Phase II is 30 partner organizations that have embedded SCORE training in their service portfolio. The total number of 21 active partners in table 1 suggests that the project is on track, but this may not be the case. By now, halfway through the second

phase of the programme, most partnerships should be sustainable, but that is not the case. Not only were 4 partnerships discontinued. As mentioned in the previous section, a number of the existing relationships are also unstable. Moreover, several new partner relations need to be built the coming years to expand the SCORE programme to a much bigger number of SMEs.

In 2014 and 2015, ILO increased the collaboration with lead buyers who promote and co-sponsor SCORE training for SMEs in their supply chains. A total of 11 multinational and large domestic lead buyers in Colombia, India and Vietnam and 2 buyer consortia (BSCI and ETI) in China have used the ILO training product to improve productivity and working conditions with suppliers in China and India. This approach is also applied in a SCORE spin-off activity in the tourism sector in Kenya. These experiences are promising in two ways.

- These supply chains are an alternative route to reach out to companies and because the lead buyers identify the SMEs to participate in SCORE, this route requires less effort by ILO or industry and sector organizations.
- Working with lead buyers provides access to alternative funding.

Objective 2: Service providers deliver effective training and consulting services

A basic condition for the delivery of training is the investment in the training of trainers and their certification. The following table shows some key figures these unto December 2015.

table 8: **Trainers trained in the SCORE project**

	Bolivia	China	Colombia	Ghana	India ⁹	Indonesia	Peru	South Africa	Vietnam	Total
Total # trainers	26	153	130	17	47	168	39	26	45	651
% Female trainers	42%	28%	47%	24%	9%	36%	33%	42%	33%	33%
# Certified trainers	8	8	43	9	12	0	3	9	0	92
% Certified trainers	31%	5%	33%	53%	26%	0%	8%	35%	0%	21%
% Certified female trainers	25%	13%	37%	11%	0%		33%	44%		23%
# Inactive trainers	4	29	58	7	28	99	2	4	0	231
% Inactive trainers	15%	19%	45%	41%	60%	59%	5%	15%		35%
% Inactive female trainers	50%	41%	48%	43%	0%	29%	50%	25%		36%

Source: SCORE M&E database (20-12-2015)

In total 651 trainers were trained in all SCORE countries.¹⁰ The largest number of trainers trained can be found in Indonesia, China and Colombia, while in Ghana, South Africa and

⁹ For India, the number is not entirely correct since some people who attended training as observers were by accident added as trainer candidates. This still needs to be corrected in the M&E database.

Bolivia the number of trainers trained is relatively low. Of the total number of trainers, 92 trainers are certified, which is about 1 out of every 6 trainers. There are considerable differences in the certification rate per country. While in Ghana more than half of the trainers are certified, no trainers are yet certified in Indonesia and Vietnam and only a few in China and Peru. The overall gender goal on trainers established by the project is 30%. One third of the trainers indeed are women, but among the certified trainers this percentage is only 21%. In Colombia, Bolivia and South Africa the percentage of female trainers is above 40% but in none of the SCORE countries the percentage reaches 50%. In India no female trainers are certified, while only a few (9%) trainers in this country are female. Also in Ghana and China, the percentage of female trainers is below the target of 30%.

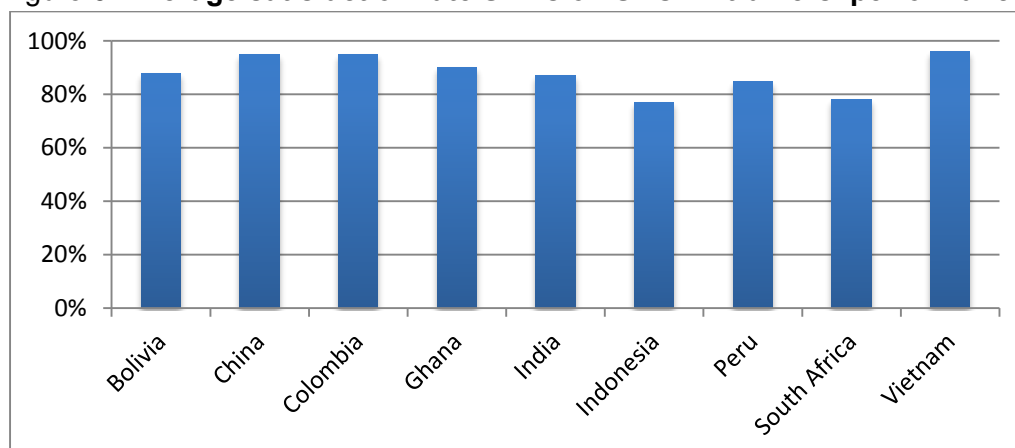
Out of the trainers that were trained a significant percentage (35%) is inactive, which is an indicator of a relatively high fall-out among trainers over time. This percentage is particularly high in India and Indonesia, while also in Colombia and Ghana a considerable number of trainers did not continue to deliver training activities. The average fall-out among female trainers is not higher than among men, although in China, Ghana and Peru a higher percentage of women do not continue as trainer, while in Indonesia and South Africa the fall-out among men is higher than among women.

Quality of training

ILO takes responsibility for certifying trainers. This certification process was done centrally, which proved to be too difficult and too expensive. In 2015 a decision was made to decentralize the certification of trainers and to also allow for differences between countries. This of course poses a risk of losing constant quality of trainers and to ensure that SCORE is delivered with the same approach and quality characteristics desired by ILO. Besides, because many of SCORE trainers are individual consultants, the efforts to effectuate central management, coordination and quality control now resides largely with the already heavily tasked national SCORE teams. The decision to allow flexibility in trainers' certification may have been inevitable out of cost-efficiency reasons; it is however not yet possible to assess the consequences of this flexibility in trainers' certification.

An additional challenge with trainers is to keep them actualized. While the formal criterion is that trainers have to conduct a SCORE trajectory at least once every two years, this is not always monitored and checked. The M&E database contains data of active and inactive trainers, but there is no automatic or rigid mechanism to decertify trainers after. Similarly, checking upon the performance by trainers in the classroom or during company visits is costly and therefore not actively done. This leaves as only mechanism to check the quality of the consultants' performance the satisfaction expressed by SMEs that participate in training sessions. The average satisfaction rates are presented in figure 9.

¹⁰ The M&E database shows slight differences in the records of individual trainers that are sometimes higher than in the summary country reports. For the analysis here the evaluators have used the country report data.

figure 9: **Average satisfaction rate SMEs on SCORE trainers' performance**

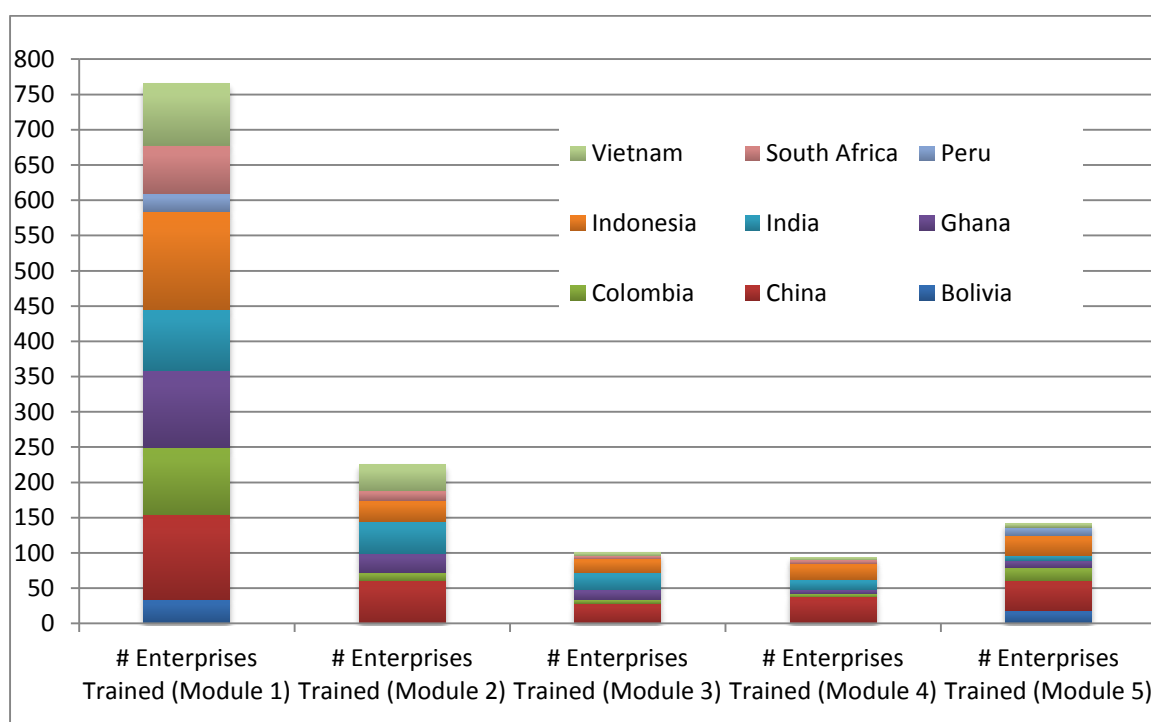
Source:

SCORE M&E database (20-12-2015)

In most cases satisfaction rates are above 80% and in Vietnam, China and Colombia they are around 95%. Overall, this feedback from SMEs on the quality of trainers' performance indicates that the tight certification and quality control measures have produced good results. The changes in trainers' certification and quality control are too recent to sort any effect, but it will be interesting what the effect of these changes will be in the remaining period of Phase II.

SCORE modules

Figure 10 illustrates how many SMEs have taken one or more SCORE modules.

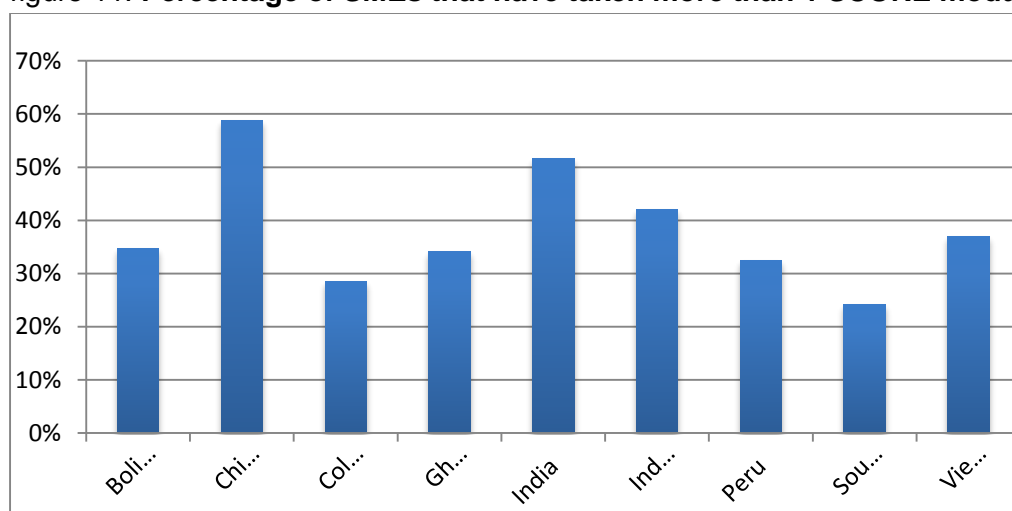
figure 10: **SMEs benefiting from SCORE Modules**

Source: SCORE M&E Database (20-12-2013)

By the end of 2015 in total 765 Enterprises were trained in the (mandatory) first module. Module 2 on quality management is the second most popular SCORE module and it is taken 255 SMEs, followed by module 5 on occupational health and safety that is taken by 142 SMEs. Demand for Module 3 on cleaner production and Module 4 on human resource management is less; these modules are taken by 101 and 94 companies respectively. The largest number of enterprises reached by SCORE can be found in Indonesia (139) China (120) and Ghana (110). Also in Colombia, Vietnam and India a considerable number of SME's is reached. The project reaches least SMEs in South Africa. In Bolivia and Peru the numbers of SMEs reached by SCORE is still relatively small because the SCORE programme only recently started in these two countries.

SCORE was originally intended as a modular package of five different courses that together compose a comprehensive approach to tackle productivity and competitiveness of SMEs while addressing workplace cooperation and labour relations. Module 1 is compulsory and usually offered for free or against a significant subsidy, while SMEs are expected to pay at least part of the costs of other modules. This partial payment is still not systematically applied and enforced. Data on SMEs taking more than one module show that buy-in of SMEs to consider SCORE a comprehensive improvement package is still quite far from reality. Figure 11 shows the percentage of additional modules taken by SMEs.

figure 11: **Percentage of SMEs that have taken more than 1 SCORE module**



Source:

SCORE M&E Database (20-12-2013)

The percentages above include SMEs that might have taken only one additional module. Only in China and India more than 50% of the SMEs have taken more than one module. In Colombia the project is currently focusing on promoting modules 1 and 5 for which there seem to be the best chances for sustainable supply of services. In a recent application submitted to the Colombian government agency supporting innovation and entrepreneurship INNPulsa, Modules 1-3 are included. In China SAWS is focusing on occupational health and safety aspects, while Indonesia is experimenting with a condensed version integrating all SCORE modules into a singular training.

The 11th Bi-annual progress report of SCORE reports that until September 2015 more than 5,600 managers and workers attended classroom training, of which 52% were managers (against 48% workers), and 30% of the participants were women. Compared to the 10th SCORE progress report the percentage of workers has slightly increased from 46%, while the percentage of women remained the same.

Objective 3: Increased awareness of responsible workplace practices at the local, national and global level

SCORE also reaches out to policy makers, labour inspectors, social partners and media. Training activities have included 694 individuals from these stakeholder groups. As shown in table 12, more than half of them are government officials, while the participation of other ILO constituencies (trade unions and employers' organizations) in the training was less.

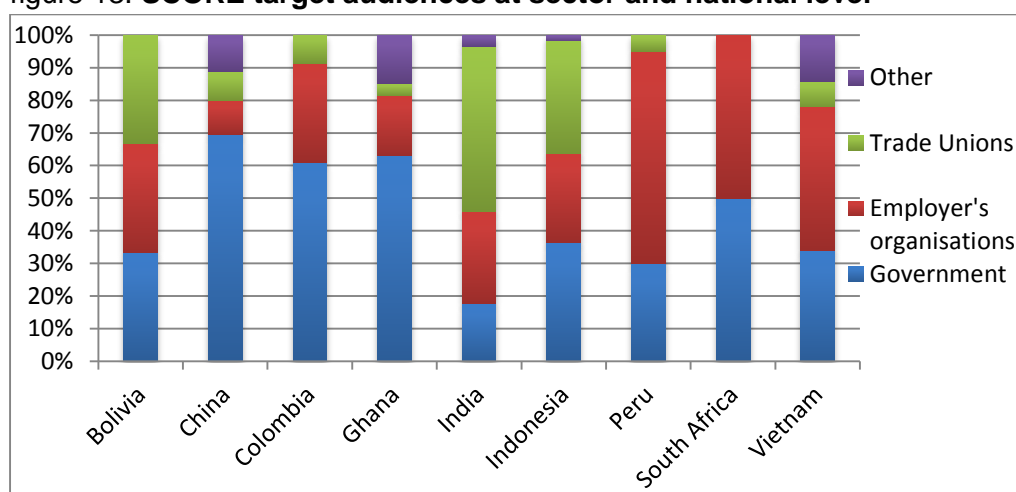
table 12: **Other stakeholder groups trained in SCORE**

Stakeholder group	Total trained
Nr. of government representatives trained	369
Nr. of employer/industry association representatives trained	152
Nr. of union representatives trained	109
Nr. of others trained	64
Total	694

Source: M&E database (20-12-2015)

Figure 13 shows the composition of this SCORE audience in the different countries. It demonstrates that with the exception of Bolivia, India and Indonesia, trade unions are underrepresented in the SCORE trainings. In South Africa they are entirely absent. These findings were confirmed during evaluation visits, when trade unions didn't show great interest. They often consider SCORE an employers' project, serving employers' interests with its focus on cost-savings and productivity. In most countries trade unions feel that their role and the attention given to trade union issues in SCORE are limited.

figure 13: **SCORE target audiences at sector and national level**



Source: M&E database (20-12-2015)

Completion rate of activities

Related to the three objectives, SCORE has defined 10 different outputs and all countries have written action plans with a number of activities under each output (although not all countries include output 10 in their plans). The outputs are mentioned in table 14.

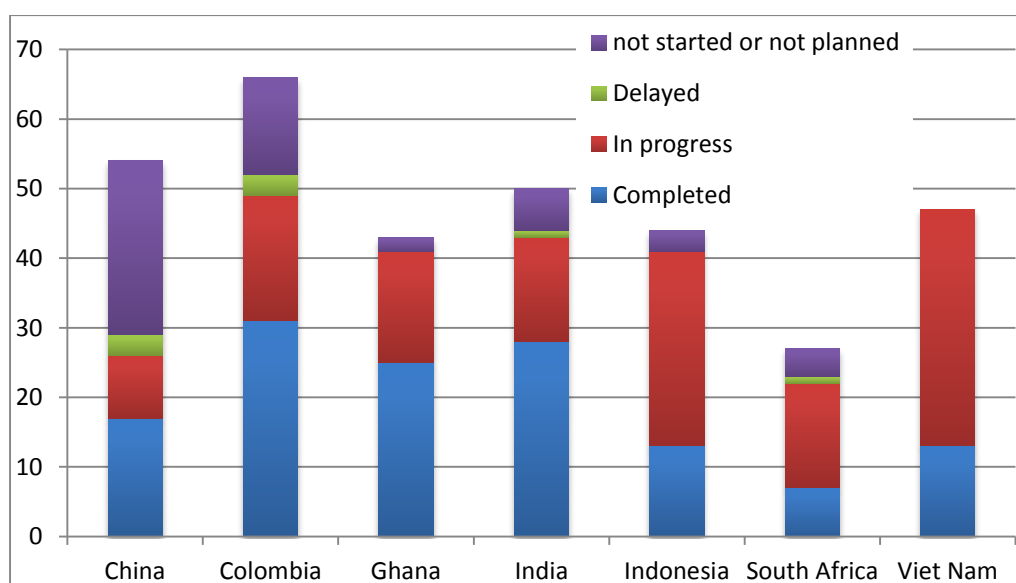
table 14: **The 10 outputs of SCORE**

Output 1: Sub-sectors and clusters selected (where applicable)
Output 2: Industry association and training institutions trained in marketing, selling and organizing SCORE training
Output 3: National capacity available to replicate the training programme
Output 4: A locally adapted, gender-mainstreamed edition of the SCORE-training materials available
Output 5: Robust M&E information and reports regularly available
Output 6: Service providers trained to deliver
Output 7: SMEs trained on SCORE modules 1 to 5 on a demand-driven basis
Output 8: Documentation and dissemination of good workplace practices is available
Output 9: Policy makers, labour inspectors and social partners have increased
Output 10: Social marketing campaigns to stimulate demand for workplace improvements and change attitudes toward workplace cooperation (where applicable)

Source: SCORE Project Document

An analysis of the reporting on the activities is presented in figure 15 below. The bars in the figure mention the total number of activities planned under the 10 outputs. It shows that particularly in Colombia and China planning included many actions. In South Africa only a limited number of actions were planned.

figure 15: **Completion rate of activities reported in seven SCORE countries**

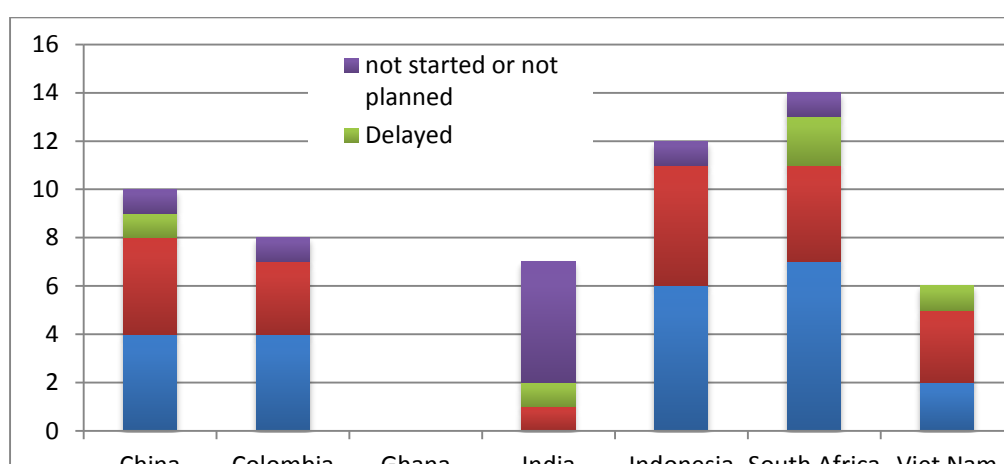


Source: Workplan Smartheets (as per 4 September 2015)

Colombia, Ghana and India show relatively high completion rates. Small delays in implementation are reported in China, Colombia, India and South Africa. Interviews during the country visit confirm the overall vision that the implementation of SCORE at the output level is quite well on track in all SCORE countries.

In all countries, except Ghana, gender activities were planned as shown in figure 16.

figure 16: **Completion rate of gender actions planned in SCORE countries**

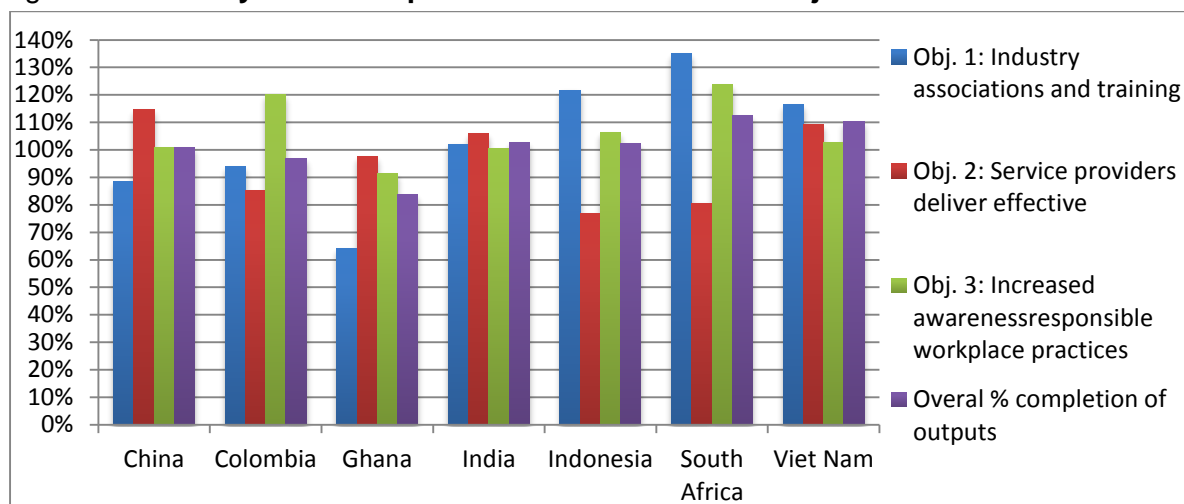


Source: *Workplan Smartheets (as per 4 September 2015)*

In China, Colombia, Indonesia, South Africa and to a somewhat lesser extent in Vietnam the implementation of gender actions is largely on track. Gender actions in India are significantly delayed or have not yet started. This likely relates to the fact that the number of female trainers as well as the participation of women in training sessions at the company level is lower in India than in all other SCORE countries.

Delivery rate under objectives

Except for reporting on the total number of activities, the SCORE M&E system has additional smart sheets that link the delivery rate of outputs to the SCORE objectives. An analysis of this delivery rate is shown in the following figure.

figure 17: **Delivery rate of outputs under the three main objectives of SCORE**

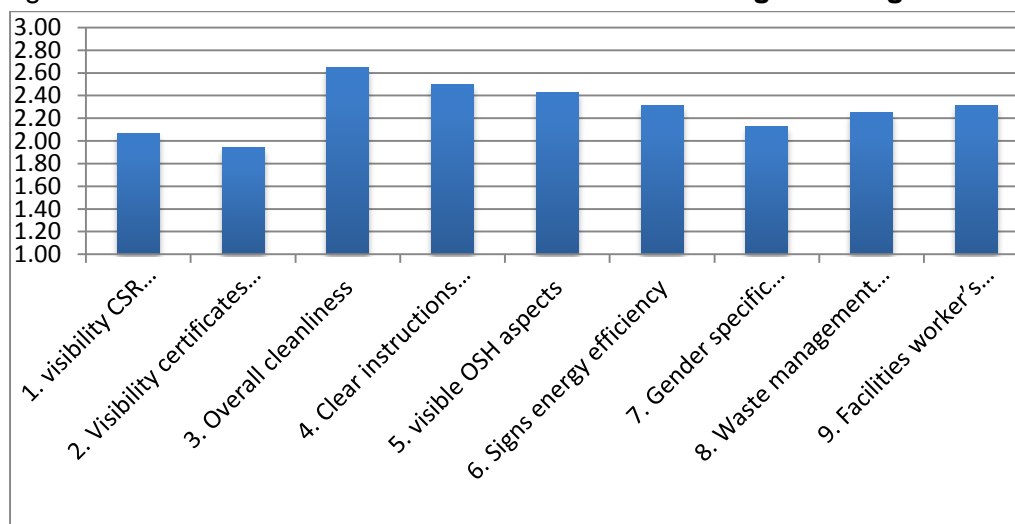
Source: Performance Plan Smartheets (as per 4 September 2015)

The figure shows that in all SCORE countries the achievement against target is oscillating between 80% and 120%, indicating that the implementation of programme activities according is very well on track. These findings match with the figures presented in the previous pages that showed just small delays in some countries. A few minor deviations can be observed. In Ghana a significant underachievement against target is reported under objective 1. In Indonesia and South Africa underachievement are reported under objective 2. Overachievement of targets is reported in South Africa and Indonesia on objectives 1 and 3. In other countries achievements are more or less as planned.

Results of enterprise walk-through

During the country visits the evaluators have visited two or three SMEs per country (in total 16 enterprise visits were conducted) and these visits confirm that SCORE can have a big impact on companies.¹¹ Figure 18 provides the results of the enterprise walk-through and interviews conducted by the evaluators during the evaluation.

¹¹ This evaluation is a Mid-Term Evaluation and no final evaluation with an impact analysis. Therefore the company visits were not conducted to make a comprehensive analysis of effects and impact of SCORE at the SME level. Visits to SME's were conducted only to companies that still were actively implementing SCORE and therefore the evaluators have looked to good practices of SCORE and the insights obtained here refer to potential effects of SCORE in SME's that have taken ownership of it.

figure 18: **Effects SCORE observed in SME walk-throughs during evaluation**

Source: Enterprise walk-throughs, October-November 2015¹²

The figure shows that there are significant effects of SCORE on the company work floor in SMEs. The strongest effects are on cleanliness and well-organized work floors. These changes are usually a direct result of the 5-S method that is applied in SCORE. Also effects on worker's safety and other occupational health and safety measures (warnings, instructions, escape routes, fire-extinguishers) were clearly visible in companies. In energy use and waste-management companies have applied changes, although in several cases it could be observed that the full potential was not yet reached. An obvious example here was that changes in electrical lighting from wired-bulbs to led-lighting were not always or only partially done.

Measures that were taken on worker's wellbeing were generally encountered, such as canteens, restaurants, recreation areas and sports-fields. Evaluators also have looked and asked if specific measures were taken to benefit women and if specific ideas of female workers were taken on board in action plans and improvements. This was generally done, but measures were not always very significant and some of them were already in place before SCORE. The evaluators have observed special areas in canteens; secure spaces for women for dressing and to express mother's milk were encountered. Separate bathrooms were common, but in some cases these were already in place prior to SCORE in the enterprises that were visited. In social activities one example encountered shows that there was eye for gender measures. In one company a sports-field was set up. After discussions it was decided to set up a volleyball court because both men and women enjoyed this sport.

During the enterprise walk-throughs it also became clear that many of the effects of SCORE modules are not so easily to observe, because these relate to different practices in manager worker dialogue and cooperation and in more active involvement of workers in

¹² Assessments during walk-throughs were done on a 3 point scale ranging from 1 (no or weak effects) to 2 (considerable effects) and 3 (major changes observed).

generating ideas for improvements. In interviews and also in the survey among workers, however, it can be observed that workers perceive such changes positively.

Main findings per country

The reports of the country visits in Annex 3-9 provide more information on the effects and changes due to SCORE. The most important findings from the country reports are summarized below.

China

- Relations with government (SAWS) and the China Enterprise Confederation (CEC) are excellent and there is a keen interest of these partners to work with SCORE. While experience and capacity are transferred to these partners, the challenge is to convince these partners to also take responsibility for the financial sustainability of the SCORE training delivery. ILO is still seen too much as the primary source of budget to continue the SCORE activities.
- The palette of strategies for SCORE training delivery is diverse in China. Particularly the cooperation with SAWS to link SCORE training on occupational health and safety with the mandate of this state institution to ensure workers' safety provides a good perspective for sustainable continuation of module 5 (combined and/or in addition to module 1). The pilots with lead buyers in supply chains also look promising.
- Although SCORE has a long history in China only 120 SMEs are trained and this is a tiny drop in the vast ocean of companies that exist in China. The vast scale of opportunities in China requires more efforts of ILO to ensure that SCORE can be further rolled out and replicated.
- SCORE in China faces challenges in assuring constant quality of SCORE training and support services delivery. The project is implemented in different regions of China and it is difficult to provide close follow-up and monitoring of SCORE trainers. Additionally, the number of trainers and certified trainers in China is still very limited which is one of the main bottlenecks to expand the programme and reach a larger scale of operations.

Indonesia

- In Indonesia the ILO SCORE team gets strong support from the Directorate of Productivity and Entrepreneurship of the Ministry of Manpower and a number of provincial governments. The Directorate intends to integrate elements of the SCORE methodology in its existing business development programmes and has expressed a willingness to take on the role of SCORE national centre. The ILO SCORE team was also successful in attracting two private training institutions. They joined the programme as a result of a public call for interest in 2014. Other candidates didn't join the programme because of a lack of funding possibilities.
- As future national centre, the Directorate is also working on the certification standard for SCORE trainers in Indonesia. It will do this through the adaptation of the next Indonesian Production Standard competences for productivity trainers, called SKKNI. This explains why the certification of trainers is not a priority for SCORE in Indonesia at this moment.
- Although SCORE shows good results at the company level, the impact and visibility of the programme has remained limited to 127 companies in the automotive, food and

beverages, furniture and some other sectors. In the light of the great number of SMEs in Indonesia, this number is very small. Most stakeholders feel that the ILO SCORE team has to step-up its marketing and communication activities by showing the results to a larger group of SMEs and possible donors, including private sector partnerships.

- Because the Ministry of Manpower is not only a donor but through its instructors also implements training activities, it operates in a way as a 'closed shop' and this hinders the expansion of activities. The funds of the Ministry will never be sufficient to implement SCORE activities on the required scale. For this partnerships with private partners and synergies with other ministries will be needed.

India

- In the first phase the SCORE programme in India was able to demonstrate its effectiveness in a limited number of demo clusters, mostly in light engineering. It created a form of buy-in by the government, employers' federations and cluster level associations. The current phase of SCORE in India focuses on scaling-up, replication and sustainability. The five training modules have been fully adapted for India and 86 enterprises have undergone at least one of the five modules (eight have completed all five).
- The ILO has been able to sign a MoU with the Ministry of Micro, Small and Medium Enterprises (MoMSME) and with the Federation of Indian Chambers of Commerce and Industry (FICCI). MoMSME plans to use the SCORE methodology to upgrade its own training programmes for SMEs by bringing the element of manager worker cooperation.
- The cooperation with FICCI concerns building the institutional and technical capacity of FICCI to become a national coordinating centre in India. FICCI clearly sees the link between industrial peace, workplace cooperation and productivity. Positioning SCORE as one of its services to the members to improve value chains helps them to improve their support in the SME sector. SCORE also offers opportunities for its bigger corporate members.
- Like in other countries, trade unions see the value of the SCORE programme, but they don't have a defined role similar to employers, which is based on the understanding that trade unions have little membership in SMEs.
- For SCORE to create national impact, partners in India need to expand the programme activities to other sectors and more regions. In addition, results of SCORE need to be used to build a case for more support for SMEs to improve working conditions and productivity at a policy level. SCORE India is recognizing the need for this and started working in collaboration with ILO country office on building awareness at the policy level. For example, SCORE and ILO country office provided input on the Small Factories Bill in India. For making the policy case, ILO needs to engage the Ministry of Labour and Employment (MOLE) as its principle nodal ministry. So far, however, MOLE does not have a proactive involvement in SCORE. It looks like the Ministry primarily sees SCORE as a service delivery programme. MOLE is a regulatory department and even though it understands the value of SCORE, it seems that it does not want to get involved in programmes at the company level to improve productivity and manager and worker cooperation.

- At the moment of writing this report it was not clear what the impact of the floods in December 2015 in Chennai will have on the SCORE programme which has been particularly successful in this region.

Vietnam

- The SCORE programme in Vietnam is characterized by a strong focus on the furniture sector and a geographic concentration of furniture clusters around Ho Chi Minh City. In doing so, SCORE has been able to book quick and good progress in this sector, but it gradually starts encountering boundaries because the absorption capacity and interest of remaining furniture companies is drying up. This requires SCORE in Vietnam to consider taking on board other sectors and to consider also new ways of sharing good workplace practices in the furniture sector.
- The cooperation with the sector associations in the furniture sector is very good and SCORE is well embedded in these associations.
- Despite of the quick progress and reach out in the furniture sector, cost-recovery of SCORE training remains a challenge. SCORE In Vietnam is considering raising cost recovery until 50% in 2016. This percentage, however, should be considered low in the light of interviews conducted with companies in the furniture sector. These interviews indicate that the furniture sector is economically quite profitable and many companies are already used to investing in business consulting services.
- Because of the strong focus of SCORE on furniture, there is limited exchange and cooperation with the Better Work programme in Vietnam. Once the project would consider reaching out to other sectors, it would make sense to increase cooperation with Better Work. Also in case more attention is given to compliance issues, it makes sense to strengthen this relation.
- SCORE in the past years has moved from the Ho Chi Minh City Chamber of Commerce (VCCI) to ILO as implementing partner and now it will have to gradually move back to VCCI. VCCI has shown interest in SCORE and has sufficient institutional capacity to take over SCORE. However, the SCORE programme has not yet reached sufficient sustainability to be handed over to another partner without considerable technical and financial support from ILO and third parties. VCCI should be well positioned to negotiate other funds from other partners and maybe is not yet sufficiently motivated to do so. There is no strong sense of ownership of SCORE within the HCMC VCCI.

Colombia

- SCORE has suffered from many difficulties in the first phase and the start of the current phase. The SCORE training provision did not flourish in the flower sector. Later SCORE training activities in private security sector were not fortunate, because companies were not willing to comply with basic labour standards; instead they were using SCORE and ILO's name for window-dressing. This led to strong criticism by trade unions on SCORE.
- The cooperation with the state SME training institution SENA was also not successful. A group of 40 trainers were trained, but because SENA pulled out of the SCORE programme this investment has been lost.

- The SCORE team works hard and effectively on rolling out SCORE to more companies. It is reaching targets set and has one of the highest cost-recovery rates in all SCORE countries.
- Time for follow-up on cooperation and the coordination of activities with external institutions is limited. One of the main challenges for SCORE In Colombia is to work on improving relations with industry associations, training institutes and the Ministry of Labour. Without such an impulse, the SCORE implementation depends too much on the efforts of the ILO SCORE team.
- Another reason to strengthen the relations with training institutions is that SCORE in Colombia mainly works with individual trainers and these are managed and coordinated from the SCORE team. This requires significant time and also poses challenges for the quality control of trainers' performance.
- SCORE Colombia has worked on an interesting model for financial sustainability of SCORE training services by involving insurance companies and the Ministry of Labour and to investigate a funding/subsidy model where (part of) the cost of SCORE training on occupational health and safety could be paid by savings from insurance companies.

Ghana

- A small project team with a project manager and one admin assistant is manning the SCORE programme in Ghana. This is having an impact on efficiency and effectiveness of the programme. The project manager is operating at both strategic and operational levels. A lot of his time is spent on reports of trainers and the promotion of trainings to existing and potential new SME target groups. His time is not being maximized and because of a lack of time insufficient attention is paid to promotional activities and enforcing effective partnerships and collaborations.
- The commitment of members of the National Tripartite Advisory Committee (NTAC) could be much better. Their role in the project has mostly been limited to attending conferences and NTAC meetings as and when they are organized. NTAC members should be more involved in the scoping of enterprises, curriculum development and the endorsement and promotion of the project. They have important platforms upon which SCORE can leverage to be visible, but for lack of commitment and interest in the SCORE agenda, this is not being done.
- Two service providers have SCORE training in their SME service portfolio. Until now 9 trainers have been certified and 12 more are being trained. The number of SMEs that have participated in SCORE is 110. They receive the first module for free, but have to pay a user fee of 1,800 US dollars for each of the other modules.
- Until now the programme has two sources of income: donor funding and user fees. Because of a financial crisis in Ghana, the contribution from the government is expected to be limited in the next couple of years. Funding proposals are currently being discussed with a major bank in Ghana and one or two other institutions. At the moment SCORE Ghana does not work with (funding from) larger companies with SMEs in their supply chain.
- There is a potential expansion to the tourism sector. The hotel association in Ghana has expressed its willingness to contribute significantly (50%) to the costs of SCORE training and consult services in this sector.

South Africa

- South Africa has a project team with a project manager and one admin assistant implementing the SCORE programme. As in Ghana, this is a small team and a lot of the project manager's time is spent on reports of trainers and the promotion of trainings to existing and potential new SME target groups, impacting strategic partnership development. Adding to that, the team has to bridge quite some travel distance between the office in Pretoria and benefitting companies in the targeted provinces.
- The geographic focus areas of SCORE are the province of Eastern Cape, Free State and Kwazulu Natal. Unemployment in communities is high, together with the existence of a large number and quickly growing micro and small companies, government explicitly asked SCORE to focus on micro and small enterprises. The latter operating at survival level. Many SMEs are owner-managed businesses, with the owner playing a major role in the organization's day-to-day operations. Hence, the SCORE training operates in two target markets (in terms of business size); the current South African target market (micro, very small and small enterprises), and the intended ILO SCORE target market (medium-sized enterprises).
- The National Tripartite Advisory Committee (NTAC) does not have influence on the sector where SCORE South Africa is operating. The tourism sector is not well organized in employers' organizations and trade unions. It is splintered over different structures like associations, chambers of commerce, local, provincial and national.
- Two service providers have SCORE trainers, but perspectives for institutional agreements with these providers are limited. A similar constraint appears in embedding SCORE in the hospitality sector association (FEDHASA), where majority of members are larger enterprises.
- A total of 22 trainers are trained and proficient in training module 1. Two of them are expert trainers, both male, while three others (two men, one woman) have the potential to become expert trainer. It is observed that the private trainers offer important flexibility needed in the business development services, whereas the public trainers establish the dialogue between social partners and government. SCORE training is accredited by SABPP. The accreditation opens pathways for companies to make use of the Skills Development Levy, and pay for SCORE training. This might positively influence and speed up the institutional embedding in FEDHASA, and the two public training institutes of SANParks and Productivity SA. The SCORE team has not yet an explicit business strategy to explore opportunities offered through the increased access to the Skills Development Levy and the accreditation of trained competences to support the financial sustainability of SCORE.

3.4 On Evaluation Criteria and Questions

3.4.1 Relevance and strategic fit of SCORE

The relevance and fit of SCORE in ILO's policies and strategies is secured by linking it to outcome area 3 in the ILO Programme and Budget and at country level by linking SCORE interventions to the Decent Work programmes (where these exist). SCORE is also based upon some earlier experiences of ILO in the area of enterprise development. The most important linkages to earlier and still existing ILO programmes are the following.

- Work Improvement in Small Enterprises (WISE+) is a training programme that empowers small and medium enterprises to take practical and low-cost action to improve working conditions. The training emphasizes the link between good working conditions and productivity and the importance of employer employee cooperation. Since its inception in the 1980s until 2009, WISE+ has been successfully introduced and implemented in over 20 countries in Asia and the Pacific, Latin America and, more recently, in Africa. A range of publications to support WISE+ training was developed, in multiple languages, adapting the methodology for specific countries, audiences and sectors. Adaptations include the WIND programme, for the agricultural sector. The methodology of SCORE resembles a lot the approach from WISE+: the modular set up and the workers-management cooperation from WISE+ are incorporated in SCORE.
- The Factory Improvement Programme (FIP) was developed by the ILO in 2002 in order to help medium and large companies increase competitiveness, strengthen workplace cooperation and improve working conditions. The FIP has been successfully implemented, with support from SECO and the US Department of Labour, in Sri Lanka since 2002 and in Vietnam in the period 2004–2007. As a result of lessons learned, FIP was modified to suit micro and small enterprises in India. It has served as direct source of inspiration for SCORE.
- Better Work is a partnership program between the ILO and IFC, launched in 2007 after the implementation of the ILO Better Factories Cambodia project. Since its start, Better Work is implemented in the textile and garment sector in eight countries: Cambodia, Haiti, Jordan, Lesotho, Indonesia, Vietnam, Nicaragua and Bangladesh. The programme focuses on compliance to ILO Labour Standards, the improvement of manager work dialogue and the involvement of stakeholders, such as governments, trade unions and international buyers. Better Work has a focus on the textile and garment sector. It is different from SCORE since its major focus is on compliance with national and international labour standards and has large first tier suppliers to global brands as primary target.

There may be a need for more exchange and cooperation between SCORE and Better Work than currently is the case. The experiences of Better Work addressing compliance and labour issues in the textile and garment sector are relevant for SCORE, because also SMEs in other sectors are increasingly integrated in national and international supply chains, where compliance issues and certification become more important even for the second, third or even lower-level supplying SMEs in these value chains.

Relevance of SCORE to SMEs and other stakeholders

The relevance and strategic fit of SCORE for SMEs is obvious. The enterprise visits and interviews point towards a distinctive characteristic of SCORE in that it combines classroom training with in-company support by consultants. A second characteristic that makes SCORE rather unique is the involvement of owners and managers as well as workers in activities.

While SCORE is welcomed and embraced by employers' organizations, this is much less the case for trade unions. They consider the programme "to be on the employers' side",

focusing too much on cost-savings and productivity and not enough on specific trade union issues. Where employers' organizations can play an active role in SCORE towards their members, for trade unions this is much more difficult as the SME-sector is largely non-unionized. SCORE cannot be a step towards unionization, because enterprise owners will not buy into SCORE if this is the case. Increased involvement of unions for the same reason may not be feasible at the enterprise level. But their participation is all the more relevant at the level of sector identification, risk analysis and also training of trainers. Involving trade unions more on these issues may help to increase their commitment to the programme.

For governments in the recipient countries SCORE is important, because SMEs are main engines for economic growth and poverty reduction in these countries. This makes SCORE aligned with recipient country government interests. There is however also a challenge. While ILO in most of its programmes works with the Ministry of Labour in countries, in the SCORE programme it is also required to open up relations with other ministries, such as the Ministry of Trade and Industry. So far SCORE teams in the different countries have not been able to establish all necessary and somewhat atypical partnerships. This undertaking also places an additional burden on the already heavily tasked SCORE teams.

Finally, SCORE is an important project for SECO and NORAD. Both donors have indicated that SCORE is a very strategic addition in their portfolios in private sector development. SCORE's role in these portfolios is to strengthen checks and balances in the private sector development activities to ensure that labour standards, decent work and human rights are sufficiently guaranteed.

3.4.2 Validity of intervention design

In section 3.2 the theory of change and intervention logic were already discussed and analyzed. Therefore, this section only gives a summary conclusion of that assessment.

The intervention logic of SCORE is targeting SMEs and activities are largely implemented at the work floor. The approach is a combination of classroom training and hands-on support. This gives SCORE a high potential to contribute to company level improvements. However, in most countries the results of SCORE are not used to build a case at the policy level to increase support to improve working conditions and productivity of SMEs. Because of this, the visibility of SCORE at a national level is still limited and it requires a long time to increase such visibility. The focus of SCORE on concrete improvements on the work floor is a strong point for reaching local impact but at the same time this can be considered a weakness of SCORE in reaching out at higher sector or national policy level.

A second important finding on the validity of the intervention design is that the SCORE is not merely an employers and management oriented project focusing on productivity and competitiveness. In the SCORE Phase II project document it is stated that the SCORE programme is a direct response not only to the need of enterprises to innovate, develop skills and human resources and enhance productivity to remain competitive. But also to their need to apply workplace practices based on full respect for fundamental rights at

work and international labour standards.¹³ In its communication and marketing, however, SCORE is using a 'sales-pitch' on productivity and competitiveness targeting SME owners and managers to (voluntary) participate in the programme because there are material and financial gains to be obtained in the form of cost savings, increased productivity and increased competitiveness. ILO does not use the argument of compliance to (international) labour standards, social dialogue and decent work to sell the SCORE modules. Including these elements in the theory of change and intervention logic of SCORE will secure that this approach is embedded in the programme and systematically applied in its communication efforts. Aligning SCORE more with the promotion and compliance of labour standards will also provide SCORE with an extra sales argument to SMEs that increasingly face compliance requirements of lead buyers in national and international supply chains.

3.4.3 Intervention progress and effectiveness

The SCORE programme implementation is almost fully on track in all SCORE countries in terms of trainers and enterprises trained and partners involved in the project, as was illustrated in section 3.3. This is a remarkable achievement, considering that small teams with only two or three officers per country implement the programme. These teams are effective in coordinating and implementing the activities, but it is also obvious that they are quite stretched in realizing all the tasks assigned to them. The focus of the teams is very much on implementation and outputs, and less on strategic development and relationship building with partners in the countries. It is in these areas where SCORE implementation is the weakest.

An important challenge faced in the implementation process is to secure that sufficient SCORE trainers are trained and certified. In the past years training of trainers and certification was largely centrally managed and coordinated. This has created slow processes and in some countries fallout under trainers is considerable, which is causing less favourable cost-effectiveness rates for recruiting and deploying trainers. A challenge is also to ensure continuous quality control of trainers, because this is very time consuming. However, the quality of the SCORE training and service provision is crucial for the success of SCORE and will continue requiring attention from ILO at the national and global level.

Recently, the SCORE team has decided to decentralize the training and certification of trainers. Other measures may be needed to further decrease the costs of quality control of the training provision. Although these developments are understandable from the cost-perspective, there is also reason for concern. The quality of training and continued certification of trainers is an absolute necessity for ILO, as long as SCORE is implemented under the flag of ILO. It is probably the only activity that can never be outsourced and always will require time and effort (and staff) of ILO to ensure that high quality standards as well as a strong link with its overall objectives remain.

¹³ SCORE Phase II Prodoc (p. 12).

3.4.4 Efficiency of resource use

In this Mid-Term Evaluation the evaluators have not analyzed financial reporting documents and therefore no detailed analysis of efficiency was made. A few general comments on efficiency are the following.

SCORE can be considered quite expensive when looking only at outreach to companies (765 thus far in the entire SCORE period of Phase I and 2 until December 2015). This sets the average cost of the project per beneficiary company at around 22,500 US dollars.¹⁴ Of course the project budget is not only catering for individual companies and there are other activities that are directed to other target groups and stakeholders. Trained trainers will continue to train enterprises and other trainers, which will reduce the costs per company in the longer run. Furthermore, it is important to realize that SCORE in the different countries is introducing innovating and new approaches in SME training delivery and in different countries a variety of pilot experiences are produced that need to be promoted to allow for further replication and rolling out. Considering the innovative nature and the pilot-characteristics of SCORE the cost per company can be defended. At the same time, it indicates that ILO needs to work on pathways to decrease its costs and reach more advantages of scale.

Depending on specific cost-levels per country, the direct costs of SCORE training delivery vary between 1,000 and 3,000 US dollars per module. Thus, the total amount of direct costs for those SMEs that take all five modules can amount to a maximum of 15,000 US dollars. Since most companies take fewer modules, the average direct costs could be set at the value of two modules, between 2,000 and 6,000 US dollars. In none of the SCORE countries has the recovery of these direct costs reached 50%. This provides a major challenge to reach sustainability of the SCORE training delivery. The current gap of cost-recovery will require significant subsidies and external funding to the programme to be able to continue the next couple of years. Subsidies can also be defended, because SCORE does not only produce cost-savings and increased competitiveness for companies but also produces public goods such as decent employment. The SME-sector is very diverse and this means that cost-recovery and subsidies should recognize and build on the pluriformity of the SME sector. Some enterprises with significant turnover can pay for the full costs of SCORE trainings while for other smaller companies it is more difficult to cover all the costs.

It has already been mentioned that the investment in the training of trainers and the quality control of these trainers, is an important factor in the costs of the SCORE programme. While these investments are necessary to guarantee the constant quality and characteristics of the SCORE training provision, it is crucial to ensure that the fallout rate of trainers decreases. Currently too many trainers become inactive and this is a direct loss of investments in the SCORE programme.

¹⁴ The budget for SCORE Phase I was 9.7 million US dollar while the budget for Phase II is 18.1 million US dollar. Assuming that at the end of 2015 at mid-term of Phase II half of the budget will be spent, the total expenditures to date are close to 19 million US dollars. This amount divided by the number of beneficiaries is the basis of calculation of costs per company.

3.4.5 Effectiveness of management arrangements

Overall, time frames and work plans are respected and all country teams report regularly and timely on progress in their countries. The start up of Phase II in Vietnam and Colombia has suffered delay. In Colombia this was caused by a long discussion and late approval of the country strategy and also because of difficulties in the relations with some of the core partners in the first phase that required the SCORE team to establish new relations. In Vietnam, the transfer of management and implementation of the SCORE project from VCCI to ILO caused a delay. But in spite of the delays, implementation speed was picked-up in all countries and at June 2015 realization rates on all targets were around 100% or even above.

Targets on reaching sustainability, however, are not fully met and cost-recovery rates of training provision to companies remain low and in most cases well below 50%. With respect to the achievement of outcome targets, it is difficult to arrive at an assessment, because the M&E platform does not generate reliable information on the realization of outcome targets. Visits to enterprises during this evaluation show that there are clear and sustainable outcomes at company level, although it should be noted that these effects were observed in companies that still apply SCORE actively.

Coordination and steering

Communication and cooperation between the country teams and SCORE headquarters are good. In Latin America a regional SCORE coordinator was appointed in the Lima office to provide more direct support to Colombia and to make sure that expansion of SCORE in Peru and Bolivia is well linked to the Colombia experiences. This more direct support was well appreciated by the Colombia team. The country teams receive occasional visits from the global team, mainly from the chief technical advisor, and there are occasional regional exchange meetings between country teams and the team from ILO headquarters.

The only difficulties reported by the country teams concern the M&E system, but this concerns mostly the outcome level: Indicators at the outcome level are not always perceived as relevant. Nor does the M&E system generate useful and reliable outcome data that can be used by country teams for planning and steering. In general the assessment is that M&E tasks are too time-consuming and do not generate the right information for project implementation on the ground.

The Global and National Tripartite Advisory Committees are in place and meet regularly. In Colombia there is no specific SCORE committee but an advisory committee for all ILO projects. These advisory committees are functional in information provision and exchange about SCORE between the tripartite stakeholders and donors. The overall management of the programme lies with the SCORE team at headquarters together with SECO and NORAD who are actively involved in the steering of the programme. SECO does so also at the country level. Trade unions in the NTACs are the weaker link. They are significantly less involved in SCORE than other partners.

Linkages to ILO field offices

Cooperation of SCORE with other ILO programmes in the countries and if existent with Decent Work country programmes, is not intensive. The SCORE teams operate on their own and in their specific environments. This is understandable when considering that only the SCORE programme specifically targets SMEs. SCORE teams sometimes struggle with establishing good working relations with national stakeholders and it seems that the ILO country offices and directors are not always used sufficiently to support in establishing and maintaining these relations.

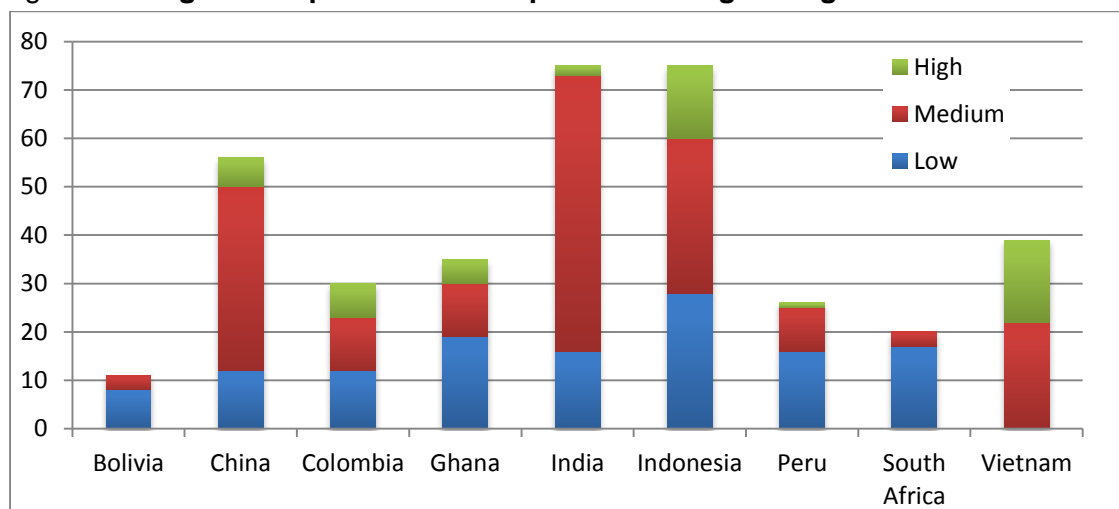
The SCORE teams are aware of the SCORE activities in other countries and at global level, but the exchange and cooperation between different countries is not very intensive. Here the regional hub and support from the Peru office is beneficial for Latin American cooperation and coordination. But in other regions this is less the case. Indonesia is planning to visit South Africa to be exposed to SCORE in the tourism sector. India visited the SCORE programme in Indonesia to learn from its cooperation with the Ministry of Manpower. Exchanges like these can be more regularly used to enable different countries to expand more rapidly and effectively in new areas.

3.4.6 Impact orientation and sustainability of the intervention

The impact obtained by SCORE implementation is high at the company level. This has been confirmed by the company visits and by case studies and testimonials produced by the project. A challenge is generating more qualitative and quantitative proof of the impact obtained in SMEs, because the SCORE M&E system does not provide sound information on this. It will require research on impact effects and a redesign of elements of the M&E system.

Impact at the higher policy level is not an objective of SCORE and therefore effects at this level are not measured. The overall impression of the evaluators is that visibility and recognition of the SCORE programme at the national level still is limited, with the exception of China (where SAWS is actively involved), Indonesia (Ministry of Manpower) and India (Ministry of Micro, Small and Medium Enterprises).

With respect to institutional sustainability of the SCORE training modules, the ILO SCORE teams in most countries have established good relations with local partner organizations and these partners are also actively involved in identifying and recruiting SMEs to participate in the trainings. However, are often not yet ready to plan and implement SCORE modules on their own and the ILO SCORE teams remain actively involved in the organization of these activities. The independence of local partners in organizing SCORE training modules is measured in the M&E platform and the results are presented in figure 19.

figure 19: **Degree independence local partners in organizing SCORE modules**

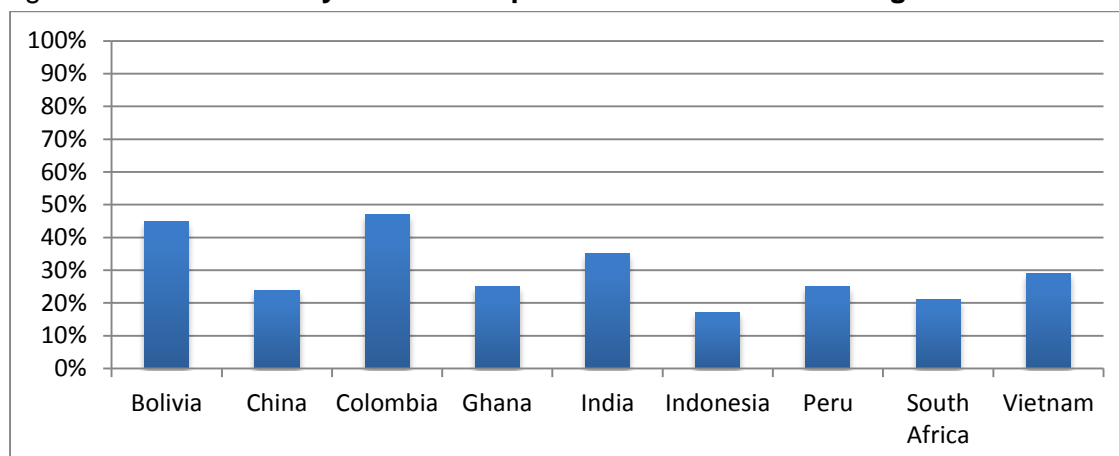
Source: M&E database (20-12-2015)

In most countries M&E data point towards the fact that the organization of SCORE training modules still largely depends on the ILO SCORE teams. Only in Indonesia and Vietnam SCORE a higher number of training modules are already organized independently. The need to further invest in establishing more agreements with local partners and to further inform and train them to enable them to implement SCORE training independently was also observed in the country evaluation visits. During these visits, the evaluators identified some constraints of local partners that have to be overcome:

- Because SMEs are not likely to fully pay for the provision of training, a structural budget allocation is needed for partner organizations in order to be able to implement SCORE training independently;
- In some countries governmental SME service providers have policies that do not allow SMEs to pay for the cost of training. As a result the provision of training depends on budget allocation from other sources, which in some of these countries until now is largely provided for by ILO.

Cost-recovery

Figure 20 shows the percentage of cost-recovery of the provision of SCORE training modules. Cost-recovery rates oscillate between 17% in Indonesia and 47% in Colombia. The cost-recovery rates in 2015 are lower than planned. Because SMEs are not expected to pay more than 30-50% of the expenses of SCORE training, alternative funding mechanisms need to be developed. This for example is done in China and India by working through lead buyers in supply chains who pick up the bill of the training provision to SMEs.

figure 20: **Cost-recovery rates in the provision of SCORE training modules**

Source: M&E database (20-12-2015)

SCORE has not developed alternative pricing mechanisms that are linked with the sales-pitch of reaching cost-savings through participation in SCORE. If these savings could be identified more precisely, e.g. during enterprise intake visits by consultants, the training on SCORE modules could be linked to such pricing mechanisms, such as leasing (receive now and pay later). SCORE training could also be linked to services of financial institutions to SME's that often already include training services.

3.5 On M&E and reporting

The M&E system underwent an audit against the DCED results measurement standard and passed with good results. The M&E system of SCORE is built on the following blocks:

- M&E digital platform - web-based tool to capture new developments in SCORE on a daily basis. The M&E platform generates basic country reports and a global report on SCORE that is entirely up to date (the evaluators have used the M&E data of 20 December 2015).
- Smart sheets – excel sheets that can be filled out on-line by country teams and trainers. Two sheets are used for M&E: a) country work-plans, with a traffic-light system to capture progress in implementation, and b) performance sheets that compare performance against targets.
- A third (offline) excel sheet was developed to visually present the intervention logic of SCORE at country level. These sheets were developed for all SCORE countries but are now only still in use in India.
- Quarterly reports prepared and submitted on the progress per country by the SCORE teams.
- At global level, the central SCORE team prepares bi-annual progress reports.
- In addition to these blocks there is a separate website (papyrus.ilo.org) that functions as a recourse base for SCORE teams and trainers. On this website a lot of information on SCORE can be found, including training manuals.

Key Performance Indicators

The Key Performance Indicators (KPIs) form the core for measuring outcomes at the enterprise level. All building blocks compile information on these KPIs. The whole set of KPIs for SCORE is presented below.

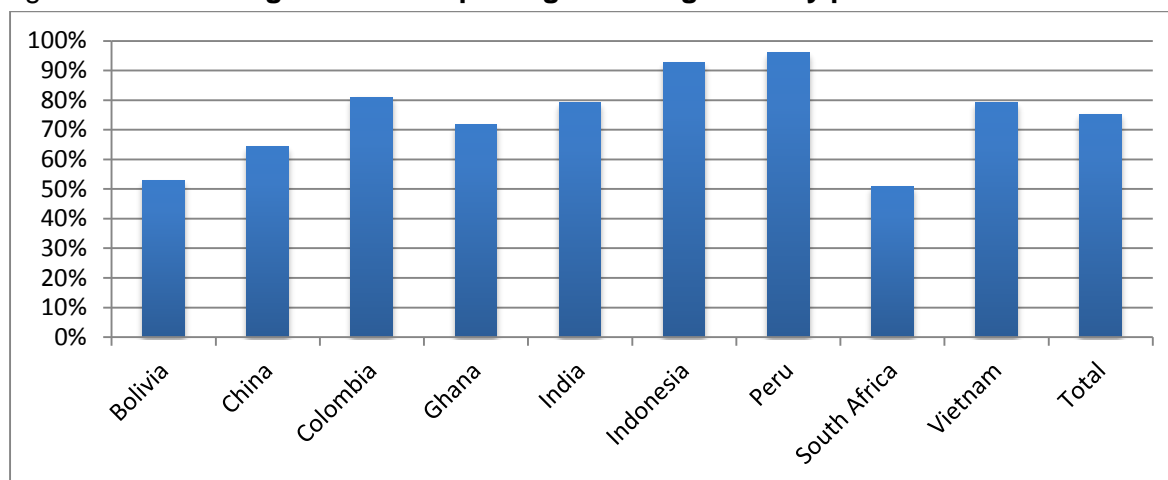
table 21: **Key Performance Indicators used in the SCORE project**

KPIs (average per enterprise):	
<ul style="list-style-type: none"> - # EIT meetings per month - # Improvement plans completed - # Gender-sensitive practices - # Employee suggestions - % Change in grievances received - % Change in defect rates - % Change in energy usage per production unit - % Change in absenteeism - % Change in worker's turnover - % Change in accidents logged - % Change in wage per employee - Estimated cost-savings (in local currency) 	
Module 2:	Module 1:
<ul style="list-style-type: none"> - Existence of quality policy - Systematic analysis of causes defects - Quality info shared with employees - Reduction in defects 	<ul style="list-style-type: none"> - Existence of daily worker-management meetings - Women & men in EIT - Existence of employee suggestion schemes - Application of 5-S - Cost savings due to SCORE training
Module 4:	Module 3:
<ul style="list-style-type: none"> - Existence of human resource policy - Existence of job descriptions - Increases in wages - Reduction in worker's turnover 	<ul style="list-style-type: none"> - Reduction of use materials - Reduction of waste - Existence of machine maintenance system - Reduction of energy consumption
	Module 5:
	<ul style="list-style-type: none"> - Existence of worker-management occupational health and safety committee - Existence of health and safety policy - Reduction in workers' complaints - Reduction of accidents - Reduction of absenteeism

Source: SCORE M&E platform

The general KPIs are quantitative and are aggregated averages for all companies in a specific SCORE country. Also at the specific module level KPIs are measured, but this is done in a bi-nominal way. The SMEs that change their response to a specific indicator from no to yes (false or true) are counted. Where possible and relevant, the KPIs also present gender-disaggregated data.

While the M&E system of SCORE seems rather sophisticated, in practice mostly the output and activity based data are reliable and used for reporting on SCORE. A considerable number of SMEs provides outcome-monitoring information. This is illustrated in the figure on the next page.

figure 22: **Percentage of SMEs reporting on changes in key performance indicators**

Source: SCORE M&E platform 20-12-2015

On average, 75% of the companies provide some information on outcome indicators. In South Africa, Bolivia and China this percentage is considerably lower, while the percentage in Peru, Indonesia, Colombia and Vietnam the percentage is somewhat higher. The percentages in the figure above don't reflect to which extent such reporting has improved over time, but in several countries, the SCORE teams indicated that over time SME reporting has improved considerably. But in spite of improvements, the M&E platform and SCORE annual reports also show that even while more companies report on basic outcome indicators, a much more limited number of companies (and consultants) systematically reports on changes under several or all KPI's. A quick scan of enterprise reports shows that reports often contain only information on a few indicators and not the full package.

Limitations of M&E reporting

During the interviews, the evaluators received feedback about technical problems while uploading data, such as large amounts in currencies, but also the fact that sometime the same changes in different situations are reported positively and negatively (a decrease is not always reported as a negative figure). These technical difficulties and unclarities create more room for errors in reporting. Overall, there is also quite some internal dissatisfaction with the inability of the M&E system to allow queries of outcome monitoring information and make this information available for analysis. It is time-consuming to enter data into the system and only a limited amount of data for analytical use comes out of it. Not all KPIs are considered relevant and some of them seem to exist more to generate centralized reporting to donors than to help to guide, steer and fine-tune the country-level implementation, let alone learning. The obvious result of these limitations is that the SCORE quarterly and bi-annual reports merely provide information at the activity and output level and at this level reports can be considered of good quality. Data generated on outcomes, however, do not generate sufficient quality data to enable a good outcome level monitoring of the programme at the enterprise level. This is in line with the findings of the DCED audit.

Flaws in outcome reporting

Until recently, bi-annual reports on SCORE only presented data at the output level and no systematic information was given on the outcomes. Starting in 2015, ILO has started to aggregate once a year the outcome figures and these for the first time were included in the first report of 2015. However, reporting on outcome is more problematic than on outputs. The analysis of monitoring data in this evaluation shows that M&E data on outcomes in SCORE are not seldom erratic, incomplete and almost impossible to interpret. At the enterprise level, indicators used for outcome monitoring in the M&E platform are the following.

table 23: **Enterprise performance indicators used in SCORE monitoring**

Average # EIT meetings/month
Average # EIP projects completed
Average # gender-sensitive practices
Average # employee suggestions/month
Average % change # grievances
Average % change defect rate
Average % change energy usage
Average % change absenteeism
Average % change labour turnover
Average % change # accidents logged
Average % change average wage/employee
Estimated average cost-savings due to SCORE (in local currency)

Source: ILO SCORE M&E platform

Taking the last indicator as an example, in table 6 the evaluators have recalculated in US dollars the estimated average cost-savings for SMEs due to SCORE in each country.

table 24: **Estimated costs savings per enterprise as result of SCORE modules**

	China	Colombia	Ghana	India	Indonesia	Peru	Vietnam
Estimated average cost-savings (USD)	22.769,00	359,00	1.189,00	939,00	3,12	2.969,00	0,15

Source: ILO SCORE M&E platform (20-12-2015). Savings in local currency converted in USD (20-12-2015).

In South Africa and Bolivia no information is collected on cost savings. The table above demonstrates that savings range between 0.15 US dollar in Vietnam to almost 22,000 US dollars in China. This shows that the information collected on the outcome indicators is not always reliable and cannot be compared. The SCORE team at ILO headquarters also came to this conclusion that it is very difficult to estimate cost-savings and stopped analyzing these data and reporting on them, although these data are still collected in the M&E platform.

At the level of the developmental impact of SCORE the following indicators are used.

table 25: **Indicators for job creation and employment status**

Job creation
Nr. of jobs created in enterprises trained
Nr. of jobs lost in enterprises trained
Changes in employment status
Increase in casual workers
Decrease in casual workers

Source: ILO SCORE M&E platform

The M&E data on job creation cover a range from 18 jobs in South Africa to 1,595 new jobs in Vietnam for the entire duration of the SCORE programme. In China, 707 job-losses are reported. Negative net employment effects are also reported in India, Peru and South Africa. These data are somewhat difficult to interpret as the number of jobs created or lost depend on many factors and might also have been assessed in different ways. Additionally, the evaluators have shown that there very well can be positive effects on workers and quality of jobs, while there are negative employment effects. Therefore job creation and employment status data should be used with caution and not be considered as direct performance indicators for SCORE. The SCORE team at ILO headquarters stopped using these indicators to monitor the developmental impact, because it does not have the means in most cases to attribute changes at this level to SCORE training. M&E data on other outcomes for the specific countries are very different and cannot be compared, let alone aggregated. Annex 11 contains a detailed analysis of the monitoring information generated by the M&E platform. From this analysis it becomes clear that the M&E system does not generate sufficient information on the outcomes of SCORE.

Level of aggregation

In interviews during the country visits SCORE staff, trainers and SMEs reported the following causes for the flaws in the outcome reporting.

- Different trainers report differently on effects of training.
- Each sector is different. In service sectors other changes are achieved than in manufacturing, while for example some sectors in the manufacturing industry also have a higher potential of energy savings than others. Whether energy savings are higher in one SCORE country than in an other, is probably related to the choice of the sector and not to the performance of SCORE in that particular country.
- All SMEs are unique in size and situations and therefore potentials for savings and job-creation are different. While aggregating different data, this variety gets lost and what remains are average numbers that do not carry a lot of informational value.
- The source of reporting (usually SMEs themselves) is biased and not always reliable. They may want to exaggerate effects or do the contrary, depending on their situation and interests.
- Indicators are often not relevant for the SMEs and not very well understood.

Indicators like savings in energy usage and number of accidents are useful at the level of individual enterprises and maybe also at a sectoral level. But these indicators do not make much sense at a higher aggregation level, as sectors are different and difficult to compare.

SCORE should rethink the indicators that are used for outcome reporting. In all countries, the SCORE teams indicate that the M&E data that are currently generated at the outcome level make little sense and are quite cumbersome to collect. There is a general interest of SCORE implementers and stakeholders to apply changes in the M&E system. Because of the weaknesses in the M&E system, one needs to look at specific examples to analyze the effects of SCORE training on SMEs. Case studies and testimonials of SME owners, managers and workers are collected in most SCORE countries and these examples show a high impact at the company level. However, this only provides anecdotic proof.

3.6 Gender assessment

The evaluators have used the DCED framework as a reference for gender mainstreaming in SCORE. This framework attracts attention for 1) an explicit choice of the approach, 2) the result chain, 3) indicators, 4) gender responsive management and 5) measuring the change. These five considerations are used in this assessment of the SCORE training programme.

The evaluators observe that in response to lessons learned from SCORE Phase I, various measure were taken to better mainstream gender in result chains, implementation and monitoring in each country. Measures have been taken in four focus areas.

1. Relating to training improve gender mainstreaming and the gender balance of participants and trainers.
2. At the enterprises improve awareness of gender issues with workers and managers and prompt the adoption of gender sensitive polices or practices.
3. In communication, advocacy and partnerships design messages and use communication channels to deliver gender messages more widely, highlight SCORE's commitment to gender equity and improve outreach to female (or male minority) beneficiaries.
4. Ensure that professionals have a common understanding of gender and the desired effects on sustainable development.

Countries report on these four focus areas. Reports show evidence of changes in trainer recruitment to ensure that female trainers are included in training groups. In training of trainers' courses, a specific gender module is delivered and gender-specific materials are prepared. At the enterprise level specific efforts are made to constitute mixed Enterprise Improvement Teams (all countries), including the use of gender sensitive checklists for improvements and introduction of gender practices. Participation in SCORE training is also mixed and female owned and led enterprises are especially targeted to participate in trainings. At ILO global headquarters, a gender online course is available and followed by four national SCORE teams. Training on gender has been provided to both staff and trainers. At the level of policy influencing, all case studies are gender mainstreamed. In addition, teams have been encouraged to develop case studies with as gender specific focus, for example on women-led enterprises or women in EITs. Such case studies have been produced in Ghana, Colombia, India and Vietnam. In Indonesia social media (twitter) is used to inform on gender issues in companies.

Gender mainstreaming at country level

All countries work with a reasonable gender balance of trainers, which at present is on average 33%. Most national SCORE teams put the target around 30%. Also at the level of SME staff members trained and in the Enterprise Improvement Teams a significant number of women participate. Only in India, the participation of women in trainer groups and among training audiences is lagging behind other countries. In India only 9% of the trainers are female and none of them are certified.

The SCORE country teams report that modules 1 and 4 are adapted to include gender and in some cases PowerPoint presentations were changed to include a gender-perspective. Mainstreaming of gender in the modules is ongoing, having a focus on localized versions of the modules intervening on priority areas in occurring gender issues. It is more difficult to find evidence of changes in the training material due to the fact that it is available in national languages. At the moment of evaluation, the published SCORE global framework of learning goals per subject-module (curriculum framework) for participants is gender neutral: competences or learning outcomes to be achieved do include social skills, but these are not yet engendered by defining specific gender-skills related to these targeted social skills. At lesson level it is observed that the trainer guide on SCORE has clear guidelines on teaching methods and its effect on women and men in classroom behaviour and learning. Visuals used are increasingly gender sensitive and they avoid confirming stereotyped job behaviour. Recently national SCORE teams have started to present testimonials and case-studies in their quarterly reporting showing a change in practice affecting gender relations, supporting monitoring and learning on outcome changes in the companies. The evaluators have not visited teaching classes and beneficiary satisfaction is not measured on specific criteria. Therefore little can be said about gender sensitive teaching in practice, but systems changes have increased the opportunity that gender-sensitive teaching is applied in practice. Interviews with SCORE trainers generally confirm that they are aware of the importance in SCORE training.

The advances made in SCORE on gender, as a follow-up on the previous SCORE evaluation, can be considered impressive, particularly when considering that these efforts have only been recent (from 2014) and already produced significant changes. Gender mainstreaming means that national teams integrate the gender lens in all activities they are doing, without hiring external professionals. At ILO headquarters, a gender specialist in the SCORE global team combines her gender competencies with communication activities and programme management.

Women Empowerment

Nevertheless, some areas of improvement can be identified. These improvements are connected to the search for systemic change and as such supporting the ILO strategy for sustainable enterprise development towards gender equity. Although SCORE has not an explicit focus on economic empowerment, the latter is part of sustainable enterprise development and labour relations. The evaluation used the WEE principles to assess SCORE gender efforts. Gender analyses at sector level. ILO opted for different sectors. Some sectors are predominantly female (like tourism) others more male (furniture industry) or they are mixed. ILO engaged a gender specialist to work with the national

project managers to identify national gender situations and barriers. This was part of the preparation for the national plans, but it happened after the sectors were chosen and not before. More attention to gender specific and sensitive areas like mobility, income and violence/safety is needed. For example, to what extent are behaviour changes resulting from SCORE interventions spilling over into other aspects of household life? Or, if women's and men's roles are changing in decision making in the targeted companies as a result of SCORE activities, are their roles in other economic or non-economic activities changing as well? Need for no harm analyses: What are risks for women and men, when being more empowered and use this after working hours?

3.7 Tripartite issues assessment

At several points in this evaluation report it was already observed that trade unions are not very actively involved in the SCORE project, maybe with the exception of Indonesia and India where more trade union representatives have participated in SCORE activities than in other countries.

Trade unions are members of the National Technical Advisory Committees (NTAC) of SCORE, but they are not participating very actively.¹⁵ In interviews trade union representatives often indicated that SCORE is primarily focusing on SME owners and management and on companies where trade unions are not or only marginally organizing. The SME sector is a sector where unionization is not common. As a result, in most countries trade unions seem to have lost interest in SCORE and are not actively trying to influence its implementation. This doesn't mean that SCORE is not interesting for workers at the enterprise level. On the contrary this evaluation shows that workers at the workforce recognize significant benefits. Moreover, in spite of attempts at global and country level, the SCORE programme management has not been sufficiently able to ensure buy in and involvement of trade unions. The SCORE project was mainly promoted as an SME owner oriented project with a sales-pitch that focuses on productivity and cost-savings. This was also done to offer a value proposition that appeals to the paying customer.

While these challenges are obvious, it should also be noted that SCORE is contributing to ILO goals to improve work floor relations, decent work conditions and occupational health and safety. These elements are systematically covered in the implementation of the programme and workers are participating and benefitting from activities just like SME owners and managers do.

Promoting trade union involvement

It is about finding the right balance. SCORE needs to avoid that training and consultations are seen as a way for trade unions to put a foot in the door in SMEs. If that is the case, SMEs will not buy SCORE training services. This argument is also understood by the trade unions. But there are still other ways to increase the involvement of trade unions. Some of the suggestions that were made during the evaluation exercise are the following:

¹⁵ In Colombia there was no specific NTAC for SCORE as different ILO programmes were combined in one overall NTAC. This was recently changed to enable trade unions to become more directly involved in steering SCORE.

- Involve trade unions more in the sector identification for SCORE training and give them an opportunity to indicate sectors with higher risks for workers, so that the project can have more impact.
- Invite trade unions to promote the SCORE in companies where they have a membership. Even when this would mean that slightly larger companies (where unionization is generally higher), this should be welcomed by the project.
- Give trade unions a role in training of trainers' courses to make SCORE trainers more aware of trade union issues and interests.
- SCORE could also consider expanding to countries where a more favourable trade union climate exists. This would enable more participation of unionized companies in SCORE.

An interesting task ahead for SCORE is to research and analyze more systematically if there are difference in success rates and effects of SCORE training activities in companies where unions are active and social dialogue and collective bargaining are in place than in companies that are not unionized. This will generate important knowledge for future planning and expansion of SCORE training and support services.¹⁶

3.8 International labour standards assessment

Another aspect that already has been observed in earlier sections of the report is the finding that SCORE's marketing approach is focusing on cost-savings and increased competitiveness and productivity of SMEs. While this in itself is valid and can be maintained, SCORE could consider introducing also compliance issues in the SCORE sales-pitch. This would ensure a better link to International Labour Standards (ILS) and Decent Work principles forwarded by ILO.

It is the evaluators' believe that this will also help to address sustainability issues in the SCORE programme. The experience thus far in SCORE implementation is that SMEs are sceptical in buying the SCORE concept, because they do not see the immediate material and immaterial benefits of it. The SCORE programme also faces considerable difficulties in providing proof of this value, as its KPIs do not capture very well the key changes on the ground. As a result SCORE is still largely a subsidized service delivery to SMEs. Introducing compliance issues could be a very important additional argument for companies to buy SCORE. Working on compliance is increasingly representing economic value, because certification and compliance requirements in (international) supply chains are extended to smaller suppliers further down the chain. As compliance becomes more and more a condition to 'stay in business', its economic value to SMEs could even surpass the value of costs-savings and increased productivity.

By introducing compliance issues, SCORE could kill two birds with one stone. It would strengthen the link with ILS and at the same time it would open new avenues towards sustainability of SCORE service delivery.

¹⁶ A first study was done in collaboration with ACTRAV: Worker participation in SMEs: perspectives from the aluminium industry in Ghana.

4 CONCLUSIONS

1. The SCORE programme is very relevant. SMEs play a vital role in the economy of developing countries by contributing to a large part of the industrial output. They make up the majority of enterprises and are an important source of employment. Though SMEs are important actors, the sector is also characterized by low productivity, poor labour practices, an unhealthy and unsafe work environment, limited access to credit and growing international competition, eroding its potential for growth. The potential contribution that SMEs can make, both socially and economically, is much greater than is being achieved at present. Poor workplace practices and a lack of communication between management and workers are a significant part of the problem. The findings of this Mid Term Evaluation confirm that by providing training and support services on these issues, SCORE effectively helps enterprises to find a better road to productivity and growth, from which both workers and employers benefit.
2. SCORE places workplace cooperation at the centre of the training process, helping enterprises to establish systems that revolve around constructive engagement of managers and workers in production planning, quality assurance and the implementation of enterprise improvement projects. SCORE offers a structured and mixed training and in-company support method consisting of five modules in which training is followed by the installation of an Enterprise Improvement Team (EIT) consisting of managers and workers. During regular meetings they discuss and monitor the implementation of action plans leading to tangible improvements at the factory level. In addition to training, consultants visit companies to help with implementation of improvement plans. It is this combination of theoretical classroom learning and hands-on application and coaching in the enterprises that makes SCORE different from other SME training support programmes. In all countries visited during this Mid-Term Evaluation, the satisfaction rate with SCORE training in SMEs was high.
3. SCORE implementation has had significant impact at the SME-company level. Participating SMEs have implemented enterprise improvement plans and installed mixed improvement teams to increase manager-worker dialogue. Owners, managers and workers confirm that changes have influenced cooperation between management and workers and have improved the participation of women. Increased work satisfaction and company spirit are regularly reported and these changes are considered highly valuable even though they cannot be quantified easily. The visibility of SCORE at higher levels (supra-sector and national level) has remained limited and its impact at policy level has remained modest. This limited visibility and outreach of SCORE is enhanced by the fact that SCORE is by large implemented in large economies with hundred thousands and sometimes millions of SMEs, so SCORE remains a drop in the vast ocean of SMEs except in some specific sectors and specific geographic regions where it has gained somewhat more visibility.

4. A criticism of the evaluators is that the theory of change and intervention design of SCORE are not sufficiently explicitly linked to ILO's developmental objectives related to decent work and international labour standards, by including them in the theory of change and intervention logic of the SCORE programme. If this is done, compliance to labour standards and decent work principles can become a structural element of the SCORE project. This will also provide a second selling argument in SCORE's marketing approach that thus far has mainly focused on cost-savings, increased competitiveness and productivity of SMEs and not the importance of compliance to labour standards in order to be able to stay in business in supply chains where certification requirements become increasing stronger and also more far-reaching to lower-tier companies in supply chains.
5. The implementation of the programme is almost fully on track in terms of trainers and enterprises trained and partners involved in the project. This is a remarkable achievement, considering that country teams are small. These teams are effective in coordinating and implementing the activities, but it is also obvious that they are quite stretched in realizing all the tasks assigned to them. SCORE still faces challenges regarding institutionalization; in building strong relations with national institutions that are able to take over the management of the programme. In all countries, ILO is still too strongly in the driving seat of SCORE. Country teams are very busy promoting the SCORE programme and supporting the selling of modules to SMEs and sometimes even do this selling themselves. They also are often directly involved in the selection, training and monitoring of trainers. Finally the teams are responsible for gathering information on good practices and reporting to national stakeholders and ILO headquarters. The focus of the teams is very much on implementation and outputs, and less on strategic development and relationship building with partners and stakeholders in the SCORE countries. It is in these last areas where SCORE implementation is the weakest.
6. The governance mechanisms for SCORE are in place and functional. The Technical Advisory Committees at the global and national levels include the tripartite constituency of ILO and the donors and the TAC's meet regularly. They are generally seen as functional in information provision and exchange about SCORE between the tripartite stakeholders and donors. At implementation level, the relations with employer's organizations are intensive and good. Also with government stakeholders generally coordination takes place, and in China, India and Indonesia they are actively involved. The trade unions are least involved at the implementation level.
7. Communication and cooperation between country teams and SCORE headquarters are good. The country teams experience generally good guidance and support from the headquarter level and in the case of Colombia the regional SCORE coordinator position in Peru is considered useful.
8. 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 at the enterprise level. The system requires a significant

amount of data-input that sometimes also has to be done manually in different tools at the same time. The Key Performance Indicators (KPIs) in practice are not always directly relevant and are difficult to use as changes that occur at company level are difficult to capture and as a result, compliance in generation of KPI data is low. The analysis of outcome-level M&E data in this evaluation shows that data on outcomes are regularly erratic and incomplete and difficult to interpret. Also on the output-side, the M&E system does not generate easy and user-friendly output that can be used by country teams for planning and steering. Because the SCORE M&E system is focused on global aggregation (as requested by donors), it doesn't give much opportunity for specific data-searches and analysis at country or sector level to produce the right information for project implementation on the ground. Despite of these problems, work plans are respected and the country teams report timely on progress, activities and outputs in their countries.

9. A basic condition for the SCORE programme is the quality of trainers. The number of certified trainers is still limited and fallout among trainers is considerable. Quality control (with obvious costs) remains a challenge to the SCORE programme and its longer-term sustainability. The recent development of easing central requirement for certification of trainers and the introduction of changes in quality monitoring and control are logic and necessary from the cost-effectiveness perspective. However, these developments also bring the risk of losing capacity to guarantee constant quality and the same approach and contents of the SCORE training. Even while allowing more room for country specific routes, as long as ILO is involved in the project, it will have to safeguard at central level the continued certification of trainers and quality of training and services.
10. In a number of countries, the SCORE trainers are recruited and coordinated as individual consultants and not through companies. This adds to the challenge identified in the previous section of guaranteeing continuous and constant quality of SCORE training. Additionally, the direct recruitment and management of trainers, requires a lot of time-consuming micro-management. This could be (much) less if SCORE can work more with organizational contracts for training provision or by bringing consultants together in a network and structure to serve as an institutional 'roof' or 'home' for the trainers.
11. Attention for gender has been strong. In response to the lessons learned in the first phase of SCORE, various measures were taken to better mainstream gender. This led to a higher number of female trainers, the inclusion of gender issues and the participation of more women in the training. Gender analysis appears to not have been included systematically in the selection of sectors where SCORE could enter and to prioritize sectors where impact on improving conditions for female workers can be given. The training modules are currently mainstreamed and trainers are trained in gender sensitive training. But at the outcome level not much attention has been given so far to gender sensitive areas like mobility, income and violence against women. Little data are available on these aspects and indicators do not capture these aspects.

12. In the SCORE countries different stakeholder groups show high appreciation for the programme, except trade unions. In spite of their participation in the NTACs, in several countries trade unions seem to have lost their interest in SCORE and are not actively trying to influence its implementation, while in some other countries trade unions are not yet well developed to exercise their independent role of workers' organizations. Moreover, in the presentation and communication around SCORE, the focus is on SME owners and employers' organizations and much less on trade unions. This is a threat to the branding of the SCORE project as an ILO implemented project.
13. For SCORE to create national impact, the programme has to expand its activities to other sectors and a wider geographic coverage. In addition, it needs to use the results of SCORE to build a case at the policy level for more support for SMEs to improve working conditions and their productivity. The overall impression of the evaluators is that visibility and recognition of the SCORE programme at the policy level is still limited. Relations with specific policy stakeholders are generally good, but there is no feeding in of relevant experiences and insights in national programmes and policies, although there are some notable exceptions in some SCORE countries. This feeding into national policies and programmes is important to 'lift up' the programme from an intervention on the ground to a programme that also has an impact nationally by its influence on government policies, programmes and support.
14. At the time of this Mid-Term Evaluation, the cost-recovery rates of SCORE training provision were lower than planned. In none of the SCORE countries cost-recovery rates have reached 50%. While the relevance and value of the SCORE approach is generally confirmed by the participating SMEs, this is usually not enough to convince other SMEs to follow suit. Companies are still not sufficiently buying into the concept of SCORE in the form of increased interest and willingness to pay for SCORE modules. This poses a major challenge to reach sustainability of the training delivery as in none of the countries sustainability is in reach within the remaining time frame until the end of 2017 (and in China, Indonesia and Vietnam until the end of 2016).
15. A recurrent concern that is frequently expressed by stakeholders and beneficiary in the SCORE training service provision is that companies will never be able to fully pay for such training provision. The experiences analysed in this evaluation show that this argument is too generalist and it does not apply to the whole range of (possible) target companies for SCORE training provision. The stakeholders around SCORE are too much focusing on the fact that SCORE is a project that is sponsored by external donors and that the provision of donor funding will continue. Therefore the argument that external subsidies are always needed is used too easily. In reality the SMEs are a very pluriform group of enterprises that need to be approached in a diversified and tailored way. Such diverse and tailored approaches have not yet been developed and implemented in the SCORE service provision.
16. Material and financial gains for SMEs are captured with KPIs and they are quantified and aggregated. However, in the process of doing so the relevance and reliability of these indicators rapidly decrease. Beyond the sometimes very convincing anecdotal

proof of the value produced by SCORE training and support, the M&E system produces limited proof of its real value to companies. More effort is needed to produce such proof out of the programme itself and not referring to general (and sometimes rather outdated) SME research, as is done for example in the SCORE programme document.

17. SCORE has implemented pilot experiences in China and India to work with supply chains by establishing cooperation agreements with national and international lead buyers and through them reach out to supplying SMEs. These pilots have been successful in reaching out to SMEs and they have achieved a considerable amount of cost-recovery because lead buyers are willing to pay for (part of) the costs of the SCORE training. The supply chain experiences also show the relevance of compliance arguments and certification because the lead buyers are requiring certification of their supply chain and supplying companies and this certification usually also includes labour rights and standards. SCORE can prepare companies for certification and therefore it can save costs in certification processes. Stakeholders in all other SCORE countries value the supply chain approach believing that it could serve as an alternative organizing principle for the SCORE programme in addition to the current approach of reaching out to them through sector associations and in industrial clusters.

More country specific conclusions can be found in the country reports in Annex 3-9 in this report.

5 LESSONS LEARNED AND EMERGING GOOD PRACTICES

5.1 Lessons Learned

From the experiences during the implementation of Phases 1 and 2 of SCORE several important lessons can be derived. These are listed below:

1. Although the SCORE training and in-company support visits generate value for SMEs, the SCORE programme is not yet generating sufficient proof of this value, beyond anecdotic (but powerful) case studies and testimonials. The Key Performance Indicators in the M&E system do not provide clear and reliable information on results and effects at the company level and aggregated information is of limited use. The experiences obtained in over 750 companies should provide sufficient research material to analyze and systematize results and effects. Possible subjects for research are for example the different effects in specific sectors, company size, degree of insertion in supply chains and degree of unionization in companies.
2. The experience in SCORE is that a centralized approach on trainer's certification is slow and cumbersome and also costly. The SCORE team at ILO headquarters has agreed to decentralize this approach so that trainer's certification can be done more quickly and by the national stakeholders in SCORE. Also the approach on quality monitoring and control of trainer's performance and re-certification is currently undergoing changes. The expansion and replication of SCORE training should not be slowed down. However, the national and global SCORE teams need to closely monitor the effects of these changes to avoid that quality and contents of SCORE training are compromised. This refers to another lesson learned: in the SCORE methodology the trainers are the core instruments to transfer content and to facilitate changes at the company level.
3. In several of the SCORE countries, the teams and partners have learned that the market demands and characteristics require more flexibility in the supply of the SCORE module portfolio. This flexibility is needed to ensure that SCORE delivery can be done against full or at least considerable cost-recovery. Different models and combinations of modules are now being introduced and tested in different SCORE countries. While these changes are logic and needed, these should be applied in such a way that the SCORE training supply and approach remains recognizable and specific. This also requires maintaining to a certain extent the modular set-up and the obligatory start with module 1.
4. The SCORE experiences in the different countries and sectors have shown that SMEs are much more multiform than theory suggests. The bracket of 50-250 employees in SMEs as prescribed in the SCORE planning documents, in practice proves not be so relevant and it is also regularly not followed. The experiences in different contexts have shown that SCORE training can effectively be applied in smaller companies, as is done in the Tourism Sector in South Africa, and also in larger companies, such as manufacturing and textile and garment factories in China.

5. After 7 years of implementation, it is fair to say that SCORE at the international level is a multi-sector programme, with wide and diverse experience in different sectors. This experience can help the SCORE headquarter team and SCORE country teams to learn from other countries and other sector experiences. This can enable a fast track approach towards reaching out to SMEs in other sectors in the SCORE countries to further expand and replicate the SCORE approach.
6. While the SCORE programme in all countries has been effective in involving the enterprise owners (employers), the participation of trade unions is much lower and sometimes (in Colombia) trade unions take a critical position towards SCORE. This hampers active tripartite involvement. All stakeholders, including the trade unions, have learned and understand that SCORE is functional in reaching out to the (largely non-unionized) SME-sector and that it can bring important changes in management-workers dialogue and cooperation. SCORE cannot be a first and immediate step towards unionization, because enterprise owners will not buy into SCORE if this is the case. But also without SCORE can have positive effects on formalizing employers-workers relations in the long term. Increased involvement of unions may not be feasible at the enterprise level, but is all the more relevant at the level of sector identification, risk analysis and also training of trainers.
7. The SCORE teams at the country level have indicated that there are considerable challenges in the M&E system. Many of these are mentioned in the chapter Conclusions and also Recommendations. But under Lessons Learned one aspect is worth mentioning again: an M&E system that is geared towards aggregation and synthetisation of results under a number of Key Performance Indicators at global level is not so useful for steering, fine-tuning and innovating country and sector specific approaches, because the value of SCORE is country and sector and even company specific.
8. A specific lesson learned here is that the indicator of job-creation as a core indicator for impact of the SCORE programme may not be the best indicator to capture the most important values of SCORE. The experience has shown that in several companies SCORE has beneficial effects on quality of work and it reduces inhuman and low-quality work and by doing so it regularly does not generate net-employment and can even reduce employment. Taking away indecent work has a negative employment effect but this should still be considered a positive development impact. Therefore, job-creation as an indicator needs to be used with caution and at best should be considered a proxy-indicator.
9. The experiences of the SCORE country teams have shown that communication and networking around the SCORE project is needed to achieve more visibility and to create more and better perspective for further rolling out SCORE services in different sectors and at the national level (and eventually in new SCORE countries). While there is a global communication strategy in place and communication and marketing is also an output area in the country plans, not enough time and effort is dedicated to

external communication and coordination as establishing partnerships and maintaining them requires constant investments in this area.

5.2 Emerging Good Practices

During this evaluation process the evaluators have encountered a number of emerging good practices. These are presented below.

Combining classroom training with hands-on in-company support

The first good practice is well developed and core to the approach of SCORE. The SCORE modules are delivered to SMEs in a sequence of an intake visit, classroom training and three follow-up visits over a period of a few months to support Enterprise Improvement Teams (EITs) to implement lessons learned from the classroom in the company. During the visits the SCORE trainers also monitor progress and collect data on Key Performance Indicators for SCORE reporting. The SCORE country teams have documented case studies and testimonials that show the relevance and effectiveness of this approach. In this Mid-Term Evaluation the evaluators during 16 enterprise visits in 7 different SCORE countries could confirm that this combined approach of classroom training and in-company visits is not only highly appreciated but also produces clear effects on the work floor, with the implementation of the 5-S (Kaisen) methodology as clearest example.

Possible further improvements in this approach identified in this Mid-Term Evaluation are the following.

- The first intake visit to companies that are interested in SCORE could be more systematized and trainers could more systematically provide an estimate of possible savings than can be achieved during implementation. This could increase the buy-in of companies in taking and paying for SCORE modules.
- The SCORE modules typically have three follow-up visits during a period of a few months (generally less than three months). But some of the improvement ideas require more time to be implemented and embedded in the company. It could be considered to increase the number of in-company visits (against payment) and to realize a 'year-after' company visit. Such a year-after visit can also be an impulse for companies to think about other SCORE modules.

Mixed worker-management involvement as powerful tool to improve cooperation

This element is also core to the SCORE approach and therefore it is also already a more consolidated good practice. However, when looking at the broad range of existing SME support interventions worldwide, the ILO SCORE approach to involve both management and workers in training and EITs is rather unique and rarely applied in other training courses that usually target owners and managers or at best provide separate training packages for managers/owners and workers.

M&E data on participation in training and in EITs show that workers' participation in training has increased to 45% and female workers account for 29% of the workers that have been trained. The EITs generally show a similar composition. These figures show

that the approach has been empowering for workers and also for women workers, although the percentage of women that participate is still somewhat lagging behind. The feedback of workers during interviews in this evaluation exercise confirms that the effects of mixed participation are strong. From the management perspective it is regularly indicated that generating workers' ideas bring innovations in the organization of production that otherwise would never have been discovered.

The mixed management-worker approach works well in all SCORE countries, even in countries with a less obvious culture of workers participation, like China, Vietnam and India. This means that this approach is applicable across cultures and sectors. This is an important lesson, because this means that the concept of mixed participation could be adapted by other SME support programs and possibly also in larger enterprises. A word of caution is also needed. Mixed worker-management participation in EITs is of course an improvement compared to situations where there was no workers' participation. But the EITs should not replace more formal forms of workers' participation and unionization in companies or be used as argument to keep the doors closed for more formal ways of organization. Nevertheless, in the largely non-unionized SME sector the experience of EITs on the longer term, carefully, could prepare the ground for more institutionalized workers participation and employers-workers social dialogue.

Working in supply chains creates better opportunities for sustainability

The supply chain experiences in China and India show promising leads towards alternative approaches to reach out to SMEs as suppliers in national and international supply chains. The investment and effort in reaching out vertically to lower tier suppliers can be less than trying to expand horizontally through industry associations as is currently done, because tracking and tracing of supplying companies in these chains becomes gradually stronger. There is a clear interest of lead buyers to certify quality and compliance in their supply chain and therefore relevant companies can be more easily reached through their lead buyers. This also creates opportunities for cost-recovery, because the lead buyers can finance the training costs for their suppliers. Another characteristic is that in supply chains attention is not only focused on quality and productivity but also on compliance with international labour standards, human rights and gender equity. These are relevant not only in the mandate of ILO but also in the theory of change of SCORE.

So far SCORE's experience with this approach is limited to China, India and Colombia (although to a certain extent an attempt was made in Vietnam). There is no proof that this approach will be more universally applicable. However, in all SCORE countries there is a clear and keen interest in adopting this approach and start-up more pilots. If this is done in the final two years of SCORE Phase II, this emerging practice could become more consolidated towards the end of Phase II.

Using specific sector experiences to kick-start new experiences in other countries

This practice is only recently emerging with the gradual development of SCORE. In the past 8 years, SCORE has built experience in multiple sectors, ranging from industry to services. These experiences have become part of the knowledge base of SCORE and are

shared on the ILO SCORE papyrus website. There have been some first experiences in using SCORE experiences in Colombia to support the process of starting up in SCORE in Peru and Bolivia. The Tourism sector experiences in South Africa have been used for an offspring project in Kenya and an exposure visit of SCORE Indonesia is planned to South Africa to learn from the tourism sector experience. The emerging practice of sharing and exchanging lessons, approaches, tools and instruments on the SCORE papyrus website and directly between countries shows an interesting road towards achieving more capacity to start and develop new SCORE initiatives in new sectors in existing SCORE countries and also to add other experiences in new countries.

6 RECOMMENDATIONS

6.1 Main Recommendations

Main recommendations for the remaining period of SCORE Phase II

The current donors (SECO and NORAD) of SCORE have indicated to be interested to continue supporting the programme after 2017. Considering the possibility of developing a new phase for SCORE, the SCORE team at ILO headquarters (consulting with SCORE country teams) is recommended to use the results of this Mid-Term Evaluation to timely prepare the ground for a new period of SCORE during the remaining two years of SCORE phase II. In this period SCORE headquarters and the SCORE country teams should work on the following tasks.

1. SCORE headquarters should **extend the current timeframe for implementation of SCORE in China, Indonesia and Vietnam until the end of 2017** to allow that a new Phase 3 can seamlessly follow-up on the previous SCORE phase in all SCORE countries. SCORE headquarters and country teams should discuss a redistribution of the overall budget among all 9 current SCORE countries to ensure that sufficient budget is available for continuing Phase II until the end of the period and SCORE headquarters should investigate the possibility for assigning extra budget to the remaining two years of Phase II with additional SECO and NORAD support or with additional extra-budgetary ILO resources. *(Priority: urgent. Recourse implications: need for extra budget or reallocation of existing budget among the current SCORE countries).*
2. While extending the time frame of the current phase for China, Indonesia and Vietnam until the end of 2017, for these countries the **strategies and targets for reaching financial and institutional sustainability should be extended until the end of 2017. In all SCORE countries, SCORE teams should focus their attention on building and maintaining strategic relationships and achieving technical, financial and institutional sustainability of the training provision and its results at the SME-level, instead of focusing on quantitative output targets.** This also requires further developing multiple sustainability models in each SCORE country. New sustainability models should be tested and piloted and results analyzed and documented in order to have solid sustainability models before the end of Phase II to be included in a possible next SCORE Phase 3. ILO should consider ending SCORE training provision in countries or sectors, where sustainability prospects are very weak. *(Priority: urgent. Recourse implications: minor, pilots will require some extra time for supervision and analysis and there could be costs of non-successful pilots).*
3. SCORE headquarters and all country teams are recommended in the remaining two years of Phase II to **work on systematization of experiences and analysis of SCORE results at the SME-level, to complement the current anecdotal and testimonial based ‘proof of value’ of SCORE for SMEs** in the form of cost-savings

and increased competitiveness. The proof to be generated of SCORE effects and impacts should be at least sector specific and where possible also country and enterprise-size specific. New more tailored and contextualized criteria and indicators should be explored to avoid that specific insights get diluted or lost or loose relevance at the generic global level. Also outcome mapping and outcome harvesting methodologies could be used to gain better insight on effects on beneficiaries and stakeholders.¹⁷ This will also help to show evidence of changes in gender relations and conditions. SCORE headquarters should ensure that the total experience of 9 years of SCORE Phase I and 2 implementation will generate proof out the programme itself and not from other external (and sometimes already rather old) SME researches. *(Priority: urgent. Recourse implications: significant, because this research will require extra involvement of consultants).*

4. The SCORE team at global level (consulting with the national SCORE teams) is recommended to **closely monitor the changes in approach and procedures to allow more flexibility in the certification of SCORE trainers and in changes in approaches and practices on quality control of the SCORE trainers**. ILO should measure the quality of trainers' performance and the satisfaction of SMEs of trainers' performance on a yearly basis (twice until the end of SCORE Phase II) to have good insight in the effects of changes of these quality control procedures and certification over time and also between different approaches in different countries. On the long run, depending on ILO's approach in the further future on branding the SCORE approach and trainer, the market can also play a role in this, as good trainers will be successful while not so good trainers will gradually lose business. However, SCORE cannot wait for this to happen. Trainers are the core actors in the delivery of the SCORE concept to SMEs and ILO cannot compromise (temporarily) on quality if it wants to remain involved in providing SCORE world-wide. The insights from this monitoring should be used in developing a clear approach on corporate quality control of trainers' performance and guarding the unique concept and features of the current SCORE provision in future phases (also see the recommendations for the future phase of SCORE). *(Priority: urgent. Recourse implications: minor, but some additional efforts and indicators need to be including in the yearly monitoring and reporting).*
5. **To increase efficiency of SCORE implementation, SCORE headquarters and SCORE country teams need to ensure that working with individual trainers subcontracted and coordinated by the SCORE country teams is minimized.** These individual arrangements lead to micro-management by the SCORE teams, taking away precious time from other more important and strategic activities. Additionally, these individual arrangements make quality monitoring and control more time intensive. While working with institutional training providers will increase the costs of trainers, because fees will be higher, savings by eliminating micro-management will

¹⁷ Outcome mapping and outcome harvesting as a methodology do not start with predetermined outcomes and measure progress towards them, but rather collect evidence of what has been achieved in the programme and work backwards to determine whether and how the programme or interventions contributed to the change. For more information and examples of outcome mapping and outcome harvesting see the recent Learning Paper of Saferworld: Doing Things Differently.

likely compensate for these extra costs. SCORE teams working with individual consultants are recommended to negotiate with them to form an institutional structure for cooperation with the SCORE country teams (as has happened in Ghana). *(Priority: Medium. Recourse implications: positive. On the short term investment in time to create these structures is needed, but after that savings could be considerable).*

Main recommendations for future follow-up and replication of SCORE

The theory of change and intervention logic of SCORE Phase 3 should include lessons learned from the first two phases and the SCORE team at headquarters and SECO and NORAD are recommended to consider some fundamental changes in the design of SCORE to ensure that SCORE is well embedded in ILO's mandate and that its implementation becomes future-proof. The following revisions are suggested.

6. SCORE Phase 3 should include in its theory of change and intervention logic a more ambitious developmental objective to ensure that SCORE can continue to be branded as an ILO project. This developmental objective should refer to the promotion of decent work and compliance with international labour standards. Sustainable SCORE service provision to improve SME working conditions, productivity and competitiveness, as is now stated in the SCORE Phase II project document as a development objective, is in fact more a business model and not an objective. **A new phase of SCORE should mention the strengthening of sustainable, competitive and responsible SMEs with improved management-workers dialogue and cooperation and adherence to decent work, international labour standards and gender equality at the top of its theory of change and intervention logic.** *(Priority: important. Recourse implications: none)*
7. The previous recommendation implies a repositioning of SCORE, moving the focus from productivity and competitiveness of SMEs to a combined focus of productivity and competitiveness and responsibility and compliance to standards and requirements in national and international supply chains. **SCORE headquarters is recommended reviewing its communication strategy and marketing approach to 'sell' SCORE to SMEs not only with the (difficult to quantify) unique selling point of costs savings and increased productivity but also with the selling point that integration in supply chains increasingly requires compliance with international labour standards and certification of this compliance.** Participation in SCORE can help SMEs to prepare for this and decrease the costs and efforts for certification. This combined selling proposition will increase the value of SCORE for SMEs and therefore increases the potential for cost-recovery of the SCORE training provision. *(Priority: important. Recourse implications: none. Over time this change can lead to increased cost-recovery through increased sales of SCORE modules)*
8. **ILO is recommended to develop a stratified approach towards financial and institutional sustainability of SCORE training provision. This approach should recognise the multiform nature of the SME sector and introduce specific cost-**

recovery and payment mechanisms as well as partnership arrangements for specific categories of SME's. A basic design of such a stratified sustainability approach could look as follows:

Top League	Larger SME's with significant turn-over and staff	Full payment of SCORE modules is feasible against market rates, multiple modules can be sold	SCORE can be offered as a commercial service by training providers and sector associations
Middle Group	SME's that have finished start-up phase and have acquired markets	Full payment of SCORE modules possible, but alternative payment mechanisms needed (loans, instalments)	SCORE can be offered combined with financial services or within a package (partners are needed: banks, insurance, etc.)
Emerging Group	Newly established SME's that are still in start-up phase and are relatively small	Delivery of SCORE will require subsidies or external funding sources and sponsors	Offering of SCORE can only be done with sponsor-support (lead-buyers) or subsidy providers (Govt.)

- For the top league of SME's the SCORE training provision could be offered against full-cost recovery and it could largely follow a commercial BDS provision approach. SCORE training providers and sector associations could organise and provide SCORE service provision in direct interaction with the companies.
- For a second group of companies ILO, training providers and sector associations need to develop partnerships with other financial and BDS service providers to ensure that SCORE can be offered sandwiched in a package of financial and possible other BDS services. In this way the cost of SCORE training can be financed within loans or leasing services to companies and the SCORE training will increase performance of companies (through cost savings) to repay their loans. Alternatively other partnerships with insurance companies (as is being developed in Colombia) can be developed to enable cost-recovery through savings in disbursements by these companies through improved OSH performance of companies. Similar partnerships can be developed with other service providers or public entities that can achieve cost savings (e.g. reduction in unemployment benefits) by linking up with score. Partnerships with certification bodies can be considered to achieve reduced costs in (preparing for) certification. In these constructions costs of money will have to be considered in pricing of SCORE modules and flexible pricing mechanisms should be offered to cater for specific SME demands.
- For the final group of companies, the offering of SCORE will have to consider subsidies and this will require partnerships with public and private entities that are willing to provide such subsidies. On the one hand, this could be Government

Institutions that have an interest in SCORE to ensure that OSH in companies is kept to standards, human and labour rights in companies are respected etc. On the other hand these could be private entities such as lead buyers that have an interest in compliance with certification requirements in all tiers of their supply chain. If such public or private perspectives for subsidies don't exist, ILO and the implementing SCORE partners should refrain offering SCORE to this group of SME's.

(Priority: important. Recourse implications: none. Over time this strategy can lead to increased cost-recovery)

9. **SCORE headquarters is recommended to systematize supply chain experiences during Phase I and 2 and to develop this as a new additional approach and methodology to reach out to SMEs.** Working along supply chains will have multiple advantages for SCORE.

- Through contacts and agreements with national and international lead buyers in supply chains, the supply chain has an in-built possibility to identify and reach out to lower tiers suppliers.
- Because lead buyers in supply chains generally are interested to track and trace and certificate their suppliers, they have a financial interest in supporting suppliers to increase certification rates and compliance to standards. As shown in the current pilots, this presents a possibility for cost sharing between lead buyers and suppliers to take SCORE modules.
- The combined selling argument mentioned in the previous recommendation can be built in this supply chain approach.
- Certifying bodies could be interested to include SCORE elements in their support and training programmes and there could be possibilities for cost-savings in certification processes, because SCORE can prepare for a number of certification criteria. In case SCORE fully prepares for certain criteria, taking SCORE could even serve as a 'waiver' in certification processes.

Working along the supply chain, could coexist with the current SCORE approach to work within specific sectors and clusters and to partner with employers' and sector associations to promote and market SCORE among their membership. *(Priority: important. Recourse implications: positive. Working along supply chains is likely to be more cost-effective and cost-recovery possibilities are greater).*

10. The changes in approach on trainers' certification and quality control (see recommendation in previous section) need to be evaluated at the end of Phase II of SCORE. **The new SCORE Phase 3 requires a clear vision of ILO headquarters and the SCORE team to what extent ILO should ensure constant quality and characteristics of SCORE training and support services worldwide and to what extent specific characteristics could vary among countries and sectors.** In the case ILO continues with SCORE, it has to ensure that trainers work with the same approach. This then will require central and country level guidance, monitoring and quality control by ILO. **ILO headquarters will have to decide how and how much structural capacity for trainers' certification and quality control can be secured.** *(Priority: important. Recourse implications: significant, because quality control and*

monitoring of trainer's performance will have a considerable cost that cannot be fully absorbed by the market).

6.2 Other Recommendations

Other recommendations for the remaining period of SCORE Phase II

11. The SCORE teams in the different countries are recommended to **increase efforts in communication (output 10) to ensure that SCORE experiences are not only disseminated among interested SMEs but also and increasingly to national government stakeholders and partners.** While in all countries the contacts with the employers' and enterprise associations are reasonably well established, more effort needs to be invested in communicating with the Ministries of Labour and Ministries of Trade and Industry or related ministries to ensure that the experiences of SCORE are widely known and where possible get translated in more sustainable relations of cooperation and supporting policies and programmes of national governments. This will require SCORE teams to be more strategic and more active in engaging in dialogue and negotiation with national and in some cases regional or provincial actors, instead of focusing only on implementation on the ground. Where ILO country offices are present, more active support is needed from these offices and ILO national directors to make sure that the SCORE teams can get easy access to these ministries. *(Priority: medium. Recourse implications: considerable as significant time is needed to establish and maintain these relations)*
12. SCORE teams and SCORE headquarters need to **increase efforts to involve trade unions as representatives of workers more actively in the SCORE programme, above their formal involvement in the GTAC and NTAC.** Workers together with owners and managers are the ultimate beneficiaries of SCORE. The active involvement of trade unions is also important, because the promotion of workplace practices based on full respect for fundamental rights at work and international labour standards is a crucial component of the programme. Trade unions are key promoters of these rights. The involvement of trade unions could focus on identification of (risk) sectors for implementation of SCORE, identification of unionized companies to participate in SCORE and in the provision of worker's perspective related training in training of trainers. However, involvement of trade unions should not be at the level of training of enterprises or other company focused interventions in non-unionized companies to avoid that SCORE will be perceived as an intervention to introduce unionization at the company level. *(Priority: medium. Recourse implications: minor, there will be some costs for integrating trade union leaders in the provision of training of trainers).*
13. **The current first (pilot) experiences (China, India and Colombia) in working with supply chains in SCORE should be replicated** in all other SCORE countries to build the necessary experience to systematize a supply chain approach and to replicate this approach in the next phase of SCORE. *(Priority: medium. Recourse implications: minor, there will be increased costs in setting up these experiences in other SCORE*

countries, but there could be cost-savings once lead buyers are willing to pay a substantial amount of the SCORE training costs)

14. To increase the willingness and capacity of SMEs to cover a larger part of the costs of SCORE module service delivery, SCORE headquarters and the country teams are recommended to **introduce a more diversified palette of pricing mechanisms and modalities to make SCORE more accessible and attractive to SMEs. These mechanisms should also include direct payment mechanisms of companies to the SCORE service providers to introduce a clearer mechanism for accountability and quality control of the SCORE service provision** to companies. If financial transfers are complicated, the use of vouchers could be considered. Alternative pricing mechanisms may discounts for payment up front and for buying multiple modules, deliver now and pay later, payment in instalments, leasing and offering SCORE modules as training combined with provisions of finance to SMEs (while covering the costs of SCORE training in the loans). In offering these alternative modalities new and possibly interesting partnerships could be established with (micro) finance institutions or other business development service providers. *(Priority: medium. Recourse implications: minor, provided the cost of money is covered by financial service providers).*

Other recommendations for the future follow-up and replication of SCORE

15. From the start of Phase 3 onwards, **SCORE headquarters and the country teams should ensure that the promotion and marketing and the practical planning, organization, provision and reporting on SCORE module delivery is done by local partners.** If needed, SCORE country teams can provide technical assistance to these implementing local partners. The mandate for national SCORE teams should be reduced to the following tasks.
 - The provision of technical assistance to local implementing partners.
 - Certification and quality monitoring and control of trainers.
 - M&E of progress of SCORE implementation based on M&E data and reports provided by local partners.
 - Dialogue and negotiation with national partners in the tripartite ILO constituency to ensure that SCORE experiences are translated in policies, implementation models, subsidy programs, etc.
 - Coordination with other organizations and international development partners (UNIDO, JICA) that are implementing similar programs in the SME sector.*(Priority: Medium. Recourse implications: minor. There might be some cost savings by transferring more of the implementation to local partners, but at least on the medium term tasks in technical assistance and in dialogue with national partners will take considerable time).*
16. Although the specific focus of SCORE on SMEs is valid and complimentary to other projects reaching out to larger enterprise or multinational companies (in the MNE department and for example the Better Work programme), the strict definition of SMEs is not always applied in practice. **SCORE headquarters and the SCORE**

country teams are recommended to follow a more pragmatic approach in reaching out to companies and also allow working with larger companies. This has two additional advantages: in the first place working with larger companies can lead to cost-savings (and therefore more willingness to pay for SCORE modules), and secondly in larger companies there may be more presence of trade unions and this will enable more cooperation with trade unions than currently is the case. It may require that training materials need to be somewhat adjusted, as these are geared towards SMEs and larger companies might find them too basic. *(Priority: Medium. Recourse implications: none)*

17. Different SCORE countries are gradually developing different portfolio of SCORE modules. The original design of five modules is under pressure. **SCORE headquarters should develop a clear vision and guidance to which extent different SCORE countries are allowed to adapt and fine-tune the SCORE package.** The experiences in Phase I and 2 have shown that a certain degree of flexibility is needed because of sectorial characteristics and market conditions. **In allowing more flexibility in the supply of modules, SCORE headquarters is recommended not to compromise the combination of classroom training and in-company follow up visits.** Experiences have shown that the real value is in this combination and that the current number of follow-up visits is needed to create lasting impact on companies. *(Priority: Medium. Recourse implications: neutral, although effective application of this recommendation can be beneficial for cost-recovery over time).*
18. After a period of building experiences in pricing mechanisms and accountability between training providers and SMEs (see recommendation in the previous section), **SCORE headquarters is recommended to systematize these experiences and introduce flexible pricing mechanisms for SCORE training, linking the training provision with SME financing programmes and institutions, and to ensure that SMEs in the next phase are empowered to demand quality and timely service delivery by providers** (through payment or voucher systems). This will also benefit the quality monitoring and control system of SCORE training provision, because feedback from SMEs becomes more reliable. *(Priority: medium. Recourse implications: none, the cost of finance needs to be considered).*
19. **SCORE headquarters and the SCORE country teams are recommended to maintain the attention for gender in the SCORE implementation to ensure that the balanced participation of men and women in the programme, in the SCORE teams, and in the trainers' team will remain.** SCORE materials can be further improved and actualized on gender mainstreaming. In the identification of new sectors for SCORE implementation, gender-criteria could be used to ensure that in those sectors changes in productivity, labour relations and quality of work have more impact on women and gender relations. M&E indicators capture disaggregated information on men and women, but it remains difficult to obtain reliable information on changes, conditions and quality of work of women. This will require additional research among

male and female beneficiaries. *(Priority: medium. Recourse implications: limited, some investment needs to be made in specific research activities among women).*

20. **For the new Phase 3, ILO headquarters and SECO and NORAD will have to negotiate a redesign of the SCORE M&E system to ensure that M&E data will better capture results and outcomes at the company level than currently is the case.** The following aspects should be considered.

- Revisit the Key Performance Indicators and see to which extent global key indicators can be reduced and to which extent country and/or sector level decentral indicators can be used to measure changes at the outcome level. This should include gender-sensitive and tailored indicators to local situations. Aggregation of data on indicators (except for a small number of key indicators) should only be done until the sector or country level. Analysis of M&E data should be done at the sector and national level and not so much at the global level.
- Discuss the relevance and value of job creation as indicator for SCORE, because the use of this indicator might not capture the main value of SCORE that is more related to the quality of work than the number of jobs that are being created.
- Create the possibility to analyze and compare specific effects of SCORE across sectors or type of companies. For example, tagging unionized and non-unionized companies, tagging industrial and service sectors, tagging annual turnover and number of employees in companies in specific brackets. Such tagging of categories will increase understanding of the effects of SCORE in specific situations.
- Reduce the number of different M&E reporting tools and/or enable that input of the same data in different tools is automated to make it less cumbersome and reduce possibilities for human error. See to which extent the smart sheets on action plans and performance plans can be merged.
- Improve possibilities for data export and specific queries in the online M&E platform so that SCORE country teams and SCORE headquarters are able to use the M&E data for more qualitative analysis.

(Priority: medium. Recourse implications: considerable, as investments in system's redesign will be expensive and also increased M&E capacity at the country level will have considerable costs. But there will also be cost-savings that will compensate for the high expense to a certain extent in the form of less cumbersome and more effective reporting).

21. SCORE as global project has built considerable experience in multiple sectors and in multiple countries. This creates an opportunity for the exchange and cross feeding of experiences, tools and materials across countries. This will allow countries to step into new sectors more easily and with fewer investments. First exchanges and meetings are already conducted in the current SCORE programme. **SCORE headquarters is recommended to include in the next phase of SCORE a strategy and planning to ensure that exchange between countries and sectors is done systematically.**

(Priority: medium. Recourse implications: considerable, exchange activities across countries are usually quite expensive).



ANNEX 1

List of people interviewed

The List below contains persons interviewed in the SCORE evaluation at international level. See the country annexes (Annexes 3 - 9) for the persons interviewed during the country visits.

Date	Person	Function	Organisation
21-9-2015	Annie van Klaveren (evaluation briefing)	Evaluation Manager	ILO
	Michael Elkin	CTA SCORE	ILO
	Andrea Prince	SCORE technical officer	ILO
	Stephan Ulrich	SCORE technical officer	ILO
	Peter Poschen	Director Enterprises Department	ILO
	Emmanuel Julien	Deputy Director Enterprises Department	ILO
	Matt Ripley	CTA Small and Medium Enterprises Unit, Enterprises Department	ILO
	Daniel Cork	Technical Specialist (Industrial Relations & Discrimination), Better Work	ILO
22-9-2015	Githa Roelans	Chief MNE Unit, Enterprises Department	ILO
	Roy Chacko	Bureau for Employer's Activities	ILO
	Matthias Thorns	Senior Advisor	IOE
	Kees van Ree	Manager Green Jobs Programme	ILO
	SCORE project Team	Team meeting/interview on SCORE	ILO
	Jon C. Messenger	Senior research officer Conditions of Work and Employment Programme, Social Protection Sector	ILO
	Anna Biondi	Deputy Director, Bureau for Worker's Activities	ILO
	Esther Busser	Assistant Director	ITUC
2-10-2015	Philippe Vanhuynegem,	Director	ILO Office Andean Countries
	Olga Orozco	SCORE International Expert	
16-10-2015	Valérie Bersetbircher	Deputy Head International Labour Affairs	SECO
	Thierry Buchs	Head of Trade Promotion	
	Karin Federer	International Labour Affairs	
2-11-2015	María Arteta	Deputy Director	ILO Office Andean Countries
	Roberto Villamil	Specialist Employer's Activities	
4-11-2015	Camilla Solvang Hansen	Advisor DEpt/ fpr Economic Development, Gender and Governance at Section for Private Sector Development	NORAD
3-12-2015	SCORE project team	Joint Meeting on SCORE	ILO
	Esther Busser	Assistant Director	ITUC
4-12-2015	Christian Siebert	Head of SECO	Swiss Embassy Colombia



ANNEX 2

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- ILO (2014): SCORE India Project Strategy for Phase II (2014-2017)
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ANNEX 3

SCORE Country report China

1. Introduction

1.1 Country Context and Contextual Developments

The most important country contextual developments are presented below:

- The historical and rapid economic growth process in China has come to an end in 2014 and in 2015 growth has dropped to 6.9% and performance is further decreasing in the second part of the year. This reality affects the private sector and SME's have an increased need and interest to invest in improving productivity and profitability rates to be able to remain in business. On the other side of the coin, the risk of losing impact also becomes bigger because more companies go bankrupt and will not continue with SCORE implementation. To what extent this already is affecting the SCORE project is not known;
- Global economic integration of Chinese companies in international supply chains is continuing and supply chains reach out to an increasing number of larger companies and SME's. Pressure to comply with international market access requirements is increasing. Metro Group Buying (MGB) (Phase II) and COOP (Phase I) pilots of SCORE in China clearly take place against this background of increased interest in corporate social responsibility and this trend doesn't bypass China. The China pilot experiences in this field are also well known in all other SCORE countries.

1.2 Key partners in SCORE implementation

At present, the key partners in SCORE are:

Ministry of Human Resources and Social Security (MoHRSS): At the ministerial level MoHRSS participates in the NTAC. With respect to implementation of SCORE, the cooperation is with the State Administration of Work Safety (SAWS).

State Administration of Work Safety (SAWS): The cooperation between ILO and SAWS is good and intensive.

China Enterprise Confederation (CEC): With CEC, cooperation is established at the national level and at the level of Chongqing. The national CEC has a training department and it plays a role in promoting and marketing SCORE. Cooperation with CEC in Chongqing is intensive and SCORE reaches out to many members in this city. CEC at both national and Chongqing level are providing trainers for SCORE.

TUV Nord, TUV Rheinland, NewAsia, CTPM, SGS: ILO works with a number of national and international certifying and quality management companies to provide trainers and training courses for SCORE. With four companies trainers are already deployed in provision of training. With SGS the provision of training is still in preparation and a ToT with SGS was provided against full cost-recovery.

ETI (INDITEX, GAP and Pentland), BSCI (MGB): These international business networks in Corporate Social Responsibility and ILO have engaged in partnership, where lead buyers in international supply chains (COOP and Inditex, GAP and Pentland) provide a part of the cost of SCORE training and services to be provided to their suppliers in China. The specific cost-sharing arrangements depended on specific partner arrangements.

These partnerships in international supply chain provide promising perspectives for institutional and financial sustainability of SCORE training provision, although until at present no full-cost recovery of direct training costs is achieved in the ILO-BSCI PPP, but in other international supply chains full-cost recovery was achieved.

1.3 National Tripartite Advisory Committee





The national tripartite committee is composed of CEC, SAWS, MOHRSS, ACFTU, SECO, NORAD and it meets on a semi-annual basis. Until June 2015, 7 meetings were realized.

All tri-partite partners are presented in the NTAC but CEC (employers) and SAWS (government) are also very active partners in the SCORE project in China. ACFTU (workers) is not participating actively in the project although it is sometimes benefiting from training activities in SCORE.

It was not possible to meet with ACFTU during the China country visit, because ACFTU was at the time of the evaluation visit involved in a difficult legal process. The evaluators did meet with ACFTU representatives at the company level. Although ACFTU is developing into a more professional trade union organization, in practice and at the company level it does not establish an independent voice of workers, because the ACFTU unions at the company level are usually led by the HR manager at the company level.

1.4 Activities, outputs and outcomes since start of SCORE Phase II

The realization of activities against planning is presented in the Workplan smart-sheets of SCORE. The smart-sheets are actualized until mid 2015. The smart-sheet results of China were analyzed for implementation rates and are presented in the table below:

				
Output 1: Sub-sectors and clusters selected (where applicable)	50%			50%
Output 2: Industry Association and training institutions trained in marketing, selling and organizing SCORE training	57%		29%	14%
Output 3: National capacity available to replicate the training program	20%	40%		40%
Output 4: A locally adapted, gender-mainstreamed edition of the SCORE-training materials available		33%	33%	33%
Output 5: Robust M&E information and reports regularly available	20%	40%		40%
Output 6: Service providers trained to deliver	50%	8%		42%
Output 7: SMEs trained on SCORE Modules 1-5 on a demand-driven basis	18%	18%		64%
Output 8: Documentation and dissemination of good workplace practices is available		33%		67%
Output 9: Policy makers, labour inspectors and social partners have increased	25%			75%
Output 10: Social marketing campaigns to stimulate demand for workplace improvements and change attitudes toward workplace cooperation (where applicable)				

Legend: Green=completed; yellow=in progress; red=delayed; white=not yet started or not planned

The table above shows that progress of the SCORE projects against planning is quite well on track, but it also shows that still a significant part of the activities (in white) still needs to be started and completed. Only on two outputs delays are reported and this is on output 2 (training on marketing and promotion of SCORE) and output 4 (the production of a gender-mainstreamed version of the SCORE training materials).

On output 7 (provision of training to SME's) it is visible that still a large number of SME's need to be reached with training. The bottleneck of weak promotion and marketing here is not the only one. Also the limited number of trainers and certified trainers is causing challenges for the SCORE project in China.

The realization of outputs is presented on smart-sheets. Until June 2015, the following outputs were realized (*between brackets is the percentage of Females*):

	Target June 2015	Actual June 2015
Objective 1: Industry associations and training		
Nr. institutions embedding SCORE Training in their SMEs service portfolio	4	4
% training cost covered by non-ILO resources	40	50
Nr. of national institutions or MNEs sponsoring/paying for SCORE	7	7
Output 1: sub-sectors and clusters with high decent job creation potential and strong		
Nr. of clusters selected (geographic areas)	5	5
Output 2: Industry Association and training		
Nr. of MoUs signed by IAs/training institutions	5	4
Nr. of reps of IAs/training institutions trained (M/F)	35 (60%F)	36 (56%F)
Nr. of business plans for SCORE Training developed by IAS/training institutions	4	2
Output 3: National capacity available to replicate		
Nr. of national Expert Trainers available (m/f)	4	2
Presence of a national centre of excellence for SCORE	0	0
Objective 2: Service providers deliver effective		
% of Modules delivered with medium or high independence	Medium: 70 High: 15	Medium: 71 High: 29
Output 4: A locally adapted, gender-mainstreamed edition of SCORE-training		
Nr. of Modules gender-mainstreamed and adapted to sector and country	2	3
Output 5: SCORE M&E system established and up-to-date		
Nr. of monthly/quarterly reports submitted on time	18	17
Nr. of incomplete/incorrect data sheets in M&E database	0	0
Output 6: Service providers trained to deliver		
Number of trainers certified in SCORE module 1 (m/f)	10 (60% F)	0
Output 7: SMEs trained on SCORE Modules 1-5		
Number of SMEs trained on Module 1 (M-owned/F-owned)	95 (10%F)	101 (12%F)
% of SMEs taking up more than one module	30	57
% of participants rating training as good or very good	75	96
Immediate Objective 3: Increased awareness of responsible workplace practices		
Nr. of partner initiatives promoting responsible workplace practices as a result of ILO awareness raising	2	2
Output 8: Documentation and dissemination of good workplace practices is available		
Nr. of case studies documented	16	16
Nr. of national disseminating events	0	0
Output 9: Policy makers, labour inspectors and social partners have increased awareness		
Nr. of policy makers, labour inspectors and social partners trained (not in ToT/E) (M/F)	300 (30%F)	309 (23%F)
Nr. of NTAC meetings held	7	7

The table above shows that implementation of SCORE in China is on track when comparing realization with targets.

Outcomes reported on the M&E online platform until 20 December 2015 are presented below:

% SME's reporting on one or more key indicators	8%
Average # EIT meetings/month	3
Average # EIP projects completed	48
Average # gender-sensitive practices	2
Average # employee suggestions/month	21
Average % change # grievances	-82
Average % change defect rate	-12
Average % change energy usage	2
Average % change absenteeism	6
Average % change labour turnover	5
Average % change # accidents logged	-37
Average % change average wage/employee	5
Estimated average cost-savings due to SCORE (in USD)	22.769,00

The table above shows that only a small percentage of companies (through SCORE consultants) is providing data on enterprise improvements, but the number of companies that are reporting in phase II is significantly higher than in phase I. In China the amount of savings reported in companies is highest among all SCORE countries with about 23,000 USD per company.

At the highest level, outcomes were reported on job-creation effects. The results (until 20 December 2015) are presented in the table below:

Enterprises Trained	120
# enterprises for which data is available	77
% Enterprises providing basic reporting	64%
Job creation	
Nr. of jobs created in enterprises trained	536
Nr. of jobs lost in enterprises trained	-707
Net change	-171
Changes in employment status	
Increase in casual workers	72
Decrease in casual workers	-9
Net change	63

In China until the current date 120 enterprises are trained. With respect to the basic indicator of job creation, on 77 enterprises data have been provided. The data show that enterprises participating in SCORE are not generating net jobs. This can be explained by

the fact that SMEs in China are in the process of implementing SCORE are automating parts of their production process where previously a lot of indecent work took place (humans doing the work of robots). This means that even without a net job creation effect, SCORE might have had a positive impact because a lot of low quality jobs have been automated, while most of the workers have remained in the companies, through increased productivity and creation of new types of jobs. The impacts on casual contracts are less clear. In general it seems that SME are employing more labour on casual contracts, which is in line with global trends and also the currently economically insecure situation and seasonal fluctuations in employment in China.

During the evaluation visit the evaluators have visited three SME's to confirm achievement of outcomes in enterprise walkthroughs. The changes observed at SME level are presented in the table below. The average scores are given on a three-point scale (1=low, 2=sufficient, 3=good)

SME Walk Through Checklist	
1. Visibility CSR expressions	2,67
2. Visibility certificates (ISO etc.)	2,67
3. Overall cleanliness	2,33
4. Clear instructions workers safety	2,67
5. visible OSH aspects	2,33
6. Signs energy efficiency	2,33
7. Gender specific provisions	2,33
8. Waste management systems	2,33
9. Facilities worker's social wellbeing	2,00

The Enterprise walkthroughs also show the positive effects of SCORE, particularly in the area of explicit and clear CSR policies and principles that are widely communicated in the companies and measures taken in the area of OSH.

Appreciations of workers on the application of SCORE in their companies are presented below on a five-point scale (1=not at all/very low, 2=low; 3=sufficient, 4=high, 5=very high):

Survey workers in SME's benefiting from SCORE	
1. Awareness ILO/SCORE	4,42
2. Participation in SCORE	4,42
3. Quality SCORE	4,42
4. Performance trainers	4,33
5. Effects on Management-Workers dialogue	4,83
6. Changes in company after SCORE	4,82
7. Effects on labour conditions	4,75
8. Effects on worker's organization & unionisation	4,58
9. Effects on women participation	4,33

At the outcome level, interviews and surveys with workers show that changes as a result of SCORE are highly appreciated by most workers. All scores are above 4 and particularly on management and workers dialogue, workers perceive a change. In general they also confirm improvements in working conditions. Slightly more critical appreciation is voiced on changes in women participation as a result of SCORE. And sometimes more critical appreciation is voiced on SCORE trainer's performance. During further interviews, the evaluators could confirm that performance of trainers depends a lot on individual performance; some trainers are considered excellent while others receive more critical feedback.

2. Opinions and Appreciations of SCORE by partners and beneficiaries

2.1 SCORE team

- The Score team in China is composed of three persons; the national project manager, a project officer and an administrative assistant. Over time they have built considerable experience in SCORE implementation and the team is capable to perform its tasks.
- The SCORE team is satisfied with the support received from the SCORE team at ILO HEADQUARTERS. M&E and reporting requirements are considered functional. But M&E data are sometimes difficult to collect;
- Challenges are the number of trainers in China and the certification of trainers, which creates limitations to SCORE to reach out to more companies. Additionally the cost-recovery of SCORE training in China is not yet big, although the experiences with the business networks and with some of the business service providers (SGS) are showing improvements. But the team in China is not convinced that before the end of 2016, SCORE can reach full sustainability.

A small survey among SCORE staff shows the following appreciations on the SCORE project and its effects on a five-point scale:

	Score
1. Integration SCORE in ILO policies & plans	4,67
2. Appreciation SCORE by Government (as perceived by SCORE officers)	5,00
3. Appreciation SCORE by Employers	4,33
4. Appreciation SCORE by Trade Unions	4,00
5. Appreciation technical support from central SCORE team by national teams	4,33
6. Perspectives future sustainability	4,00
7. Change behaviour SME's after SCORE	4,00
8. Gender equity in SME's after SCORE	3,33

2.2 SCORE trainer's and SCORE training service organizations

A small survey among SCORE trainers shows the following appreciations on a five-point scale:

	Score
1. Growth SME demand for SCORE	4,50
2. Tailoring SCORE to SME needs	4,08
3. Appreciation SCORE by SME owners	4,08
4. Appreciation SCORE by SME workers	4,42
5. Quality SCORE modules & materials	4,50
6. Technical support from HEADQUARTERS SCORE team	4,25
7. Perspectives future sustainability	4,42
8. Change behaviour SME's after SCORE	4,17
9. Gender equity in SME's after SCORE	3,92
10. Willingness & capacity SME's to pay for SCORE	3,64

Trainers are generally optimistic with the perspectives of SCORE. The demand is clearly there and growing and trainers can observe clear effects at the company level. The most critical area identified by trainers was also identified by the SCORE team. The willingness and capacity of SME's to pay for the SCORE training provision. The current economic crisis, although leading to an increase of demand for SCORE training is also challenging the payment capacity of companies.

2.3 Government

- The Ministry of Human Resources and Social Security is highly supportive of the SCORE project and since the end of phase I, the State Administration for Work Safety became interested and involved in the SCORE project and since then has become a very committed and active partner;
- SAWS is implementing pilots with its own staff of inspectors and trainers to work together with SCORE in the provision of OSH training services. Company visits in Nanxun during this evaluation have shown that the effects of these training and support activities are noticeable;
- The cooperation with SAWS provides a perspective for institutional sustainability of training provision for modules 1 and 5, but in terms of financial resources there is not yet a clear commitment of the Chinese Government (and MoHRSS) to provide financial resources to SCORE. SAWS indicates that the future of SCORE in China still depends on the continuation of support by ILO.

2.4 Employer's organizations

- CEC has become a strong institution, since its foundation in 1979 and it currently has 545,000 members. It has a network of operating branches and sub-committees. CEC in Chongqing is cooperating intensively with ILO in SCORE in this important industrial centre.
- CEC is interested to continue cooperation with SCORE and its national structure provides a very good perspective for expansion of SCORE trainings. CEC is also

providing SCORE trainers, but this number is still limited and none are certified. CEC believes that more training capacity should be built to make sure that SCORE can be further rolled out. CEC is not happy with the slow progress of trainers certification;

- SME capacity for payment is limited and CEC sees possibilities in the supply chain approach of SCORE where lead buyers in chains can pick up (part of) the bill of SCORE training.
- The cooperation with CEC Chongqing is good at the project reaches out to a considerable number of enterprises, but also here the issues of a limited number of trainers and none of them certified is considered an important bottleneck for continuation of the project.
- CEC indicates that it has a good position to negotiate with the Government for the provision of funding and CEC at the central and local level can present projects for funding. The provision of such funds unfortunately is not stable and can be different from year to year. But for SCORE provision among CEC members it should certainly continued to be explored.

2.5 Trade Unions

- The evaluators have not obtained an institutional appreciation of ACFTU on SCORE because it was not possible to meet with them, because of the fact that ACFTU at the time of this evaluation was involved in a difficult legal situation and its leaders were preoccupied by other priorities;
- At the company level, during the enterprise visits of the consultants, it became clear that in China trade unions at the company level don't act as independent worker's organizations. Its leaders are (HR) managers in the company. Therefore ACFTU in China in the company level social dialogue doesn't occupy its role as a social partner (workers) in dialogue processes. Therefore one has to conclude that SCORE in China by default is implemented at the company level without much countervailing of workers;
- Stakeholders indicate that ILO needs to continue to work with ACFTU to explore ways in which this organization can become more in line with the typical characteristics of independent workers' organizations. This process will take a long time and at the company level rapid changes are not to be expected. ACFTU is invited by ILO to participate in SCORE events and training activities and it is member of the NTAC.

2.6 Private sector support organizations

- CEC was already covered in a previous section, but here we should repeat that CEC has a training department and it is already deploying training capacity to SCORE;
- ILO has established informal agreements with four private companies to provide SCORE training in China. With a fifth company (TUV-Reinland) a formal licence agreement was signed. These companies are local branches of international certification and quality management companies or local autonomous partners of international companies. These companies have good quality trainers/consultants in house and these are effectively used for SCORE training. Some of the partners interviewed during the evaluation indicate the same issue that was already observed above: trainers certification in China is lagging behind and this limits the capacity (and willingness) of these companies to provide training;
- The cooperation with these institutional training providers is good and effective, although the cost of consultants is quite high. The private companies provide SCORE training on a commercial basis by charging their fees. Only CTPM has received some additional grant funding. However the SCORE training to companies (clients of the

training provided) are subsidized by SCORE or by lead buyers in supply chains. The private sector training providers are not fully confident that SCORE training can be delivered in China against full cost-recovery.

2.7 Companies/Enterprises

- Three enterprises were visited in during the country evaluation visit. All visits showed a clear interest and commitment of companies to apply SCORE principles, modules and tools. Particularly the 5-S model is widely applied. In all companies EIT's are active even while SCORE training has already taken place quite some time ago (in all cases more than a year);
- The companies visited indicate they see a clear value of the SCORE training and they are willing to take more modules and pay for them. This findings contradicts a bit with the opinions of CEC and SAWS (and also the private providers of training) that say SCORE can only be provided when it is subsidized;
- The companies visited in China were clearly larger in size than in other SCORE countries and the level of automation was also considerably higher. It seems that the potential for savings in these companies after SCORE is quite high, which is in line with the finding (23,000 USD) from the SCORE M&E platform¹⁸. This is an interesting finding that could be investigated more systematically, because this could point towards the need for SCORE to also in the other SCORE countries include somewhat larger companies in the training. Because potential for savings seem higher also the potential for cost-recovery becomes higher.

A small survey under SME's that have benefited from SCORE shows the following appreciations on a five-point scale:

	Score
1. Relevance SCORE	4,75
2. Quality SCORE	4,50
3. Performance trainers	4,50
4. Effects on Management-Workers dialogue	4,25
5. Effects on productivity & profitability	4,75
6. Willingness to pay costs	4,50
7. Capacity to pay costs	4,50
8. Effects on worker's organization & unionization	4,50
9. Effects on women participation	5,00

3. Main Findings

3.1 Relevance & strategic fit of the intervention

- SCORE is well based and linked on previous experiences in China in SME development.
- In the context of China a project where workers-management and dialogue and cooperation is strengthened is quite unique and therefore this project is a valuable contribution towards labour relations reform. This is done with the support of the Government and Employers who all see the relevance of this initiative;

¹⁸ Although the 22,300 USD of average savings achieved in China might not be fully reliable because of not always reliable M&E data on this (and other) KPI's. However, it is likely that due to size and characteristics of the often considerably sized enterprises are much larger than in other SCORE countries.

- SCORE's relevance will increase in the coming years, now that China's economy is facing difficulties. This will increase the need of SME's to invest in competitiveness and productivity.

3.2 Validity of intervention design

- The combined training and in-company support of SCORE is very effective to produce company level changes and impact;
- The combined workers and managers participation in SCORE is very effective to change worker-manager relations, which is a very significant result in the Chinese context and history in which workers-management dialogue and cooperation has never been very common;
- *The strong focus at the company level has caused that visibility of SCORE at the national level is still low, although the contacts with SAWS and CEC are promising and with time have the potential to achieve more national visibility and coverage. However, in a country with the scale of China, more emphasis on communication and also feeding in models from the ground in higher-level policy and programs would have been logical.*

3.3 Intervention progress and effectiveness

- The SCORE project is on track in terms of activities and outputs, with the exception of the process of recruiting and training of trainers and particularly the certification of trainers. This issue is a priority to be resolved in China. Recently measures and mechanisms for certification of trainers were made more flexible and this could give a new impulse for trainer's certification. But apart from certification of trainers, the size of China will require a continuation of the investments on training more trainers;
- The cost-recovery of the SCORE training and financial sustainability in China is not on track with targets. It is highly unlikely that SCORE in China before the end of 2016 will be able to deliver fully sustainable SCORE delivery models (with the supply-chain SCORE provision showing the best perspectives).
- Both issues mentioned above indicate that even while the project in China has a long history of operations the current timeframe to finish the project at the end of 2016 might not be feasible.

3.4 Efficiency of resource use

- SCORE training provision in China is done against relatively high costs. The business consultants (through the companies) that provide SCORE training are scarce and relatively expensive. On the other hand potential for savings generated by these consultants is considerable and this presents an opportunity for increased cost-recovery;
- The size of the country isn't helpful for saving costs and time for travelling to reach out to different regions and clusters. The project in China is quite dispersed in terms of regions and this is challenging cost-effective use of limited resources.

3.5 Effectiveness of management arrangements

- SCORE is managed and implemented by a small team of three persons. The implementation of SCORE in China is mostly according to planning and no specific problems are reported;

- The SCORE team has good relations with its core partners and training service providers, which means that many of the logistics of SCORE provision and marketing and promotion is already taken over by other partners. This has allowed that a rather small team in a big country is able to move the project forward without major problems;
- The M&E and reporting systems and tools are functional and the SCORE does not present problems in its use. However, practice shows that the collection of M&E data from the SME's is very incomplete (but this is also the case in other SCORE countries). Time invested in M&E and reporting is considerable and might be too much compared with the data that are generated by it.

3.6 Impact orientation and sustainability of the intervention

- China is well advanced in developing different models for reaching sustainability, but it is still facing challenges to further concretize these models in longer-term arrangements and agreements with its partners. The agreements that are in place thus far depend considerably from ILO funding and local partners (SAWS, CEC) expect that this will continue;
- In China, SCORE has the longest history of operations and there is an accumulated experience built in implementation at the company and there are several good examples of long-lasting and sustainable changes. It is worthwhile systematizing these changes and produce more insights on what value SCORE can bring to companies. The current testimonials are too anecdotic and the M&E system generated too little reliable data. Such research in China could also benefit SCORE in other countries.

4. Conclusions

- The results of the SCORE training and support services are clearly visible at the level of the SME's. They have implemented action plans and have Enterprise Improvement Teams in place. Additional to results in the form of cleaner factories, improved storage, less energy use, it is important and relevant in the light of the ILO mandate, that workers and managers cooperation at the work floor has improved and that workers are more empowered in their companies. This also includes women in the companies who participate actively in the EIT's;
- Although the results of SCORE are clearly visible at the company level they are difficult to quantify and to measure, let alone to aggregate such data at higher levels. Systematic proof of savings made in SCORE companies is not readily available, apart from testimonials from specific companies. There is a challenge in financial sustainability of SCORE. Because new SME's don't see the real value of the savings that can be obtained by SCORE, their willingness to pay for courses remains limited and provision of SCORE remains quite heavily subsidized. The SCORE project itself is not yet generating sufficient proof from its own 6 years of experience of what it bring to companies;
- The experiences in the supply chains (with BSCI and ETI) in China show that there is an alternative towards sustainability, by using funding from lead buyers in value chains to pay for training of their suppliers in SCORE. Additionally in these initiatives another (non-monetary) value of SCORE becomes more apparent. The need to comply with human rights and labour standards for suppliers in order to remain capable to supply their buyers, who are increasingly under pressure to comply and to provide certified products to their customers. Apart from the supply chain pilots (also in India) this

compliance argument is not really used in SCORE. The SCORE sales-pitch doesn't include this argument of compliance, while it could have even more value than the amount of savings companies could achieve from participating in SCORE;

- The partnership of ILO with SAWS in SCORE is promising and very constructive. SAWS presents a concrete possibility for rolling out and replication of modules 1 and 5 among companies at the national level. The Eastern coastal area is considered a priority region for such expansion of SCORE. A challenge for the provision of SCORE through SAWS is to balance the inspection and enforcement role of SAWS with its active involvement in providing training. The current practice (seen in Nanxun) to team up trainers and inspectors might confuse companies in this regard, but on the other hand has been helpful to construct positive and fruitful relations with companies;
- The partnership with the Chinese Enterprise Confederation is equally promising. CEC has a wide network and can promote SCORE among its membership and it can also mobilize trainers in its network and in the training and capacity development department. Furthermore CEC can be a mechanism to leverage other state contributions for SME development from Central, Provincial and Local Governments;
- Quality of the Service Providers is not constant because SCORE works with several service providers. Certification of trainers is very slow in China and many trainers are waiting for certification. Certification and quality control is a huge challenge in China. It is time intensive and therefore expensive and it is also difficult for ILO to let go, particularly now that service provision do not provide constant quality. ILO China is now certifying trainers nationally and this can speed up certification, but at the same this increases the risk of not sufficient and constant quality;
- The quality of SCORE training is not always constant and pricing of SCORE modules and the costs of Service Providers is not transparent and broken down, so companies don't know exactly what they get for the SCORE module price. Because the provision of SCORE is also largely paid by ILO, there is no in-built mechanism for accountability of the provision of training, because companies don't pay and then it is difficult to demand transparency and quality;
- The mind-set of the owners of businesses is a very important success factor for SCORE to work. This can clearly be seen among company owners and managers that have taken SCORE and now have become ambassadors of it. It is remarkable that some of the owners and managers have been exposed to international training and some of them studied or spend considerable time abroad. When coming back to China they "import" a new mind-set;
- Trade Unions in China are close to absent from the SCORE project (except in NTAC) and at the company level unions don't play an important and independent role and are not separate from company management. This limits possibilities to institutionalize changes in companies on the longer term.

5. Recommendations

The conclusions in the previous section lead to the following recommendations:

- The Supply Chain pilots in China should be continued and also replicated in other SCORE countries. Compliance issues and certification of companies in supply chains are drivers for companies to participate and these aspects could even be introduced further downstream in the supply chains (with suppliers of Ready Made Garments (RMG) and manufacturing companies). The supply chain is a useful mechanism for replication and wider adoption of SCORE. The supply chain is also a funding channel and maybe closer links with certification processes (taking SCORE as preparation can facilitate certification maybe even as a waiver for certain certification steps) could also strengthen the sales arguments of SCORE. At the same time this would also ensure a better link of SCORE with ILO's tri-partite mandate;
- The pricing of the SCORE product provided by Service Providers should be more transparent and broken down, so that companies know exactly what they get for the SCORE module price. This means that the amount of visits and consulting hours and training for the companies should be well specified. Also companies should have a role in the final selection and approval of their consultants to increase possibility of accountability mechanisms to work;
- Different models for pricing and cost-recovery of SCORE training can be explored and while doing so it should be explored how SME's can be empowered to demand accountability and quality from their service providers by paying for these services (even if it would be through a voucher system);
- New ways and networks to approach owners (in addition to managers) should be explored. Particularly reaching out to owners and managers that have had international exposure could be promising. Specific mechanisms to identify real interest and motivation to participate in SCORE could be explored (special meetings and networks organized by ILO and by CEC for example). Previous international exposure could be one of the critical success factors in this identification process;
- SCORE should find a way to establish mechanisms to formalize workers participation in the SCORE project and in EIT's at the company level. This would benefit formal social dialogue and collective bargaining processes in companies. Knowing the situation and history of trade union organization in China this will not be an easy task. It will also require linking up with ILO's technical assistance and policy support at the national level in establishing mechanisms for social dialogue and tri-partism. ILO should include in its communication around SCORE that it is not merely an enterprise and employer's support project, but that an important aspect is to work on improvement on workers-employers-managers dialogue;
- The accumulated SCORE experiences in China should be used for further research to generate more insights and proof of the effects of SCORE at the company level. Such research will not only benefit China but also other SCORE countries.

Country visit program

Date	Interview / Activity	Organization/ Venue
Monday October 19	Meeting with SCORE team: Zhang Xubiao, Project Manager SCORE Zhou Jie, National Project Officer SCORE Pan Wei, Administrative Assistant SCORE	ILO
	Meeting with Tim De Meyer, Country Director	ILO
	Interview with Sherin Lin, SCORE Trainer	TUV-Rheinland (service provider for MGB training)
	Meeting with Zhang Yanyan, Director Yolea, Dept. Director Training Dept.	CEC
	Interview with Ms. Long Xiaolin (Skype)	Chongqing CEC
Tuesday, October 20	Meeting with Zhang Tianhu, Director Xiu Junfeng, Project Manager Yin Mingyu, Director for Training	SAWS
	Meeting with SCORE team	ILO
Wednesday, October 21	Mr. Jia Hongwei, Expert Trainer/Former head of TUV-Nord	TUV-Nord
	Amanda Xu, SCORE trainer, Operations Director	NEWAsia (service provider for BSCI training)
	Asia Wang, Managing Director (by Skype)	NEWASia
	Interview with Mr. Fan Jiangbo, Coordinator for SCORE Training at CTPM	CTPM (service provider for CEC training)
	Interview with Mr. Gregor Muischneek, Advisor, Political Section	Embassy of Switzerland / SECO
Thursday, October 22	Meeting with local SAWS, inspectors and SCORE trainers (in total 16 participants)	SAWS, Nanxun
	Factory visit: interviews with Nicky Sun, general Manager/Board of Directors and with Chairman, management and workers and enterprise walk through	Huzhou Yongchang Best Electrical Industry, CO Ltd.
	Factory visit: interviews with Shen Fanggen Chairman/General Manager, management and workers and enterprise walk through	EPSS, YIDA Express Elevator, CO Ltd.
Friday, October 23	Factory visit: interviews with owner (Ms Wang Li Hua), management and workers and enterprise walk through	Pinghu Lianda Garment, Pinghu
	Echo Hu, CSR Department,	INDITEX (member ETI)
	Interview with Ms. Yun GAO (Skype)	ETI China representative
	Debriefing meeting with SCORE team (Skype)	ILO

Bottlenecks and deviations in data collection process

- The process of interviewing in China went smoothly although quite a number of interviews had to be conducted by Skype, because of distances and availability of people. This means that not all interviews could be realized face-to-face, but this has not had a noticeable negative impact on the information provision to the evaluators;
- It was not possible to meet ACTFU at the national level, although ACTFU leaders were met at the company level. However, the evaluators have not been able to gather the institutional opinion of ACTFU on SCORE. It is known that ACTFU participates in the NTAC and occasionally in training activities, but otherwise the project operates more directly with business partners. The involvement of ACTFU in SCORE seems mainly to be at the formal level and not so much in implementation.



ANNEX 4

SCORE Country report Colombia

1. Introduction

1.1 Country Context and Contextual Developments

The most important country contextual developments are presented below:

- Colombia is currently making good progress towards peace agreements after many years of civil war. This process is beneficial for economic growth, regional integration and international trade. This provides a favourable environment for the implementation of SCORE;
- The process of signing free trade agreements (CTPA and NAFTA) has been slow, but might improve due to improvement of human rights situation in Colombia;
- In spite of many improvements the trade union environment in Colombia is still extremely hostile and requires extra attention and special scrutiny by ILO.

1.2 Key partners in SCORE implementation

At present, the key partners in SCORE are:

Ministry of Labour: The Ministry of Labour is participating in the national advisory committee of ILO projects in Colombia (among which SCORE also features). It has not been an active partner in the previous phases of implementation of SCORE. Since mid 2015, the Ministry is involved in discussed between SCORE and insurance companies to explore new models of sustainability for OSH training in SCORE by insurance companies. Until present this has not yet led to a concrete agreement or initiative.

Ministry of Commerce, Industry and Tourism (Min CIT): This Ministry has formally identified SCORE as one of the three proven methodologies in Colombia to improve SME productivity. In August 2015, the Ministry opened a national public call (INNPULSA) to increase SMEs productivity by 15% using one of the three methodologies approved. SCORE has submitted proposals together with partners (ANDI and CTA).

ANDI: ANDI is a historic partner of SCORE. Recently ANDI submitted a proposal to the Min CIT for INNPULSA funds for SCORE implementation in SMEs of ANDI's members. Strong and proactive support has been received by ANDI's Chamber of Garments and by two regional offices (Risaralda and Santanderes) to locate the SMEs for the proposal and submit the letters of commitment. The Chambers and Associations of ANDI that were involved in the promotion and marketing of SCORE are: Chamber of Textile; Fedeseguridad; ASOCOLFLORES. The cooperation with ASCOLFLORES has not been very successful and although contacts still exists it is not clear to which extent SCORE will be able to continue to address the flower sector in Colombia.

Centro de Ciencia y Tecnología de Antioquia (CTA): Implemented Module 1 in 6 SMEs that are part of the value chain of Línea Directa, a larger enterprise of the garment sector in Antioquia. Training of 6 new trainers, training of enterprises and company visits was implemented completely independently from ILO (technically, financially and logistically). CTA is participating in ILO's proposal for the INNPULSA call for proposals by Min CIT. At present cooperation in SCORE is not very active, but talks are underway to discuss a more structural role of CTA in the provision of training services in SCORE and possibly in the establishment of a SCORE Centre of Excellence in Colombia.

Centro Nacional de Produccion Mas Limpia (CNPML): This Centro (also SECO funded) was involved in SCORE in phase I in the delivery of Module 3. In phase II no active cooperation was done in SCORE, but in the summer of 2015 contacts were re-established, but no new activities are yet planned.

SENA: A mid-term evaluation on the MoU concluded that SENA implemented only 34% of

its commitments and ILO 100%. The partnership between SENA and ILO/SCORE is not going well, particularly after transfer of the SCORE project within the structures of SENA. Only in La Guajira (Riohacha) SENA trainers are conducting SCORE training services. The activities in La Guajira will be finalized at the end of 2015 and a new MoU has to be negotiated.

EAN: Escuela de Administración de Negocios de La Universidad de los Emprendedores: New partner, in process of establishing MoU. This University has deployed trainers for the SCORE project and these trainers have now finalized their ToT courses. At present this is the only active partner where trainers are institutionally involved in SCORE at the national level. This partnership could be important to strengthen institutional involvement of trainers in SCORE instead of individually contracted consultants.

1.3 National Tripartite Advisory Committee

In Colombia there is no specific NTAC for SCORE. The project is reviewed during bi-annual technical consultations between ILO and the Ministry of Labour, ANDI and the Trade Unions (CTC, CGT, CUT). Within these consultations in practice there has not been a lot of attention for SCORE.

Recently ILO has decided to also establish a specific NTAC for SCORE to increase the involvement of trade unions in the SCORE project. The three trade union centrals have received visits and invitations to become more actively involved in SCORE, among others by presenting possible sectors for expansion of SCORE in Colombia.

1.4 Activities, outputs and outcomes since start of SCORE Phase II

The realization of activities against planning is presented in the Workplan smartsheets of SCORE. The Smartsheet results of Colombia were analyzed for implementation rates and are presented in the table below:

Output 1: Sub-sectors and clusters selected (where applicable)				
Output 2: Industry Association and training institutions trained in marketing, selling and organizing SCORE training	63%	25%	13%	
Output 3: National capacity available to replicate the training programme	54%	38%	8%	
Output 4: A locally adapted, gender-mainstreamed edition of the SCORE-training materials available	50%	50%		
Output 5: Robust M&E information and reports regularly available	71%	29%		
Output 6: Service providers trained to deliver	42%			58%
Output 7: SMEs trained on SCORE Modules 1-5 on a demand-driven basis	43%			57%
Output 8: Documentation and dissemination of good workplace practices is available	50%	50%		
Output 9: Policy makers, labour inspectors and social partners have increased	40%		20%	40%
Output 10: Social marketing campaigns to stimulate demand for workplace improvements and change attitudes toward workplace cooperation (where applicable)				

Legend: Green=completed; yellow=in progress; red=delayed; white=not yet started or not planned

Until June 2015 the realization of activities is largely on track. Most activities are in the implementation stage or finalized. On three outputs some delay in implementation is reported, but only to a limited extent.

The realization of outputs is presented on smart-sheets. Until June 2015, the following outputs were realized (between brackets is the percentage of Females):

	Target June 2015	Actual June 2015
Objective 1: Industry associations and training		
Nr. of institutions embedding SCORE Training in their SMEs service portfolio	5	5
% of training cost covered by non-ILO resources	70	33
Nr. of national institutions or MNEs sponsoring/paying for SCORE	1	1
Output 1: sub-sectors and clusters with high decent job creation potential and strong		
Nr. of clusters selected (geographic areas)	2	2
Output 2: Industry Association and training		
Nr. of MoUs signed by IAs/training institutions	5	5
Nr. of reps of IAs/training institutions trained (M/F)	11 (30%)	11 (50%)
Nr. of business plans for SCORE Training developed by IAs/training institutions	1	1
Output 3: National capacity available to replicate		
Nr. of national Expert Trainers available (m/f)	3	3
Presence of a national centre of excellence for SCORE	1	1
Objective 2: Service providers deliver effective		
% of Modules delivered with medium or high independence	Medium: 50 High: 50	Medium: 63 High: 5
Output 4: A locally adapted, gender-mainstreamed edition of the SCORE-training		
Nr. of Modules gender-mainstreamed and adapted to sector and country	1	1
Output 5: SCORE M&E system established and up-to-date		
Nr. of monthly/quarterly reports submitted on time	6	5
Nr. of incomplete/incorrect data sheets in M&E database	0	12
Output 6: Service providers trained to deliver		
Number of trainers certified in SCORE module 1 (m/f)	33 (30%F)	35(38%)
Output 7: SMEs trained on SCORE Modules 1-5		
Number of SMEs trained on Module 1 (M-owned/F-owned)	75(30%)	75(21%)
% of SMEs taking up more than one module	30	16
% of participants rating training as good or very good	75	
Immediate Objective 3: Increased awareness of responsible workplace practices		
Nr. of partner initiatives promoting responsible workplace practices as a result of ILO awareness raising	2	3
Output 8: Documentation and dissemination of good workplace practices is available		
Nr. of case studies documented	4	4
Nr. of national disseminating events		
Output 9: Policy makers, labour inspectors and social partners have increased		
Nr. of policy makers, labour inspectors and social partners trained (not in ToT/E)	15 (50%)	22 (63%)
Nr. of NTAC meetings held	6	5

The table shows that realization of results is largely conform to planning, with the exception of the percentage of training costs covered by other than ILO resources that is only 33%, less than half of the planned percentage of 70%.

Outcomes reported on the M&E online platform until 20 December 2015 are presented below:

% SME's reporting on one or more key indicators	12%
Average # EIT meetings/month	2
Average # EIP projects completed	10
Average # gender-sensitive practices	5
Average # employee suggestions/month	9
Average % change # grievances	-27
Average % change defect rate	24
Average % change energy usage	44
Average % change absenteeism	-3
Average % change labour turnover	4
Average % change # accidents logged	-55
Average % change average wage/employee	1
Estimated average cost-savings due to SCORE (in USD)	359,00

The data in the table show that reporting on most indicators is not very reliable as we see percentages that are both positive and negative and this is not to be expected except for wage development. The final two indicators seem to suggest that effects on wages are very limited. And most importantly the effects on cost savings are very modest with an average of 359 USD per company. This is much lower than the cost-price of SCORE training modules.

At the highest level, outcomes were reported on job-creation effects. The results (until 20 December 2015) are presented in the table below:

Enterprises Trained	95
# enterprises for which data is available	77
% Enterprises providing basic reporting	81%
Job creation	
Nr. of jobs created in enterprises trained	530
Nr. of jobs lost in enterprises trained	-144
Net change	386
Changes in employment status	
Increase in casual workers	1248
Decrease in casual workers	-13
Net change	1235

Effects of SCORE on job-creation are significant, but it is also remarkable that part of the employment created is not in fixed jobs. Particularly casual jobs are created according to the ME& platform. This leaves a challenge to improve status of jobs in Colombia.

During the evaluation visit the evaluators have visited three SME's to confirm achievement of outcomes in enterprise walkthroughs. The changes observed at SME level are presented in the table below. The average scores are given on a three-point scale (1=low, 2=sufficient, 3=good)

SME Walk Through Checklist	Score
1. visibility CSR expressions	2,67
2. Visibility certificates (ISO etc.)	2,00
3. Overall cleanliness	3,00
4. Clear instructions workers safety	3,00
5. Visible OSH aspects	2,67
6. Signs energy efficiency	2,33
7. Gender specific provisions	2,67
8. Waste management systems	2,33
9. Facilities worker's social wellbeing	2,67

Effects of SCORE are most visible in cleanliness of companies (results of 5-S) and in OSH measures introduced at the work floor. On waste management the evaluators have not seen many changes.

Appreciation of workers on the application of SCORE in their companies are presented below on a five-point scale (1=not at all/very low, 2=low; 3=sufficient, 4=high, 5=very high):

Survey workers in SME's benefiting from SCORE	Score
1. Awareness ILO/SCORE	4,25
2. Participation in SCORE	4,38
3. Quality SCORE	4,38
4. Performance trainers	4,50
5. Effects on Management-Workers dialogue	4,50
6. Changes in company after SCORE	4,25
7. Effects on labour conditions	4,38
8. Effects on worker's organization & unionization	4,14
9. Effects on women participation	4,38

Workers are most positive about the effects of SCORE on their knowledge and experience and also on improvements in the workplace. Most critical are workers about the effects of SCORE to create institutional forms of worker's organization, which reflects the historically difficult trade union rights situation in Colombia.

2. Opinions and Appreciations of SCORE by partners and beneficiaries

2.1 SCORE team

- The Score team in Colombia is generally satisfied with progress of SCORE, particularly when considering the very slow start of phase II in Colombia. The approval of the country strategy for SCORE took a long time;
- SCORE was mostly inactive for the first one-and-a-half year of phase II and many of the results obtained in phase were lost;
- The SCORE team is convinced it will reach the targets of SME's to be trained by SCORE towards the end of phase II, but it is sceptical about the sustainability perspectives;
- Most perspective is seen in developing a combined SCORE module 1 and 5 training to achieve better cost-efficiency and pricing. Module 5 also presents interesting options for cooperation with insurance companies to pick up part of the funding for Module 5 training by anticipated savings in OSH related accidents. In a proposal with ANDI to INNpursa modules 1 and 3 are considered and a second proposal with ACOPI module 1 and 2 are included. So it also means that modules 2 and 3 are also considered but in more specific project proposals to an external funding programme of the Ministry of Commerce and Industry;
- The local SCORE team is satisfied with support from ILO HEADQUARTERS and systems are generally working. Only with respect with M&E there is criticism on the relevance and user-friendliness of several elements of the SCORE M&E platform and system.

A small survey among SCORE staff shows the following appreciations on a five-point scale:

	Score
1. Integration SCORE in ILO policies & plans	4,00
2. Appreciation SCORE by Government (as perceived by SCORE officers)	3,33
3. Appreciation SCORE by Employers	5,00
4. Appreciation SCORE by Trade Unions	2,67
5. Appreciation technical support from central SCORE team by national teams	4,33
6. Perspectives future sustainability	4,00
7. Change behaviour SME's after SCORE	4,00
8. Gender equity in SME's after SCORE	2,50

The survey responses are in line with the interview findings with the different stakeholder groups. SCORE has excellent relations with employers but relations with trade unions are not very strong and constructive. The SCORE team also still sees challenges in the area of gender equity, although in terms of participation there are no challenges. The challenges are in the area of ensuring that women can benefit equally from improvements in companies.

2.2 SCORE trainer's and SCORE training service organizations

A small survey among SCORE trainers shows the following appreciations on a five-point scale:

	Score
1. Growth SME demand for SCORE	2,67
2. Tailoring SCORE to SME needs	3,83
3. Appreciation SCORE by SME owners	4,00
4. Appreciation SCORE by SME workers	4,42
5. Quality SCORE modules & materials	4,17
6. Technical support from HEADQUARTERS SCORE team	4,17
7. Perspectives future sustainability	2,82
8. Change behaviour SME's after SCORE	4,08
9. Gender equity in SME's after SCORE	3,55
10. Willingness & capacity SME's to pay for SCORE	2,11

The trainers in Colombia are slightly more critical on the quality and effects of the Score project and effects than in other SCORE countries. Particularly on capacity and willingness to pay for SCORE and related to this perspectives for sustainability trainers in Colombia are not optimistic. This is in contrast with the relatively high rates of cost recovery (but still below 50%) in Colombia as compared to other countries. Trainers also refer to the fact the Government provides free training to SME's through SENA and this limits possibilities for SCORE to reach cost-recovery of its training provision.

2.3 Government

- The Ministry of Labour is aware of the SCORE project of ILO, but is not very familiar with it. Contacts were established around the SCORE project, but these are not yet sufficiently followed;
- Ministry is happy with support to SME sector and particularly on labour relations in this sector;
- Awareness of SCORE initiative to try to establish cooperation with Insurance Companies to finance the supply of combined module 1 and 5 (OSH) by the Ministry is limited. More follow-up by SCORE team is desired by the Ministry.

2.4 Employer's organizations

- ANDI is very happy with the SCORE project and it warmly supports the activities of SCORE. The textile and garment and security associations of ANDI have been actively involved in SCORE;
- ANDI looks at SCORE as a productivity focused intervention with SME's, but there is interest in CSR related aspects that are relevant for SME-sector to remain in business;
- ANDI is interested to further market and promote SCORE in its sectoral chambers and among sector associations.

2.5 Trade Unions

- The trade unions in Colombia (all three centrals) are very critical about the SCORE project and express that they have not been sufficiently consulted and involved in design and planning and implementation;
- The trade unions (particularly CTC) are very concerned by the actions of SCORE in the Security Company sector. This sector is generally violating labour laws. One of the participating companies has misused the SCORE project for its own corporate communications and marketing. This is also affecting ILO's good name in Colombia;
- The trade union centrals indicate that their experience should be integrated in training of SCORE trainers and they can be involved in sector mapping and selection (and are currently doing so).
- Possibly the participation of trade unions will increase now that a specific technical advisory committee can be established for the SCORE project.

2.6 Private sector support organizations

- CTA and CNPML in Antioquia have been involved in promotion and marketing of SCORE modules in Antioquia, but the coordination and cooperation between SCORE and both organizations are not very active. Particularly CNPML expresses that there is no active cooperation and communication for quite some time. CTA is more positive and also still actively cooperating with SCORE, but also this organization indicates that cooperation could be much more active. CTA states that it has not heard clearly from ILO how it wants to continue with SCORE in the future. The vision around establishing a Centre of Excellence is not clear and as a result activities are at a low level at present;
- CTA is sceptical about the sustainability perspectives of SCORE. The supply of training services is expensive and value for companies is not clear. Most BDS services in Colombia are provided for free (e.g. SENA);
- The cooperation between the public BDS provider SENA and SCORE has not been prosperous. At the central level in SCORE phase one a large number of SENA trainers was trained in SCORE but due to the stopping of the cooperation between SENA and SCORE the SENA trainers are now non-active for more than two years and therefore have lost their certification;
- SENA does not express an active interest to restart the cooperation, although they also formally don't close the door;
- The cooperation with regional SENA in Riohacha is better. In this region SENA trainers are being deployed in a Canadian funded SCORE-offspring project in Mining supply chains. In Riohacha the cooperation between SCORE and SENA is highly valued by local stakeholders.

2.7 Companies/Enterprises

- The companies that were visited in this evaluation were highly satisfied with the SCORE training provided. Particularly the mix of classroom training and in-company support is highly appreciated;
- The reports on capacity and willingness to pay for training are mixed. The two companies visited in this evaluation express interest and willingness to pay, but from most other stakeholder the evaluators hear that only subsidies SCORE provision is possible. Records of SCORE show that although cost-recovery in Colombia is still below 50% it is highest of all SCORE countries.

A small survey under SME's that have benefited from SCORE shows the following appreciations on a five-point scale:

	Score
1. Relevance SCORE	5,00
2. Quality SCORE	4,33
3. Performance trainers	4,33
4. Effects on Management-Workers dialogue	4,67
5. Effects on productivity & profitability	4,33
6. Willingness to pay costs	4,00
7. Capacity to pay costs	4,00
8. Effects on worker's organization & unionization	4,50
9. Effects on women participation	4,67

The table shows that SCORE is considered highly relevant by the enterprises and the effects on improved workers-management dialogue are notable, which is also confirmed by the enterprise walkthroughs. Somewhat surprising is the high score on effects on worker's organization and unionization. Only in one of the enterprises visited there was a trade union. In the other companies there was limited awareness of trade unions role in labour relations and owners and managers mainly referred to the EIT's as forms of worker organization.

3. Main Findings

3.1 Relevance & strategic fit of the intervention

- SCORE is relevant in the portfolio of ILO in Colombia and ILO's presence in Colombia is important. There is no Decent Work Country Program for Colombia;
- Colombia's integration in regional and global markets after the civil war is progressing quickly. SME development is important to increase Colombia's productive capacity and therefore SCORE is a very relevant project in this country;
- SCORE is not sufficiently linked with the priority of improving labour relations in Colombia in the context of a highly hostile climate for trade unions. The SCORE project does not sufficiently address issues related to changing labour relations, except at the work floor level in concrete companies;
- The sectoral choices of SCORE in Colombia have not been very fortunate. In the flower sector the supply of training is discontinued because there is no clear demand among companies in this sector and the sectoral association is not very interested in cooperating. Also the security sector that as added not as priority sector but as a result of a request of the ANDI/Association of Security Companies, was not a logical choice as this sector is mainly comprised by big (international) companies. Only the actions in the textile sector have been clearly more successful.

3.2 Validity of intervention design

- In Colombia, ILO has not been able to establish sustainable relations with SCORE training services providers (SENA, CTA) and it gradually relied more on individual consultants contracted directly by ILO and managed from ILO. This is a weakness in intervention design, because the individual relations with trainers are time-consuming and expensive;

- The set-up of SCORE in 5 modules proved to be difficult to market in Colombia. SCORE team is in favour in fine-tuning and tailoring SCORE modules to a specific module 1 and 5 combined product that can be offered for a lower price and where more possible external support (insurance companies) can be acquired.

3.3 Intervention progress and effectiveness

- In spite of the slow start in 2013 and 2014, the project has regained speed and is now heading towards reaching its targets.

3.4 Efficiency of resource use

- In retrospect, the not optimal cooperation between SCORE and SENA in phase I, has resulted in a considerable loss of investments of SCORE in training of trainers. The group of active trainers in Colombia is small and it is also largely dependent from individual consultants, which is laborious (and rather expensive) to manage.
- The contracting and management of trainers is done by the SCORE team itself because there are no cooperation agreements with institutions that can provide such services. This leads to time-consuming micro-management by the small SCORE team and this limits its capacity to deal with other more strategic and externally oriented communication and coordination activities.

3.5 Effectiveness of management arrangements

- Management arrangements in SCORE are generally OK and the team is satisfied with internal cooperation and coordination, particularly now that at the regional office in Lima a SCORE coordinator was appointed. This allows a quicker steering and fine-tuning capacity in Latin America and exchange and cooperation with the new SCORE countries in Bolivia and Peru
- Own approach (module 1 and 5) is shared in Latin America
- M&E System not so good
- Team overburdened with speeding up implementation of the program after a slow start, but this leaves to little room to address important external relations with Ministry of Labour and with CTA specifically, but also SENA and CNCPMLA

3.6 Impact orientation and sustainability of the intervention

- The orientation of SCORE in Colombia is strongly on outputs and to achieve the targets that were originally defined for SCORE in Colombia. Possibly this orientation was strengthened by the fact that Phase II considered a lot of delay at its start and therefore it became more challenging to reach the outputs. But it seems that this orientation has limited the focus on working on new models for cost-recovery and sustainability;
- Linked with the above, it seems that the output-focus has also limited the time available in the SCORE team for communication and cooperation with other possible partners and stakeholders in Colombia and therefore the structural forms of cooperation with possible training service providers, funding institutions and the Ministry of Labour are not yet sufficient.

4. Conclusions

- After a slow start of phase II, the SCORE project is now on track and the perspectives to achieve all targeted outputs before the end of the project are good. However, when looking at outcomes and sustainability SCORE in Colombia still phases considerable challenges;
- The SCORE approach and methodology of combining classroom training with in-company training is highly appreciated. Even if this approach might be more costly it can reach great results and changes at the company level. This approach is still rather unique in the SME sector BDS provision;
- SCORE is well appreciated by the Government (by the Ministry of Labour at the central and regional level), although until present there is not yet structural support from this Ministry for the project. Communication and cooperation with the central Ministry of Labour is currently not well established;
- The employers organizations (ANDI, Chambers in ANDI, Fedeseguridad) show high appreciation for the project and these organizations actively play their role in marketing and promoting SCORE among their members;
- Trade unions don't show appreciation for SCORE. They claim that they haven't been sufficiently appreciated and recognized. Their position is critical and they warn that the project shouldn't be too much focused on the employers. Particularly in a country like Colombia, where labour relations are historically tense, ILO should not cooperate too much with employers. The recent invitation by ILO to trade unions to suggest possible new sectors for SCORE and other adaptations such as the upcoming instalment of a separate SCORE NTAC create momentum to get the trade unions on board of the project;
- The SME's show high appreciation for ILO and the SCORE project and those who have participated are convinced of the value of SCORE. However in the flower sector, the interest of SME's has been much less. Overall it seems that the interest of SME's still depends on subsidizing the offer of SCORE. This is also related with the fact that the state supported BDS services are offered for free (by SENA). It is difficult for SCORE to roll out SCORE training against full payment. In spite of these difficulties, SCORE is achieving a rather high cost-recovery;
- SME's and other stakeholders indicate that SCORE does not really provide hard proof of savings at the company level. The indicators used for reporting and analysis of value generated by SCORE are not very reliable and also not considered so relevant by local SME's and by trainers;
- Many stakeholders indicate that SCORE should consider a supply-chain approach in reaching out to companies. This approach might bring better perspectives to reach out to companies also smaller SME's in lower tiers of supply chains. Additionally, this approach brings in other perspectives for payment for SCORE training provision by lead buyers in supply chains. Working along supply chains could also open up new sectors for Colombia;
- Stakeholders also indicate that the focus on SME's might be a bit restrictive and arbitrary. It seems that opening up the SCORE training supply to somewhat smaller but also larger and more formal enterprises can increase the market. An additional advantage can be that in larger enterprises more trade union organizations are already existing and active, which is increased the worker's perspective in SCORE;

- The activities of SCORE in the security sector shows that results of SCORE training can be very mixed. A best practice was reported on the Fortox company, while Prosegur and Brinks established worst practices, because these companies were not complying with international labour standards;
- The investment in SENA trainers at the national level is already lost because the trainers formed are already inactive for more than two years. There is still a risk that more trainers become decertified, because of the slow start of the new SCORE phase, many trainers have conducted a limited number of trainings;
- Related with the above, the number of trainers in Colombia is low and many of them are operating individually and have to be contracted by ILO individually for assignments; this is time-consuming and costly. Additionally, a limited number of trainers in Colombia is certified;
- In the pursuit of new forms of sustainability and cost-recovery of SCORE training, the SCORE team has developed an interesting initiative and model to work with insurance companies to pay for OSH training, because this will bring savings to these companies. To launch this model still more preparation work is needed and good communication and cooperation with the Ministry of Labour. SCORE Colombia is interested in the model of cost-recovery of SCORE training through payments by lead buyers in supply chains, but this approach is not yet introduced in Colombia (but the SCORE teams know about the China pilots);
- The indicators of SCORE for outcomes at the SME level are very difficult to apply in practice. Most of the values remain zero, because no reliable information can be generated about these outcomes. The indicators are also not referring to the most relevant aspects of changes at the SME-level. For example creation of jobs is not always an outcome of SCORE training; optimizing production can even lead to reduction of jobs. Therefore new, more context and sector specific indicators should be used to increase the relevance of the SCORE training provision;
- The SCORE team in Colombia faces difficulties in investing more and timely efforts in increasing communication with relevant other stakeholders to follow up on earlier agreements and to increase the number of institutional forms for marketing and promoting SCORE, a more institutionalized provision of training and other new forms of financing and cost-recovery of SCORE modules. The focus is very much on achieving outputs, but this could be at the cost of achieving outcomes and reaching sustainability of SCORE in Colombia;
- Best practices, experiences and insights that were produced in SCORE Colombia are available, but mostly as testimonials and case studies. The production of knowledge on SCORE in Colombia requires more effort to reach more aggregate-level and more generally applicable insights. This is still an important task at hand for the already quite heavily loaded tasks of SCORE in Colombia;
- The quality control and (re-)certification of trainers requires attention. Current models and practices are considered top-heavy and also very centralistic. A more decentralized and light approach for trainer's quality management and certification is desired and this is recently also introduced by SCORE. But the effects of these changes on the quality and also common quality standards and common approach in SCORE are not clear.

5. Recommendations

The conclusions in the previous section lead to the following recommendations:

- The SCORE team in Colombia needs to increase its efforts to further develop its alternative models for sustainability of SCORE delivery. This requires investing more time in dialogue and negotiation with the Ministry of Labour (on insurance company's support for OSH training in SCORE); with Ministry of Trade and Industry (on the INNPULSA proposals); with CTA, CNPML and EAN to establish more institutional agreements on provision of training. If this effort would mean that less outputs will be delivered SCORE at national and global level are recommended to discuss room in planning to ensure that these more strategic activities get priority above delivery of quantitative outputs;
- Communication, coordination and cooperation with other partners are important for the institutional strengthening of SCORE in Colombia. SCORE Colombia is recommended to invest more in research and systematization of SCORE experiences to gather more "proof" of the value it generates for SME's, because the current proof is still too anecdotic. SME's are still sceptical to take SCORE training and services;
- The current efforts to involve the trade unions in SCORE by both SCORE Colombia and HEADQUARTERS need to be continued and increased. This can also be done by giving trade unions a role in training of trainers and by screening companies on their compliance with labour laws and standards and to inform SCORE when this is not the case;
- The SCORE team at HEADQUARTERS is recommended to investigate to which extent the M&E system can be made more light and that indicators can be developed at a de-central level. This might need also special discussions with the donors NORAD and SECO (and with SECO also at the national level);
- SCORE HEADQUARTERS and SCORE Colombia should investigate the possibility to start up a number of supply chain SCORE training pilots (in Colombia with the companies Linea Directa and Independence) to further explore this model in Colombia. This should not only be done as an alternative model for sustainability, but also to include more compliance issues in SCORE and to look for linkages with certification processes and instances in international supply chains. Within these supply chains the sector and sub-sector as well as SME concepts and definitions should be used flexibly;
- SCORE Colombia should prioritize working together with more institutional training service providers and/or bring individual trainers into an institutional framework to avoid fragment contracting and control processes that are expensive and time-consuming;
- New approaches to quality control and (re-)certification of trainers are currently explored (not only in Colombia, but in all SCORE countries). The effects of these changes should be closely monitored by SCORE HEADQUARTERS and SCORE Colombia.

Country visit programme

Date	Interview / Activity	Organization/ Venue
Monday, October 5	Valkyrie Hanson- Chief Technical Adviser	ILO
	Meeting with SCORE team:	ILO
	Carolina Trevisi, SCORE coordinator	
	Catalina Curtidor, SCORE technical assistant	
	Judith Muñoz, SCORE administrative assistant	
	Juliana Calad, Executive Director	ANDI, Camera Sectorial Algodon, Fibras, Textiles y Confecciones
Tuesday, October 6	Clara Torres – Expert Trainer	
	Manuela Orcacitas	Dir. Territorial Ministerio de Trabajo - Riohacha
	Diana Luz Coronado, Gerente	GYO Medical
	Elvia Gomez, Coordinadora equipo de formadores (meeting with five SCORE trainers)	SENA (Riohacha)
	Myriam Luz Triana (technical secretary) and Catalina Herrera (legal advisor)	CGT
	Luis Miguel Morantes Alfonso, Presidente; Mirtha Rodriguez, Dir. Dept de Proyectos, Rosa Eka Flerez Gonzalez, General Secretary	CTC
Wednesday, October 7	Luisa Fernanda Gallo Herran, Advisor International Relations Group	SENA
	Juan Manuel Pico, trainer	EAN
	Meeting with SCORE team	ILO
	Meeting with SCORE trainers: Liza Giraldo, Oscar Cardona, Catalina Arciniegas, Guillermo Castro Sanchez	Individual trainers
	Catalina Tapias	Fedeseuridad
	Alberto Echavarria Saldarriaga, Vice-President Legal Affairs	ANDI
Thursday, October 8	Meeting with SCORE team	
	Fabio Arias Giraldo, general Secretary	CUT
	Enrique Borda, Vice Ministro; Manuela Elisa Orcasita Peñaloza, Coordinator Atencion al Ciudadano y tramite	Ministerio de Trabajo
	Debriefing meeting ILO SCORE team	
Friday, October 9	Marcela Pérez, Project Director, Roberto Sarasti, Legal Advisor, Paula Hoyos, Chemical Engineer	Centro Nacional de Produccion Mas Limpia
	Santiago Jose Echevarria Escobar, Director; Natalis Ramire Echeverri, Coordinadora area linea de productividad, Paula Betancur Cardenas, Lider de Proyectos Linea de Productividad; Juan Carlos Ibarra Angel, Profesional de proyectos	Centro de Ciencia y Tecnologia de Antioquia
Saturday, October 10	Enterprise visit, Dalia Calderon (owner)	Confeccionarte
	Enterprise visit Mario Carlos Sepúlveda, general manager	Wagner

Bottlenecks and deviations in data collection process

- Meeting with Ministry of Industry and Trade was cancelled;
- Two enterprise visits were added to the program on Saturday in Antioquia;
- Meeting with SENA HEADQUARTERS was not done at director level. An assistant attended the evaluator, who had limited knowledge of SCORE. It was not possible to obtain a full picture of SENA's view on the relations with SCORE Colombia



ANNEX 5

SCORE Country report Ghana

1. Introduction

1.1 Country Context and Contextual Developments

“If people in this country are ignorant, then our Minister of Energy is head of ignorance.” It is quite common in Ghana to hear mockeries about the government on the street or in this case on the radio. Despite inherent challenges and the dominance of two leading political parties, the return to a multi-party system more than two decades ago has created the avenue for debate in the country. In this debate, radio is playing a dominant role being the most far-reaching medium of communication. The reason behind this particular mockery was the on-going energy shortage in the country and a lower economic growth, which is expected to fall to 3.4% in 2015 from 4% in 2014 as energy rationing, high inflation and fiscal consolidation undermine economic activity.¹⁹

Ghana is endowed with natural resources, including gold, diamond, bauxite and manganese. It is currently the second world producer of cocoa and has a vibrant timber industry. In 2007, oil was discovered in commercial quantities. The economy, however, to a large extent still relies on the agricultural sector, which in 2013 was estimated to be 22% of the Gross Domestic Product (GDP) and employed 40% of the work force, mainly small landowners. Industry, on the other hand, was 28% of GDP but employed only 15% of the work force.²⁰ Because of its dependence on commodity exports, Ghana's economy remains vulnerable to external shocks. The global economic crisis, increased domestic spending related to the 2008 and 2012 elections, public wages and energy subsidies led to a significant deterioration of the fiscal balance. National debt soared to 71% of GDP in June 2015. To counteract this crisis, Ghana received 1 billion US dollars in loans, but at the same time the IMF has put the government in a straightjacket as far as public spending is concerned.²¹

Nevertheless, according to the World Bank overall economic prospects are positive with a growth rate that is projected to rebound to 6% in 2016 and 8% in 2017.²² In this economic recovery SMEs have a significant role to play. SMEs are believed to account for about 92% of all businesses and to contribute about 70% to Ghana's GDP. They also provide about 85% of manufacturing employment (which as mentioned above contributes to a small proportion of the total work force).²³ Though SMEs are important actors, the sector is also characterized by low productivity, poor labour practices, unhealthy and unsafe work environment, limited access to credit, lack of access to business information and intense competition from multinationals and large national companies, eroding its potential for growth. By providing a more conducive environment and support services, it is believed that SMEs can become more powerful engines of growth and sources of employment.²⁴

¹⁹ www.worldbank.org/en/country/ghana/overview

²⁰ www.data.un.org

²¹ IOL Business News, 13 November 2015

²² www.worldbank.org/en/country/ghana/overview

²³ Isaac Quaye et al (2015): Bridging the SME Financial Gap in Ghana

²⁴ SCORE Ghana Project Strategy Document, 2010

1.2 Key partners in SCORE implementation

AGI - Association of Ghana Industries

GEA - Ghana Employers' Association

ILO

SECO

STCCI - Sekondi-Takoradi Chamber of Commerce and Industry

STSG - Score Training Solutions Ghana

Ministry of Employment and Labour Relations

TUC - Trades Union Congress of Ghana

1.3 National Tripartite Advisory Committee

Although all NTAC members that were interviewed stressed the importance of SCORE, the impression of the evaluation team is that the commitment of important institutions such as AGI, GEA and TUC could be much better. Their role in the project seems to be limited to attending conferences and meetings as and when they are organized. Issues surrounding the scoping of enterprises, training delivery, steering of the project and financial sustainability of SCORE remain relegated to the background.





AGI announced its intention to become the National Centre for the implementation of SCORE in Ghana. A memorandum of understanding was signed in 2013, but AGI did not fulfil its part of the agreement. The business proposition of SCORE – the training of SMEs – was not enticing compared to other funding opportunities available in the country. At least, that is the explanation that others gave us, since AGI was not able to receive us during the evaluation visit. AGI is still part of the NTAC, but at the moment is not a very active member. This may change in the near future, as AGI in an effort to redress the situation agreed to co-sponsor a grant application together with the trainer association STSG to the Skills Development Fund (SDF) managed by the Council for Technical and Vocational Training to fund SCORE training. It concerns a revised proposal from one that has been submitted before.

NTAC meetings are held twice a year. In general members are positive about the SCORE team in Ghana. They value the team as professional and hard working. Some members commented that more time should be made available to building and maintaining relationships with key stakeholders and to step-up efforts to reach out to the press and other activities to promote the SCORE project and activities.

At the NTAC meeting in April 2015 SECO made the statement – and this was confirmed during the interview with SECO – that it was not happy that apart from SECO, other members of the NTAC are not having technical interaction with the project in between NTAC meetings and seem not interested in the implementation and promotion of project activities; that a sense of ownership appears to be missing. SECO appealed to other members not to play down on NTAC meetings and the SCORE project.

1.4 Activities, outputs and outcomes since start of SCORE Phase II

The realization of activities against planning is presented in the work plan smart-sheets of SCORE. The smart-sheets are actualized until mid 2015. The smart-sheet results of Ghana were analyzed for implementation rates and are presented in the table below. It shows that progress of the SCORE projects against planning is well on track.

				
Output 1: Sub-sectors and clusters selected (where applicable)	100%			
Output 2: Industry Association and training institutions trained in marketing, selling and organizing SCORE training	67%	33%		
Output 3: National capacity available to replicate the training program	50%	50%		
Output 4: A locally adapted, gender-mainstreamed edition of the SCORE-training materials available	100%			
Output 5: Robust M&E information and reports regularly available	100%			
Output 6: Service providers trained to deliver	60%	20%		20%
Output 7: SMEs trained on SCORE Modules 1-5 on a demand-driven basis	33%	67%		
Output 8: Documentation and dissemination of good workplace practices is available	33%	33%		33%
Output 9: Policy makers, labour inspectors and social partners have increased	50%	50%		
Output 10: Social marketing campaigns to stimulate demand for workplace improvements and change attitudes toward workplace cooperation (where applicable)		100%		

Legend: Green=completed; yellow=in progress; red=delayed; white=not yet started or not planned

The realization of outputs is presented on smart-sheets. Until June 2015, the following outputs were realized:

	Target June 2015	Actual June 2015
Objective 1: Industry associations and training		
Nr. institutions embedding SCORE Training in their SMEs service portfolio	1	2
% training cost covered by non-ILO resources	50 M1 and 60 M2-5	0 M1 and 72 M2-5
Nr. of national institutions or MNEs sponsoring/paying for SCORE	1	0
Output 1: sub-sectors and clusters with high decent job creation potential and strong		
Nr. of clusters selected (geographic areas)	2	2
Output 2: Industry Association and training		
Nr. of MoUs signed by IAs/training institutions	2	0
Nr. of reps of IAs/training institutions trained (M/F)	12 (30%F)	16 (31%F)
Nr. of business plans for SCORE Training developed by IAS/training institutions	1	0
Output 3: National capacity available to replicate		
Nr. of national Expert Trainers available (m/f)	2	3
Presence of a national centre of excellence for SCORE	0	0

Objective 2: Service providers deliver effective		
% of Modules delivered with medium or high independence	Medium: 50 High: 25	Medium: 33 High: 20
Output 4: A locally adapted, gender-mainstreamed edition of SCORE-training		
Nr. of Modules gender-mainstreamed and adapted to sector and country	4	1
Output 5: SCORE M&E system established and up-to-date		
Nr. of monthly/quarterly reports submitted on time	2	2
Nr. of incomplete/incorrect data sheets in M&E database	0	2
Output 6: Service providers trained to deliver		
Number of trainers certified in SCORE module 1 (m/f)	8 (11% F)	9 (11%F)
Output 7: SMEs trained on SCORE Modules 1-5		
Number of SMEs trained on Module 1 (M-owned/F-owned)	68 (25%F)	81 (12%F)
% of SMEs taking up more than one module	30	33
% of participants rating training as good or very good	75	90
Immediate Objective 3: Increased awareness of responsible workplace practices		
Nr. of partner initiatives promoting responsible workplace practices as a result of ILO awareness raising	1	0
Output 8: Documentation and dissemination of good workplace practices is available		
Nr. of case studies documented	5	5
Nr. of national disseminating events	3	4
Output 9: Policy makers, labour inspectors and social partners have increased awareness		
Nr. of policy makers, labour inspectors and social partners trained (not in ToT/E) (M/F)	26(30%F)	26 (30%F)
Nr. of NTAC meetings held	8	9

(Between brackets is the percentage of Females)

The table above shows that implementation of SCORE in Ghana is largely on track when comparing realization with targets.

Outcomes reported on the M&E online platform until 20 December 2015 are presented below:

% SME's reporting on one or more key indicators	11%
Average # EIT meetings/month	3
Average # EIP projects completed	39
Average # gender-sensitive practices	2
Average # employee suggestions/month	2
Average % change # grievances	-56
Average % change defect rate	-39
Average % change energy usage	20
Average % change absenteeism	13
Average % change labour turnover	-39
Average % change # accidents logged	-67
Average % change average wage/employee	
Estimated average cost-savings due to SCORE (in USD)	1,189.00

The table above shows that only a small percentage of companies (through SCORE consultants) are providing inputs on enterprise improvements. According to these data, the number of accidents and labour turnover has gone down considerably, while companies also report on significant changes in defect rates, energy use and absenteeism. No information was given on changes in the average wage.

At the highest level, outcomes were reported on job-creation effects. The results (until 20 December 2015) are presented in the table below:

Enterprises Trained	110
# Enterprises for which data is available	79
% Enterprises providing basic reporting	72%
Job creation	
Nr. of jobs created in enterprises trained	708
Nr. of jobs lost in enterprises trained	-184
Net change	524
Changes in employment status	
Increase in casual workers	205
Decrease in casual workers	-1358
Net change	-1153

In Ghana until the current date 110 enterprises are trained. With respect to the basic indicator of job creation, on 79 enterprises data have been provided. The data show that SCORE is generating net jobs, despite the financial crisis in Ghana and the increased competition from international companies.

During the evaluation visit the evaluators have visited four SME's to confirm achievement of outcomes in enterprise walkthroughs. The changes observed at SME level are presented in the table below. The average scores are given on a three-point scale (1=low, 2=sufficient, 3=good)

SME Walk Through Checklist	
1. Visibility CSR expressions	2,00
2. Visibility certificates (ISO etc.)	1,67
3. Overall cleanliness	2,33
4. Clear instructions workers safety	2,67
5. Visible OSH aspects	2,33
6. Signs energy efficiency	2,33
7. Gender specific provisions	2,00
8. Waste management systems	2,00
9. Facilities worker's social wellbeing	2,00

The Enterprise walkthroughs also show the positive effects of SCORE, particularly in the area of clear instructions on health and safety. .

Appreciation of workers on the application of SCORE in their companies are presented below on a five-point scale (1=not at all/very low, 2=low; 3=sufficient, 4=high, 5=very high):

Survey workers in SME's benefiting from SCORE	
1. Awareness ILO/SCORE	4,33
2. Participation in SCORE	4,67
3. Quality SCORE	4,29
4. Performance trainers	4,50
5. Effects on Management-Workers dialogue	4,50
6. Changes in company after SCORE	4,33
7. Effects on labour conditions	3,89
8. Effects on worker's organization & unionization	4,00
9. Effects on women participation	4,00

At the outcome level, interviews and surveys with workers show that changes as a result of SCORE are highly appreciated by most workers. The lowest score, however, concern improvements in working conditions.

2. Opinions and Appreciations of SCORE by partners and beneficiaries

2.1 SCORE team

The ILO SCORE team in Ghana consists of two persons: the national project coordinator and one admin assistant. Being a former executive director of GEA and having several years of experience working with ILO, the national project coordinator seems well connected with all partners involved in the SCORE project: employers, trade unions as well as government. A big help has been the foundation of STSG as well functioning service provider responsible for the implementation of the training and consultations in the Accra and Tema regions. The start of trainings in Sekondi-Takoradi is seen as a first step in the expansion to other regions to increase the impact of SCORE on the national level. In the long run it is the Ghanaian government, most likely the Ministry of Employment and Labour Relations, who should champion the SCORE project as National Centre. Although the financial sustainability of the project is a concern, the team has some promising contacts with possible financiers like the Ecobank.

A survey among SCORE staff shows the following appreciations on a five-point scale:

	Score
1. Integration SCORE in ILO policies & plans	5,00
2. Appreciation SCORE by Government (as perceived by SCORE officers)	4,00
3. Appreciation SCORE by Employers	4,50
4. Appreciation SCORE by trade unions	4,00
5. Appreciation technical support from central SCORE team by national teams	5,00
6. Perspectives future sustainability	4,00
7. Change behaviour SMEs after SCORE	5,00
8. Gender equity in SME's after SCORE	5,00

The survey responses are in line with the interview findings with the different stakeholder groups. SCORE has good relations with stakeholders. There is a firm belief that the SCORE programme leads to changes at the factory level.

2.2 SCORE trainer's and SCORE training service organizations

At the start of the project 9 individual consultants decided to join forces in the Score Training Solutions Ghana. STSG is a well-run not-for-profit organization providing practical training and in-factory consultations for industries that aim to improve productivity and working conditions in SMEs. STSG is responsible for the organization and implementation of training activities and company visits. As shown by the satisfaction ratings, their training is highly appreciated by the companies that have participated in SCORE. A point for improvement in the relation with the SCORE team is the planning of activities. The STSG consultants complained that training activities are sometimes planned on an ad hoc basis.

During the interview, the STSG consultants showed their dissatisfaction with the lack of commitment from most members in the NTAC. "Because of the positive results of SCORE, you would expect partners to champion the project. They know about the successes, but at the same time do not put much effort into it. Their interest in SCORE disappears as soon as it becomes clear that it needs work and is not a golden egg." The consultants see insufficient buy-in from other partners and a lack of endorsement. As they explained: "If you do not have a bit of cloud behind you, it becomes very difficult to sustain the project".

A small survey among SCORE trainers shows the following appreciations on a five-point scale:

	Score
1. Growth SME demand for SCORE	3,5
2. Tailoring SCORE to SME needs	4,875
3. Appreciation SCORE by SME owners	4,5
4. Appreciation SCORE by SME workers	4,625
5. Quality SCORE modules & materials	4,75
6. Technical support from HEADQUARTERS SCORE team	4,375
7. Perspectives future sustainability	3,625
8. Change behaviour SME's after SCORE	3,875
9. Gender equity in SME's after SCORE	3,625
10. Willingness & capacity SMEs to pay for SCORE	2,5

The outcome of this survey confirms that the trainers are not very optimistic on the capacity and willingness of SMEs to pay for SCORE and related to that on the perspectives for future sustainability. Despite the fact that trainings are highly appreciated and the possibilities for trainers to tailor SCORE to SMEs' needs. Gender equity is another concern. This is in contrast with the relatively high rates of cost recovery (but still below 50%) in Colombia as compared to other countries. Trainers also refer to the fact the

Government provides free training to SME's through SENA and this limits possibilities for SCORE to reach cost-recovery of its training provision.

2.3 Government

The Ministry of Employment and Labour Relations is the natural partner of the ILO and also the Ministry that is most involved in SCORE. Job creation is the primary goal of the Ministry. The government, however, is no longer a one-stop shop for getting an education, job opportunities, etc. As the chief director of the Ministry explained, the government creates an enabling environment to facilitate civilians and the private sector as drivers of economic development. In this SMEs play an important role and the feedback the Ministry is receiving on SCORE trainings is very positive. It would like to give more support to SCORE. In 2014 the Ministry of Finance agreed to fund SCORE with 250,000 US dollar, but that never happened. In its budget proposal for 2016 the Ministry of Employment and Labour Relations again proposed funding for SCORE to the Ministry of Finance. But because of austerity measures demanded by the IMF, it remains to be seen if those funds will be transferred, even after approval.

2.4 Trade Unions

According to the minutes, the TUC did not attend any of the NTAC meetings between November 2012 and April 2015. Its commitment appears to be low. However, their impression of SCORE and the project team is positive. Issues that need more attention in SCORE training and consultations are the recognition and rights of trade unions and dispute resolution, which often is a problem in smaller companies. According to TUC, SCORE is still too much an ILO and not a Ghanaian project. The government should adopt SCORE to implement project activities on a wider scale. For example by integrating elements of the SCORE modules in the curriculum of trainings by the Ministries of Employment and Labour Relations and the Ministry of Trade and Industry.

2.5 Employers' organizations

GEA values SCORE as it helps to improve workplace management. It also contributes to gains in productivity and better health and safety practices. A constraint is the user fee. Because of the crisis, especially smaller companies find it hard to pay for the modules. The government could play a bigger role, but in the light of the austerity measures this is not to be expected in the coming year or two years. Larger companies with SMEs as suppliers may be interested, but only if the project can show positive results. The attempts of GEA, as partner in SCORE, to get these companies involved seem to be limited to an article in their newsletter every now and then. Like AGI and TUC, GEA does not look to be very involved in the SCORE project.

2.6 Companies/Enterprises

Over 600 managers and workers of 81 enterprises have attended classroom training for the various SCORE modules. Regarding their satisfaction with the training, 90% of the participants rated the training as good or very good (four or five on a one to five scale). The percentage of SMEs enrolling in at least one additional module after the mandatory module 1 is 33%. The most notable effect, according to the managers and workers that were interviewed during the evaluation visit, is a change in mind-set and improved

cooperation between workers and management. Together with a better organization of work processes and measurement of inputs and output, this helps to improve efficiency and productivity in companies.

A small survey under SMEs that have benefited from SCORE shows the following appreciations on a five-point scale:

	Score
1. Relevance SCORE	5
2. Quality SCORE	4
3. Performance trainers	4,25
4. Effects on Management-Workers dialogue	4,75
5. Effects on productivity & profitability	4,5
6. Willingness to pay costs	4,25
7. Capacity to pay costs	4
8. Effects on worker's organization & unionization	4
9. Effects on women participation	4,75

2.7 Donors

SECO values the ILO SCORE team as being hardworking and professional. SECO also expressed its concern about the lack of involvement of other members of the NTAC. It emphasized that SCORE has attained high visibility in the country. The project has developed to become a flagship of SECO projects in Ghana and therefore SECO will be very happy if the government and its social partners will increase their support. Roles and responsibilities of the different partners should be defined more clearly. At the same time, SECO recognizes that government funding will be difficult in the coming years.

3. Main Findings

3.1 Relevance & strategic fit of the intervention

- SMEs have a significant role to play in the economy. SMEs are believed to account for about 92% of all businesses and to contribute about 70% to Ghana's GDP. They also provide about 85% of manufacturing employment. At the same time, the sector is characterized by low productivity, poor labour practices and unhealthy and unsafe work environment. These factors erode the potential for growth of SMEs. That is why all stakeholders agree that the SCORE project is important in that it can help enterprises to find a better road to productivity and growth that benefits both workers and employers.
- According to stakeholders, SCORE modules and consultations are well tailored to the needs and demands of SMEs. The vast majority of enterprises that participated in SCORE, showed themselves satisfied with the training.

3.2 Validity of intervention design

- The project shows some good results at the company level. Additional to results in quality management, better organized and cleaner factories, storage, energy use and efficiency, most notable and relevant in the light of the ILO mandate according to the NTAC members is that workers and managers cooperation has improved and that workers are more empowered in their companies.

- An important added value of SCORE to existing projects is that it combines theory (training) with practice. It is a structured method in which training is followed by the installation of Enterprise Improvement Teams, agreed action plans between workers and management, implementation schedules, regular meetings, tangible improvements and cooperation. In addition to the trainings, consultants visit companies to help with the implementation of improvement plans. The SCORE project combines training and theory with a hands-on approach.
- SCORE Ghana has taken steps to improve the degree of mainstreaming and integration of gender aspects into the project. It concluded a Gender Plan in August 2015. All EIT groups trained were selected with gender balance in mind. Each group has at least 1 female member in a group of 4 (which is not always an easy task in sectors like metallurgy with not many female workers). The number of female trainers increased from 1 to 4 trainers and reports of trainers do include gender-segregated data. The team is lagging behind in mainstreaming modules 2 to 5 on gender. About a quarter of the trained workers and managers are female, while only 12% of the SMEs that have been trained in module 1 are female owned (target 25%).

3.3 Intervention progress and effectiveness

- So far SCORE Ghana achieved a number of its objectives. Two service providers have SCORE training in their SME service portfolio, being STSG and more recently also STCCI. Until now 9 trainers have been certified (target 8) and 12 more are being trained. The number of SMEs that have participated in SCORE is 81 (target 68), of which 12%, as mentioned, are female owned (target 25%). The project team organizes one or two events each year, and so far 26 policy makers, labour inspectors and social partners received training (target 21), although due to a change in personnel the cooperation with labour inspectors could be improved. The percentage of SMEs enrolling in at least one additional module after the mandatory (and free of charge) module 1 is 33% (target 30%).
- The cost recovery rate is 72% of the direct training costs for modules 2 to 5. Companies contribute 1,800 US dollars per module, which are used to pay for 6 days of consultancy work by the consultants. The costs of accommodation, food and beverages and hiring a classroom are covered by the ILO SCORE budget, as well as the indirect costs for promotion and administration. So far no donor has been found to cover the costs of module 1, although applications have been sent to and/or are being discussed with the Skills Development Fund, Ecobank and some others.

3.4 Efficiency of resource use

- Roughly 30% of the planned expenditures in Phase II of the SCORE project in Ghana are associated with the salaries of the project team. The bulk of the remaining funds are for the costs of training trainers and enterprises. The SCORE team in Ghana consists of three persons: the national project coordinator and two admin assistants (one of them part time). The limited size of the team may have an impact on the effectiveness and efficiency of activities. The project manager is operating at strategic, operational and even administrative levels. His time is not

being maximized, as more attention should be given, according to most stakeholders, to enforcing effective partnerships and collaborations, also with potential donors, and giving follow-up to promotional and other activities.

- The national project coordinator closely monitors the training and consultations: reading and commenting to reports of trainers after every given module. Although, it contributes to the technical sustainability of the programme in that it helps to build the knowledge and expertise of trainers, it is also very time consuming.
- The team sees SCORE as more than just training. It is essential that training sessions be followed by regular company visits to support EITs in the implementation of their improvement plans. Changes require time, and therefore SCORE Ghana is not in favour of developing a condensed version of the SCORE modules like the one in Indonesia.

3.5 Effectiveness of management arrangements

- In general NTAC members are positive about the ILO SCORE team, which they value as professional and hardworking, although some members feel that more time should be invested in the reinforcement of partnerships and the promotion of SCORE activities. STSG indicated that the planning of training activities should be improved. As stated above, the limited size of the project team may have an effect on the effectiveness and efficiency of the project management, especially with the expansion to the Sekondi-Takoradi region.
- NTAC meetings are held twice a year. SECO and STSG raised their concerns about a lack of commitment of other NTAC members.
- The project team has submitted all planned monitoring reports. Moreover, the team has shown its ability to revise and adapt activities. The team took steps to improve the integration of the gender aspect into the project. Another concern was that the current group of trainers is mostly retired engineers of advanced age. In response the project team has managed to attract younger trainers in Sekondi-Takoradi that can support the Accra trainer team if needed. Until now the project team has not been able to attract a donor who is willing to sponsor part of the SCORE project.
- To create a business case for SCORE, the project needs strong and applicable data on its results at the level of individual companies. Gains in efficiency and productivity, however, are recorded only on a yes or no basis. The M&E system does not track the amount of waste reduction, number of defects, etc. Stating that 30% of the companies report a reduction in defects, 25% a reduction of waste and 20% lesser absenteeism does not seem to be concrete and convincing enough.

3.6 Impact orientation and sustainability of the intervention

- The impact and visibility of SCORE in Ghana up to now has remained limited to 110 companies, a relatively small number. SCORE is still in a pilot phase. It has a solid base, but still lacks a champion, an organization with sufficient organizational and financial means to position the project on a much larger scale. When asked about a possible new National Centre after ILO's involvement in the project, most stakeholders, including the ILO SCORE team, pointed in the direction of the Ministry of Employment and Labour Relations. When asked, the Chief Director of the Ministry, however, made it very clear: "Sustainability will not come from us".

- Because of the current financial crisis in Ghana, the Ministry of Employment and Labour Relations does not have sufficient funding to run the SCORE project on its own. In addition, raising productivity and competitiveness of SMEs, both objectives of the SCORE project, are not the primary concern of the Ministry. It is focused on employment and labour conditions. In view of the objectives and theory of change of SCORE, a logical and necessary next step would be to involve the Ministry of Trade and Industry in the project.
- Most stakeholders feel that the project team has to step-up its communication and marketing activities by showing its results to a larger group of SMEs and possible donors, including private sector partnerships. As evaluation team, however, we would like to add a few caveats. The first one concerns the business case and the need for more and stronger data on results, as mentioned above. Secondly, during the years the project team has undertaken a number of events and media activities, but the team lacks the expertise and time available to given these activities always the proper follow-up. What is most lacking however, is the support of NTAC members: their endorsement and active use of their communication channels that goes beyond an occasional article in a newsletter. There is a general lack of commitment of the social partners in SCORE.

4. Conclusions

1. The SCORE project has an added value to existing programmes in that it combines classroom trainings with factory visits and teams of both workers and managers responsible for the implementation of improvement plans. The project shows good results at the company level. To build its business case, however, the project needs stronger, applicable data on the gains in efficiency, productivity and employment in individual companies.
2. A team of two persons is manning the whole SCORE project in Ghana: a project manager and one admin assistant. Stakeholders value the team as professional and hardworking. The limited size of the team, however, is having an impact of the efficiency and effectiveness that otherwise would have been achieved. The project manager is operating at strategic, tactical and operational levels. His time is not being maximized and because of a lack of time insufficient attention is paid to promotional activities and enforcing effective partnerships and collaborations.
3. The commitment of NTAC members could be much better. Their role in the project has mostly been limited to attending conferences and NTAC meetings as and when they are organized. NTAC members should be more involved in the scoping of enterprises, curriculum development and the endorsement and promotion of the project. They have important platforms upon which SCORE can leverage to be visible, but for lack of commitment and interest in the SCORE agenda, this is not being done.

4. Even though the first module is free and enterprises only need to pay part of the costs for the other modules, there is a general feeling that SCORE is expensive and hence not many SMEs can afford it. The impact and visibility of SCORE has remained limited to 110 companies of which one third participated in more modules than mandatory module 1.
5. SCORE in Ghana is still far from the point where the SCORE trainings would continue to be implemented without ILO or donor support. Until now the project has two sources of income: donor funding and user fees. Because of the financial crisis in Ghana, the contribution from the government is expected to be limited in the next couple of years. Funding proposals are momentarily being discussed with Ecobank, Skill Development Fund and some others. At the moment SCORE Ghana does not work with (funding from) larger companies with SMEs in their supply chain, as is the case in China, India and some other SCORE countries.
6. There is a potential expansion to the tourism sector. The hotel association in Ghana has expressed its willingness to contribute significantly (50%) to the costs to SCORE training and consulting services in this sector.

5. Recommendations

1. SCORE needs to be positioned on a larger scale. To be able to expand project activities to other regions in Ghana and a far bigger number of companies, the sources of funding need to be diversified. With the help of the Ministry of Employment and Labour Relations, the SCORE team tries to look for synergies with other ministries, like the Ministry of Trade and Industry. Priority should also be given to pursue potential new donors and existing leads like Ecobank and the Skill Development Fund.
2. Social partners need to be involved more in the project. For example, TUC could be actively involved in the sector selection and the provision of worker's perspective related training in training of trainers. As partners in SCORE, AGI and GEA could inform its membership about SCORE and the results at the company level with energy reduction, absenteeism, production increase, etc. The endorsement and more active participation of partners are crucial for the survival of SCORE. To involve partners more thought should be given to the "what is in it for me" for these partners.
3. SCORE should strengthen its business case in order to be able to ask user fees and funding from (more) SMEs and larger companies and to convince the Ministry of Trade and Industry that it should join the programme. This calls for more precise and attributable data on the gains in efficiency and productivity because of SCORE interventions (amount of waste reduction, energy use, number of defects, decrease in absenteeism, etc.).
4. The SCORE team needs to devote more time for building the projects business case, (the follow-up of) promotional activities and to enforce partnerships and

collaborations. It needs to develop a clear strategy for reaching sustainability in Ghana. The team needs an extra person or the workload should be rearranged in such a manner that the project manager can spend more time on strategy development and securing the project's sustainability. Two arguments for the first option of hiring an extra (part-time) person are the dependency on the SCORE team as drivers of the programme in its current phase and the importance that should be given to quality control.

Country visit programme**SCORE Ghana Mid-term evaluation****Agenda**

November Day	16 Monday	17 Tuesday	18 Wednesday	19 Thursday
Morning	Meeting with SCORE team 8:00 AM Meeting with at the Ministry of Employment and Labour Relations 10:00 AM	Company visit to Danadams Pharmaceuticals 9:00 AM	Company visit to Ghana Cylinder Manufacturing 9:00 AM	Company visit to Perftech Metallurgy 9:00 AM
Afternoon	Meeting with GEA (Ghana Employers Association) 13:00 PM	Meeting with STSG consultants 12:00 PM	Meeting with SECO 13:00 PM Meeting with TUC (Trades Union Confederation of Ghana) 15:00 PM	Company visit to Nallem Clothes 13:00 PM Debriefing with SCORE team 15:00 PM

Bottlenecks and deviations in data collection process

In some companies the evaluators were able to have separate meetings with managers and workers. However, that was not the case in all companies that were visited, which may have had an effect on the openness of some discussions. To check the information that was given to us, we used various methods of data collection during our company visits: not only interviews with workers and management, but also a company walk-through, looking at data like the number of accidents and rejections, and comparing the actual situation with pictures taken before SCORE.

The evaluators were hoping to have a meeting with AGI, because AGI had announced its intention to become the National Centre for the implementation of SCORE in Ghana, even signed a memorandum of understanding, but did not fulfil its part of the agreement. Unfortunately, AGI had to cancel the meeting that was planned during our evaluation mission and was not able to meet us at some other time to explain its reasons for not fulfilling the agreement. We asked other stakeholders about it and they all confirmed the project team's take on events that AGI backed-off mainly for budgetary reasons.

List of interviewees

Mr Kwamina Amoasi-Andoh	National Project Manager SCORE Ghana
Ms Christina Addo	SCORE Admin Assistant
Ms Mercy Adu-Kusi	SCORE Admin Assistant
Mr Sammy-Longman Attacuma	Chief Director of the Ministry of Employment and Labour Relations
Mr Charles Assante-Bempong	Director Research and Projects at Ghana Employers' Association (GEA)
Mr Prince Yamoah	General Manager Danadams Pharmaceuticals
Workers Group Interview	Danadams Pharmaceuticals
Mr Ben Aniagyei, Mr. John Wilson,	Consultants at Score Training Solutions Ghana
Ms Anita Wiafe-Asinor, Mr Daniel	(STSG) Group Interview
<i>Akonnor Asah and others</i>	
Ms Betty Morny	CEO of Ghana Cylinder Manufacturing Co.
Mr William Klagbo	Head of Production at Ghana Cylinder Manufacturing Co.
Mr Daniel Lauchenauer	Deputy Head of Cooperation at the Embassy of Switzerland in Ghana
Ms Agatha Quayson	Trade and Private Sector Development Specialist with the Swiss State Secretariat for Economic Affairs (SECO)
Mr Yaw Baah	Deputy Secretary General of Trades Union Conference of Ghana (TUC)
Mr Perfect Kwami Edoh	CEO of Perftech Services
Mr Isaac Nando	Head of Planning and Development at Perftech Services
Workers Group Interview	Nalem Clothes



ANNEX 6

SCORE Country report India

1. Introduction

1.1 Country Context and Contextual Developments

Micro, Small and Medium Enterprises (MSME) in manufacturing sector contribute nearly 38% of the India's GDP, 45% of the manufacturing output and 40% of the exports. They provide the largest share of employment after agriculture. The sector has sustained an annual growth rate of over 10% for the past few years. The significance of MSMEs is attributable to their calibre for employment generation, low capital and technology requirement, promotion of industrial development in rural areas, use of traditional or inherited skill, use of local resources, mobilization of resources and exportability of products.

MSMEs are seen as “engine of growth” by the government, with large economic ability for job creation. Ministry of Labour and Employment (MOLE) estimates around 46 million MSME units across India providing employment opportunities to nearly 100 million workers. The “Make in India” Strategy adopted by the current government aims to facilitate investment, foster innovation, enhance skill development and builds a sustainable eco-system for the manufacturing infrastructure in the country. The government envisages rapid growth of Indian MSME sector and integration with major global value chains. Make in India strategy intends to provide timely policy intervention and due support to enable Indian MSMEs competitive globally.

SCORE, which broadly aims at increasing productivity through adoption of good workplace practices, has high relevance in-terms of broader mandate by ILO tripartite constituents of promoting sustainable enterprises, which is also in line with the Make in India strategy.

1.2 Key partners in SCORE implementation

AIOE (All India Organization of Employers)

FICCI (Federation of Indian Chambers of Commerce and Industry)

AIEMA (Ambattur Industrial Estates and Manufacturers Association)

AAEA (Ahmednagar Auto and Engineering Association)

ILO

SCOPE (Standing Conference of Public Enterprises)

MOLE (Ministry of Labour and Employment)

MoMSME (Ministry of Micro, Small and Medium Enterprises)

SECO

NORAD

Trade unions (AITUC, INTUC, BMS, HMS and CITU)

1.3 National Tripartite Advisory Committee

In June 2015, 5 NTAC meetings were realized (target 8). One representative expressed some concern about the functioning of the NTAC and the transfer of knowledge and expertise to FICCI and MoMSME as important partners in the implementation of SCORE. These are important issues and the evaluation team could observe that the ILO SCORE team in fact is addressing a number of these concerns.

1.4 Activities, outputs and outcomes since start of SCORE Phase II

The realization of activities against planning is presented in the Workplan smart-sheets of India. The smart-sheets are actualized until mid 2015. The smart-sheet results of India were analyzed for implementation rates and are presented in the table below:

Output 1: Sub-sectors and clusters selected (where applicable)	50%			
Output 2: Industry Association and training institutions trained in marketing, selling and organizing SCORE training	75%	13%		13%
	100			
Output 3: National capacity available to replicate the training program	%			
Output 4: A locally adapted, gender-mainstreamed edition of the SCORE-training materials available	100			
Output 5: Robust M&E information and reports regularly available	20%	80%		
	100			
Output 6: Service providers trained to deliver	%			
Output 7: SMEs trained on SCORE Modules 1-5 on a demand-driven basis	80%	20%		
Output 8: Documentation and dissemination of good workplace practices is available	100			
	%			
Output 9: Policy makers, labour inspectors and social partners have increased awareness		60%	20%	20%
Output 10: Social marketing campaigns to stimulate demand for workplace improvements and change attitudes toward workplace cooperation (where applicable)	100			
	%			

Legend: Green=completed; yellow=in progress; red=delayed; white=not yet started or not planned

The table above shows that progress of the SCORE projects against planning is quite well on track, while on two outputs activities (in white) still need to be started. Only on one output delays are reported and this is on output 9 (policy makers, labour inspectors and social partners have increased awareness).

The realization of outputs is presented on smart-sheets. Until June 2015, the following outputs were realized:

	Target June 2015	Actual June 2015
Objective 1: Industry associations and training		
Nr. institutions embedding SCORE Training in their SMEs service portfolio	3	3
% training cost covered by non-ILO resources	30	33
Nr. of national institutions or MNEs sponsoring/paying for SCORE	5	5
Output 1: sub-sectors and clusters with high decent job creation potential and strong		
Nr. of clusters selected (geographic areas)	3	3
Output 2: Industry Association and training		
Nr. of MoUs signed by IAs/training institutions	1	1
Nr. of reps of IAs/training institutions trained (M/F)	22 (10%F)	24 (13%F)
Nr. of business plans for SCORE Training developed by IAS/training institutions	1	1
Output 3: National capacity available to replicate		

Nr. of national Expert Trainers available (m/f)	3	3
Presence of a national centre of excellence for SCORE	1	1
Objective 2: Service providers deliver effective		
% of Modules delivered with medium or high independence	Medium: 65 High: 0	Medium: 73 High: 3.5
Output 4: A locally adapted, gender-mainstreamed edition of SCORE-training		
Nr. of Modules gender-mainstreamed and adapted to sector and country		
Output 5: SCORE M&E system established and up-to-date		
Nr. of monthly/quarterly reports submitted on time	14	14
Nr. of incomplete/incorrect data sheets in M&E database	0	0
Output 6: Service providers trained to deliver		
Number of trainers certified in SCORE module 1 (m/f)	12 (10% F)	12 (0% F)
Output 7: SMEs trained on SCORE Modules 1-5		
Number of SMEs trained on Module 1 (M-owned/F-owned)	65 (10%F)	74 (8%F)
% of SMEs taking up more than one module	50	51
% of participants rating training as good or very good	85	87
Immediate Objective 3: Increased awareness of responsible workplace practices		
Nr. of partner initiatives promoting responsible workplace practices as a result of ILO awareness raising	1	1
Output 8: Documentation and dissemination of good workplace practices is available		
Nr. of case studies documented	8	10
Nr. of national disseminating events	4	5
Output 9: Policy makers, labour inspectors and social partners have increased awareness		
Nr. of policy makers, labour inspectors and social partners trained (not in ToT/E) (M/F)	39 (10%F)	37 (17%F)
Nr. of NTAC meetings held	8	5

(Between brackets is the percentage of Females)

The table above shows that implementation of SCORE in India is well on track. A point of concern is that there are no certified female trainers.

Outcomes reported on the M&E online platform until 20 December 2015 are presented below:

% SME's reporting on one or more key indicators	26%
Average # EIT meetings/month	3
Average # EIP projects completed	31
Average # gender-sensitive practices	1
Average # employee suggestions/month	5
Average % change # grievances	47
Average % change defect rate	28
Average % change energy usage	1745
Average % change absenteeism	33
Average % change labour turnover	66
Average % change # accidents logged	-82
Average % change average wage/employee	3
Estimated average cost-savings due to SCORE (in USD)	939.00

The table above shows that about a quarter of the enterprises (through SCORE consultants) provide inputs on enterprise improvements. This is a higher percentage than in most countries. The change in energy use is exceptionally high compared to other countries. With Peru, India is the only country in which the number of grievances has gone up instead of down with SCORE. This may well be caused by the mere fact that with module 4 on human resource management, mechanisms to capture grievances for the first time are installed.

At the highest level, outcomes were reported on job-creation effects. The results (until 20 December 2015) are presented in the table below:

Enterprises Trained	86
# Enterprises for which data is available	68
% Enterprises providing basic reporting	79
Job creation	
Nr. of jobs created in enterprises trained	353
Nr. of jobs lost in enterprises trained	-371
Net change	-18
Changes in employment status	
Increase in casual workers	130
Decrease in casual workers	-134
Net change	-4

In India until the current date 86 enterprises are trained. With respect to the basic indicator of job creation, on 68 enterprises data have been provided. The data show that SCORE is not generating net jobs. According to the ILO SCORE team in India, this can be explained by the outsourcing employment opportunities. A growing number of workers work on a contract basis. This, however, should lead to an increase in the number of casual workers, which is not the case according to the data in the table. It puts a question to the reliability of outcome data in the SCORE M&E system.

Due to a flooding in Chennai, the evaluators visited only one SME to confirm achievement of outcomes in enterprise walkthroughs. The changes observed are presented in the table below. The average scores are given on a three-point scale (1=low, 2=sufficient, 3=good)

SME Walk Through Checklist	
1. Visibility CSR expressions	3,00
2. Visibility certificates (ISO etc.)	3,00
3. Overall cleanliness	2,00
4. Clear instructions workers safety	2,00
5. Visible OSH aspects	2,00
6. Signs energy efficiency	2,00
7. Gender specific provisions	2,00
8. Waste management systems	2,00
9. Facilities worker's social wellbeing	2,00

The enterprise walkthrough shows the positive effects of SCORE in this particular company, two years after all five SCORE modules were completed at this company. CSR policies and principles are widely communicated and measures were taken to improve the overall cleanliness and instructions on workers' safety. We did not have a meeting with the workers at this company.

2. Opinions and Appreciations of SCORE by partners and beneficiaries

2.1 SCORE team

- The Score team in India is composed of three persons: the national project coordinator, a project officer and an administrative assistant. The project officer has been added to the team quite recently. The team is knowledgeable and capable to perform its tasks.
- The SCORE team is satisfied with the support received from the SCORE team at ILO headquarters. M&E and reporting requirements are considered to be quite cumbersome and do not always respond to the needs of the team. More needs to be done to measure results at the company level, because these results are needed to build a clear business case for SCORE towards companies and possible donors and partners.
- A lot of time is invested in building the technical and institutional capacity of FICCI as future national centre of SCORE in India. At the same time, the team feels that it has to spend a large amount of time on "selling SCORE modules" to SMEs, whereas this time should be spend on the relation with FICCI and other strategic partners and building the business and policy case for SCORE.

A small survey among SCORE staff shows the following appreciations on the SCORE project and its effects on a five-point scale.

	SCORE
1. Integration SCORE in ILO policies & plans	4,00
2. Appreciation SCORE by Government (as perceived by SCORE officers)	3,00
3. Appreciation SCORE by Employers	4,00
4. Appreciation SCORE by Trade Unions	3,00
5. Appreciation technical support from central SCORE team by national teams	3,00
6. Perspectives future sustainability	4,00
7. Change behaviour SME's after SCORE	5,00
8. Gender equity in SME's after SCORE	4,00

2.2 SCORE trainer's and SCORE training service organizations

A small survey among SCORE trainers shows the following appreciations on a five-point scale

	SCORE
1. Growth SME demand for SCORE	4,00
2. Tailoring SCORE to SME needs	5,00
3. Appreciation SCORE by SME owners	5,00
4. Appreciation SCORE by SME workers	5,00
5. Quality SCORE modules & materials	5,00
6. Technical support from HEADQUARTERS SCORE team	5,00
7. Perspectives future sustainability	4,00
8. Change behaviour SMEs after SCORE	4,00
9. Gender equity in SMEs after SCORE	3,00
10. Willingness & capacity SMEs to pay for SCORE	4,00

Trainers give a high SCORE to the quality of the SCORE modules and training material and the appreciation of SCORE by owners and workers. They are also optimistic with the perspectives of SCORE. The most critical area identified by trainers is gender equity.

2.3 Government

- The “Make in India” Strategy adopted by the current government aims to facilitate and support the SME sector. SMEs are seen as ‘engine of growth’ by the government, with large economic ability for job creation.
- Although the Ministry of Labour and Employment (MOLE) is the nodal department for ILO, it does not have a proactive involvement in SCORE. It looks like MOLE sees SCORE as a service delivery programme. MOLE itself does not have a mandate to offer productivity-training services nor does it work on working conditions in SMEs in states. Even though it understands the value of SCORE, it has distanced itself somewhat from the programme.
- ILO has been able to sign a MoU with the Ministry of Micro, Small and Medium Enterprises (MoMSME). The MoU focuses on promotion of sustainable enterprises for inclusive development and has opened up the possible adaptation of the SCORE methodology in the Lean Manufacturing programme of the Ministry. It is believed that SCORE can help to upgrade this programme by adding modules 4 and 5 on human resource management and occupational health and safety and by bringing in the element of manager worker cooperation into the training. A pilot in Chennai approved by MoMSME in 2014, is in progress to study the feasibility of applying SCORE in the Ministry's programme.

2.4 Employer's organizations

- AIOE (All India Organization of Employers) clearly sees the link between Industrial peace, shop floor level communication and productivity. Positioning SCORE as one of the services to its members to improve value chains has supported them in improving membership within the SME sector.

- AIOE is an allied member of the Federation of Indian Chambers of Commerce and Industry (FICCI). A MoU with FICCI is signed for building the institutional and technical capacity of FICCI in phases to become a national coordinating centre in India. FICCI has developed a business plan for acquiring and delivering SCORE training to SMEs and is also looking at government funds and other incentive models to sustain SCORE after 2017. FICCI is directly engaging SCORE trainers for SCORE implementation in enterprises and has developed administrative and financial support systems towards this. Also, it is responsible for marketing SCORE in the supply chain of its corporate members.

2.5 Trade Unions

- During the field visit, the evaluators had a meeting with one of the trade unions (BMS). It sees the value of SCORE in terms of improving shop floor level communication and bipartite approaches with employers and their associations or federations. But within SCORE trade unions do not have a defined role similar to that of employers, partly because unions have little membership in SMEs.
- The ILO SCORE team in India invests in awareness raising on SCORE and building a common understanding on 'sustainable enterprises' to create a broader and more macro perspective on the need and contribution of SCORE. By doing so it hopes to increase the involvement of trade unions as an important tripartite partner in the SCORE programme.

2.6 Companies/Enterprises

- Until June 2015, 74 SMEs had participated in training, of which 59% had taken at least one additional module. Training satisfaction stands at 87% good or very good.
- Only one enterprise was visited during the country evaluation. Management at this company showed a clear interest and commitment to apply SCORE principles, modules and tools. Particularly the 5-S model and health and safety measures were applied. Previously the company participated in the Lean Management programme of MoMSME. Their appreciation of SCORE was higher, because the methodology used in SCORE is better structured and more on the basis of dialogue: "In SCORE, the trainer takes you along".

A small survey under the SME that was visited shows the following appreciations on a five-point scale.

	Score
1. Relevance SCORE	5,00
2. Quality SCORE	5,00
3. Performance trainers	5,00
4. Effects on Management-Workers dialogue	4,00
5. Effects on productivity & profitability	4,00
6. Willingness to pay costs	4,00
7. Capacity to pay costs	4,00
8. Effects on worker's organization & unionization	3,00
9. Effects on women participation	3,00

3. Main Findings

3.1 Relevance & strategic fit of the intervention

- SCORE, which broadly aims at increasing productivity through adoption of good workplace practices, has high relevance in-terms of broader mandate by ILO tripartite constituents of promoting sustainable enterprises, which is also in line with the Make in India strategy.
- The improvement of working conditions is very much needed for SMEs to be able to integrate with major global value chains, in which social dialogue and compliance to international labour standards become increasingly important.

3.2 Validity of intervention design

- The combined training and in-company support of SCORE is very effective to produce company level changes.
- The combined workers and managers participation in SCORE is also effective to change manager worker relations, which is a significant result in the Indian economy in which the dialogue and cooperation between managers and workers are not very common (and because of which a lot of workers' knowledge and ideas for improvement are wasted).
- Although the contacts with FICCI and MoMSME are promising, the strong focus at the company level has caused that visibility of SCORE at the national level is still limited. More emphasis not only on communication but also feeding in models from the ground in higher-level policy and programs is needed. Especially in a country with the scale of India. This appears to be a flaw in the design of the SCORE programme. Rightfully, ILO India has decided to work more on the policy level and to use SCORE results where possible to build its policy case. In collaboration with ILO country office, SCORE is building awareness at the policy level. For example, SCORE and ILO country office provided input on the Small Factories Bill in India and the National Draft Policy on Micro, Small and Medium Enterprises.

3.3 Intervention progress and effectiveness

- The SCORE programme is on track in terms of activities and outputs, with the exception of the process of recruiting and training and certification of female trainers.
- Although the cost-recovery rate is on track, India is still a long way from reaching sustainability. The ILO SCORE team in India is putting a lot of energy in building the technical and institutional capacity of FICCI and hopes to do so in the near future also with MoMSME. However, time seems to be an issue as this takes time and Phase II of the SCORE programme will already end in two years time.
- The floods in Chennai will pose a serious drop back at the programme in general as most progress had been made in this region.

3.4 Efficiency of resource use

- SCORE training provision in India is relatively costly. The quality of business consultants is an issue in India, even more so than in other countries, because competition on business support services is high. Also the size of the country isn't

helpful for saving costs and time for travelling to reach out to different regions and clusters.

- A team of three persons is coordinating the programme, which is a small number given the spread of activities across the country. The team closely monitors the training and other activities: reading and commenting to reports of trainers after every given module. Although this is very time consuming, it also contributes to the technical sustainability of the programme in that it helps to build the knowledge and expertise of trainers.

3.5 Effectiveness of management arrangements

- SCORE is managed in an effective way. The implementation of SCORE in India is mostly on track and no specific problems are recorded.
- The SCORE team has good relations with most of its core partners, although attention should be given to improving the relationship with the SECO representative. With FICCI the SCORE team is in the process of handing over of many of the logistics involving the training provision and promotion.
- The SCORE team has submitted all planned monitoring reports.

3.6 Impact orientation and sustainability of the intervention

- Like China, India is well advanced in developing different models for reaching sustainability, although the process of institutionalization with FICCI needs more time and cooperation with MoMSME is just starting. Besides user fees from SMEs that participate in the training, SCORE India also works with five large domestic corporations that pay for SCORE training to SMEs in their supply chain.
- There is an accumulated experience built in the implementation of SCORE at the company level over the years and there are several good examples of long-lasting and sustainable changes. To build a business (and policy) case for SCORE it is necessary to systematize these changes and produce more insights on what value SCORE can bring to companies. The current testimonials are too anecdotic and the M&E system currently generates too little reliable data on outcome level.
- For SCORE to create national impact, the programme has to expand its activities to other sectors and more regions. In addition, it needs to use the results of SCORE to build a case for more support for SMEs to improve working conditions and productivity at a policy level. For making the policy case, ILO needs to engage the Ministry of Labour and Employment (MOLE) as its principle nodal ministry. So far, however, MOLE does not have a proactive involvement in SCORE. It looks like the Ministry primarily sees SCORE as a service delivery programme.

4. Conclusions

1. The SCORE programme in India is on track and the perspectives to achieve all targeted outputs before the end of the programme are good.
2. SCORE is well appreciated by the government, although it seems that MOLE considers SCORE more as a service delivery programme and has distanced itself somewhat from the programme. With MoMSME a MoU was signed with the intention to integrate elements of SCORE into existing governmental support services to SMEs.

3. FICCI and AIOE show high appreciation of the programme and FICCI intends to become a future national coordination centre in India. FICCI sees workplace cooperation as a crucial issue to improve productivity and believes that SCORE can help to improve its service delivery to SME members.
4. As in other countries, the participation of trade unions in SCORE is low. Through an extra investment in awareness rising, SCORE India hopes to get trade unions more involved.
5. SCORE does not really provide hard proof of savings at company level. The indicators used for reporting and analysis of the value generated by SCORE are not very reliable. Such proof, however, is needed to build the business case to companies as well as feeding in to activities of ILO SCORE at a policy level.
6. India has some successful experiences with a supply-chain approach involving large domestic companies. Such an approach may offer new perspectives to reach out to SMEs also in lower tiers of the supply chain and increase cost-recovery of the SCORE training.
7. For SCORE to create national impact it will not be sufficient (and maybe not even a priority) to expand its activities to a bigger number of companies in other sectors and other regions. It should use the experiences from SCORE to build a case of support at the policy level.
8. Unfortunately, floods in Chennai in December 2015 may have a negative impact on the programme, although post-flood rehabilitation measures by the government and others may also offer some new opportunities and will hopefully help SMEs in the region to quickly restore their business.

5. Recommendations

1. The supply chain pilots in India should be continued and given some importance. By putting emphasis on social dialogue and compliance to labour standards, a supply chain approach is closely connected to ILO objectives. Compliance and the certification of companies in supply chains are drivers for companies to participate and can be a useful mechanism for replication. For the SCORE programme the supply chain approach offers also an additional funding channel.
2. Improving the measurement of outcomes and results at the enterprise level is a priority. Without this, it will be difficult to expand SCORE activities to the desired scale, nor will it be possible to make SCORE interventions more sustainable. Better proof is also necessary to have an impact at the higher policy level.
3. The current efforts to involve trade unions in SCORE need to be continued and increased. For example by giving trade unions a more prominent role in training of trainers' courses to make trainers more aware of trade union issues. Trade unions could play a bigger role in the sector identification. SCORE could even consider targeting slightly bigger enterprises with a trade union presence.
4. MOLE needs to play a more proactive role in SCORE and understand the value of SCORE not only in service delivery but also on a policy level. Experiences of SCORE should be used to influence government policies and programmes in support of SME productivity and improvements of working conditions at the company level. In this

MOLE has a crucial role to play, as it is ILO's natural partner at the governmental level.

Country visit programme

Date	Interview / Activity	Organization
Monday, Nov 30	Meeting with SCORE team:	ILO
	Ms. Supdipta Bhadra, project coordinator	
	Mr. Sundar Thimmarayan, project officer	
	Ms. Meera Malhotra, project admin	
	Ms. Anjana Chellani, programme officer DWT	ILO
	Mr. Madhav Lal, former secretary	MoMSME
	Ms. Panudda, director ILO India	ILO
	Mr. Sher Verick, deputy director	
	Mr. Kenneth Gabriel, director AIOE	FICCI and AIOE
	Mr. Shitangshu, assistant director AIOE	
Tuesday, Dec 1	Mr. B.P. Pant, advisor FICCI	
	Mr. Sandeep Rawat, official FICCI	
	Mr. Ramesh Venkatchari, marketing advisor	
	Mr. Sivagnanam, industrial advisor and former director MoMSME Chennai	MoMSME Chennai
	Ms. Eva Majjurin, enterprise specialist	ILO
	Mr. Ravi Peres, senior employers specialist	
	Mr. Vijresh Upadhyay, general secretary	Bharatiya Mazdoor Sangh (BMS trade union)
	Mr. Manish Gupta, joint secretary	MOLE
	Ms. Anuja Bapat, director	
	Ms. Pragya Sahu, under secretary	
Wednesday, Dec 2	Ms. Seema Jain, under secretary	
	Mr. Sureh Kennit	SECO
	Ms. Supdipta Bhadra, project coordinator	ILO
Thursday, Dec 3	Enterprise visit	Champion Components
	Mr Maneesh Bhatia, director	Faridabad
	Mr. Piyush Kumar, trainer	Faridabad
Friday, Dec 4	Debriefing	ILO
	Ms. Supdipta Bhadra, project coordinator	

Bottlenecks and deviations in data collection process

Due to floods it was impossible to arrive in Chennai, so that this part of the programme had to be cancelled, which was very unfortunate. Instead, an enterprise visit was arranged in Faridabad.



ANNEX 7

SCORE Country report Indonesia

1. Introduction

1.1 Country Context and Contextual Developments

Following major economic and political upheavals triggered by the Asian financial crisis in 1998, Indonesia undertook a series of reforms aimed at creating a more democratic regime and economic recovery. A large decentralization programme was initiated in the country. With 530 local governments vertical coordination across government levels has become more intricate, while horizontal coordination could still be improved. There is a need to build more capable and accountable institutions and the overlap of governmental functions results in inefficiencies and at times poor delivery of public services.²⁵

Indonesia's economic recovery was influenced by a number of factors, such as a growing middle class, a young population, rapid urbanization and a large internal market. However, there is a degree of vulnerability in the Indonesian economy, which is benefitting primarily from commodity exports in coal, timber and palm oil. Under influence of the global crisis economic growth has slowed down and is forecasted at 4.7% in 2015, which is the slowest pace since 2009.²⁶ Weaker growth has led to slower job creation, with recent employment increasing just enough to absorb the growth in working age population. The Indonesian economy needs to become more competitive. There is a lack of skilled labour and innovation, while efficiency and productivity need to be improved. Indonesia's manufactures are increasingly confronted with foreign competitors, foremost China.

SMEs are very important in Indonesia, due to their economic contribution to the overall economy and their role as major source of employment in the country. They represent 56% of the Gross Domestic Product (GDP). What is more, the number of SMEs continues to grow, from 3.8 million business units in 2010 to more than 4.3 million business units in 2014. The majority of SMEs are privately owned, have a sole owner and largely serve local markets.²⁷

At a time of continuing crisis, the stabilization of the economy is particularly important. The central bank of Indonesia has noted that one of the measures needed to counteract the instability and general downturn of Indonesia's economy is to raise efficiency and the productivity of SMEs. The potential contribution that SMEs can make, both socially and economically, is much greater than is being achieved at present. Poor workplace practices and a lack of communication between workers and management are a significant part of the problem. This is the main focus of the SCORE project. That is why all stakeholders agree that the SCORE project is important in that it can help enterprises to find a better road to productivity and growth that benefits both workers and employers.

²⁵ SECO: Indonesia Country Strategy 2013-2016

²⁶ World Bank, Indonesia Economic Quarterly, July 2015

²⁷ ILO SCORE Project Strategy document for Phase II

1.2 Key partners in SCORE implementation

APINDO (employers' organization)

BEDO (service provider)

ILO

Ministry of Manpower (MoM), Directorate of Productivity and Entrepreneurship

SECO

SOI (service provider)

Trade Unions (KSPI, KSPI Pasar Minggu, KSPSI Kalibata, KSBSI)

1.3 National Tripartite Advisory Committee

All NTAC members are positive about the SCORE. The project shows good results at the company level. Additional to results in quality management, better organized and cleaner factories, storage, energy use and efficiency, most notable and relevant in the light of the ILO mandate according to the NTAC members is that workers and managers cooperation has improved and that workers are more empowered in their companies. During the evaluation visit all NTAC members emphasized the contribution that the SCORE project has made to this improvement. It will raise productivity and the competitiveness of SMEs and by doing so the SCORE project in their opinion can make an important contribute to Indonesia's social and economic development.

In general NTAC members are positive about the ILO SCORE team and the performance of the NTAC. They value the team as professional, open in its communication and with a clear focus on teamwork and the collaboration with those who are involved. NTAC members are also positive about the openness of discussions and the collaboration in the committee itself. They are all making an effort to find win-win situations and contribute to the objectives of the SCORE project from their own organizations.

However, an extra step is needed to improve relations with employer's organization APINDO and increase its commitment to the project. There is a problem in the sense that APINDO's members are mainly larger companies and not SMEs. APINDO would also like SCORE to focus more on the handicraft sector, but until now other members of the NTAC have rejected this proposal. APINDO could play an important role in expanding project activities to a much larger scale and achieving sustainability. It has high level contacts with other ministries, like the Ministry of Cooperatives and Small and Medium Enterprises. APINDO can maybe also play a role to attract funding from larger companies that are member of APINDO and that work with SMEs in their supply chain.

1.4 Activities, outputs and outcomes since start of SCORE Phase II

The realization of activities against planning is presented in the Workplan smartsheets of SCORE. The Smartsheet results of Indonesia were analyzed for implementation rates and are presented in the table below.

Output 1: Sub-sectors and clusters selected (where applicable)	100%			
Output 2: Industry Association and training institutions trained in marketing, selling and organizing SCORE training	67%	33%		
Output 3: National capacity available to replicate the training programme		50%		50%
Output 4: A locally adapted, gender-mainstreamed edition of the SCORE-training materials available	100%			
Output 5: Robust M&E information and reports regularly available	80%	20%		
Output 6: Service providers trained to deliver	40%	60%		
Output 7: SMEs trained on SCORE Modules 1-5 on a demand-driven basis		100%		
Output 8: Documentation and dissemination of good workplace practices is available		100%		
Output 9: Policy makers, labour inspectors and social partners have increased				100%
Output 10: Social marketing campaigns to stimulate demand for workplace improvements and change attitudes toward workplace cooperation (where applicable)		50%		50%

Legend: Green=completed; yellow=in progress; red=delayed; white=not yet started or not planned

Until June 2015 the realization of activities is on track. Most activities are in the implementation stage or finalized. There are no delays.

The realization of outputs is presented on smart-sheets. Until June 2015, the following outputs were realized:

	Target June 2015	Actual June 2015
Objective 1: Industry associations and training		
Nr. of institutions embedding SCORE Training in their SMEs service portfolio	2	3
% of training cost covered by non-ILO resources	50 M1, 0 M2-5	50 M1, 0 M2-5
Nr. of national institutions or MNEs sponsoring/paying for SCORE	1	2
Output 1: sub-sectors and clusters with high decent job creation potential and strong		
Nr. of clusters selected (geographic areas)	10	11
Output 2: Industry Association and training		
Nr. of MoUs signed by IAs/training institutions	2	4
Nr. of reps of IAs/training institutions trained (M/F)	14(30%)	13(30%)
Nr. of business plans for SCORE Training developed by IAs/training institutions	0	0
Output 3: National capacity available to replicate		
Nr. of national Expert Trainers available	2	0
Presence of a national centre of excellence for SCORE	0	0

Objective 2: Service providers deliver effective		
	Medium: 50 High: 50	Medium: 50 High: 50
% of Modules delivered with medium or high independence		
Output 4: A locally adapted, gender-mainstreamed edition of the SCORE-training		
Nr. of Modules gender-mainstreamed and adapted to sector and country	0	0
Output 5: SCORE M&E system established and up-to-date		
Nr. of monthly/quarterly reports submitted on time	14	14
Nr. of incomplete/incorrect data sheets in M&E database	10	2
Output 6: Service providers trained to deliver		
Number of trainers certified in SCORE module 1 (m/f)	2	0
Output 7: SMEs trained on SCORE Modules 1-5		
Number of SMEs trained on Module 1 (M-owned/F-owned)	153(15%)	127(20%)
% of SMEs taking up more than one module	30	24
% of participants rating training as good or very good	78	77
Immediate Objective 3: Increased awareness of responsible workplace practices		
Nr. of partner initiatives promoting responsible workplace practices as a result of ILO awareness raising	2	2
Output 8: Documentation and dissemination of good workplace practices is available		
Nr. of case studies documented	8	6
Nr. of national disseminating events	2	3
Output 9: Policy makers, labour inspectors and social partners have increased		
Nr. of policy makers, labour inspectors and social partners trained (not in ToT/E)	60 (30%)	
Nr. of NTAC meetings held	10	10

(Between brackets is the percentage of Females)

The table shows that realization of results is largely conform to planning, although the number of SMEs trained is less than planned. Besides delays with funding from the Ministry Manpower, another reason is that the focus has been on rolling out further modules among enterprises that already participated in the SCORE programme. The Ministry is also working on the certification standard for SCORE trainers in Indonesia. Pending this process the ILO SCORE team decided not to push the certification of trainers according to ILO standards.

Outcomes reported on the M&E online platform until 20 December 2015 are presented below:

% SME's reporting on one or more key indicators	12%
Average # EIT meetings/month	3
Average # EIP projects completed	10
Average # gender-sensitive practices	6
Average # employee suggestions/month	3
Average % change # grievances	-28
Average % change defect rate	7
Average % change energy usage	43
Average % change absenteeism	-1
Average % change labour turnover	-3
Average % change # accidents logged	-55
Average % change average wage/employee	6
Estimated average cost-savings due to SCORE (in USD)	3.12

This table shows that only a small percentage of enterprises provide inputs on enterprise improvements. They report a significant decrease of the number of accidents and grievances and a raise of the average wage of 6%. The estimated cost-savings are merely 3.12 US dollars, less than 0.1% of the savings reported in most other countries, which puts a question to the reliability of these data.

At the highest level, outcomes were reported on job-creation effects. The results (until 20 December 2015) are presented in the table below:

Enterprises Trained	139
# Enterprises for which data is available	129
% Enterprises providing basic reporting	93%
Job creation	
Nr. of jobs created in enterprises trained	689
Nr. of jobs lost in enterprises trained	-558
Net change	131
Changes in employment status	
Increase in casual workers	196
Decrease in casual workers	-109
Net change	87

Effects of SCORE on job-creation are significant, but it is also remarkable that part of the employment created is not in fixed jobs. Particularly casual jobs are created according to the ME& platform. This leaves a challenge to improve status of jobs in Colombia.

During the evaluation visit the evaluators have visited two SMEs to confirm achievement of outcomes in enterprise walkthroughs. The changes observed at SME level are

presented in the table below. The average scores are given on a three-point scale (1=low, 2=sufficient, 3=good)

SME Walk Through Checklist	Score
1. Visibility CSR expressions	1
2. Visibility certificates (ISO etc.)	1,5
3. Overall cleanliness	3
4. Clear instructions workers safety	2,5
5. Visible OSH aspects	3
6. Signs energy efficiency	2
7. Gender specific provisions	2,5
8. Waste management systems	2,5
9. Facilities worker's social wellbeing	2

Effects of SCORE are most visible in cleanliness of companies (results of 5-S) and in OSH measures introduced at the work floor.

Appreciation of workers on the application of SCORE in their companies are presented below on a five-point scale (1=not at all/very low, 2=low; 3=sufficient, 4=high, 5=very high):

Survey workers in SME's benefiting from SCORE	Score
1. Awareness ILO/SCORE	4,17
2. Participation in SCORE	4,67
3. Quality SCORE	4,33
4. Performance trainers	4,17
5. Effects on Management-Workers dialogue	4,5
6. Changes in company after SCORE	4,67
7. Effects on labour conditions	4,5
8. Effects on worker's organization & unionization	3,17
9. Effects on women participation	4,33

Workers are most positive about the effects of SCORE on their knowledge and experience and also on improvements in the workplace. Most critical are workers about the effects of SCORE to create institutional forms of worker's organization in Indonesia.

2. Opinions and Appreciations of SCORE by partners and beneficiaries

2.1 SCORE team

The ILO SCORE team consists of three capable persons: the national project coordinator, a project officer and an admin secretary. Partners and contact persons at the companies that were visited value the team as professional, open in its communication and with a clear focus on teamwork and the collaboration with those who are involved. An important driver for the team members themselves is that through SCORE training and consultations behaviour and practices in SMEs have effectively changed and that these changes lead to more efficient production, better quality and an increase in productivity. Manoeuvring in the political landscape of Indonesia is sometimes difficult, but the team

takes pride in its close cooperation with partners, especially the strong support it gets from the Directorate of Productivity and Entrepreneurship of MoM, not only at a national level but also in a growing number of provinces.

A small survey among SCORE staff shows appreciations on a five-point scale.

	SCORE
1. Integration SCORE in ILO policies & plans	4,00
2. Appreciation SCORE by Government (as perceived by SCORE officers)	4,50
3. Appreciation SCORE by Employers	4,00
4. Appreciation SCORE by Trade Unions	4,50
5. Appreciation technical support from central SCORE team by national teams	3,50
6. Perspectives future sustainability	4,00
7. Change behaviour SME's after SCORE	5,00
8. Gender equity in SME's after SCORE	4,00

The survey responses are in line with the interview findings with the different stakeholder groups. SCORE has excellent relations with all stakeholders. The relation with trade unions in Indonesia is stronger than in most other countries.

2.2 SCORE trainer's and SCORE training service organizations

A small survey among SCORE trainers shows the following appreciations on a five-point scale:

	Score
1. Growth SME demand for SCORE	4,67
2. Tailoring SCORE to SME needs	5,00
3. Appreciation SCORE by SME owners	4,67
4. Appreciation SCORE by SME workers	4,67
5. Quality SCORE modules & materials	4,67
6. Technical support from HEADQUARTERS SCORE team	5,00
7. Perspectives future sustainability	4,67
8. Change behaviour SME's after SCORE	4,00
9. Gender equity in SME's after SCORE	4,33
10. Willingness & capacity SME's to pay for SCORE	3,33

The trainers in Indonesia are very positive on the quality and effects of the SCORE project and effects. They are also happy with the technical support from ILO headquarters and believe that there is enough room for tailoring the training to the Indonesian context and specific needs of SMEs in the country.

2.3 Government

To strengthen the faltering economy and position in the Asian Community, raising the productivity and competitiveness of SMEs are priorities of the Indonesian government.

Especially the Directorate of Productivity and Entrepreneurship of MoM is very supportive towards the project. In 2012 the Directorate started to incorporate the SCORE methodology and modules into the basic curriculum for the training of its productivity instructors. It has since extended the implementation of SCORE trainings and is now reaching 10 provinces. Besides, the Directorate expressed the willingness to take on the role of SCORE National Centre.

2.4 Employer's organizations

Because of the growing competition, especially in the Asian Community, APINDO finds SCORE an important project as it helps to increase quality standards, efficiency and productivity of SMEs. Insofar they directly benefit, enterprises will be willing to contribute to the costs. But it is important for SCORE to build its business case, according to APINDO, because economic hardship causes enterprises to think twice before they spend any money. APINDO does not seem to be the most committed partner in SCORE. One problem is maybe that its members are mainly larger companies and not SMEs. This makes the promotion of SCORE among members a bit difficult. APINDO would also like SCORE to focus more on the handicraft sector, but until now other members of the NTAC have rejected this proposal.

APINDO values the contribution of MoM, but at the same time feels that other ministries like the Ministry of Cooperatives and Small and Medium Enterprises, should be more involved in SCORE. Priorities of MoM are employment and labour conditions, whereas the Ministry of Cooperatives and Small and Medium Enterprises has its focus more on productivity and related issues. APINDO can play a role in establishing relations as it has high-level contacts at the various ministries. In addition, it can help to attract funding from larger companies that are a member and that work with SMEs in their supply chain. Until now the SCORE team was not able to use the full potential of APINDO being one of the members of the NTAC.

2.5 Trade Unions

The participation of trade unions in SCORE is limited primarily to serving on the NTAC. Trade unions consider SCORE as useful in different ways. At factory level the project improves the collaboration between workers and managers and helps to increase efficiency and productivity, which in the long run will lead to higher wages. Through SCORE workers are empowered and they become more self-confident because of their participation in SCORE modules. SCORE adds value, according to trade unions, in that it not only provides training and theory, but also results in an EIT that formulates an improvement plan with regular meetings with management and that leads to productivity gains and better social dialogue at the work floor. On a more general level the SCORE project helps to improve the collaboration between employers, trade unions and government. SCORE enables trade unions to demonstrate that they are not only opponents to employers but are also willing to help employers to raise the competitiveness of their enterprises. As they explained during the interview, this will benefit the workers as well.

2.6 Private sector support organizations

During the evaluation visit a meeting was planned with SOI. We did not interview the other service provider BEDO. SOI values the technical support and guidance received from the ILO SCORE team. It feels that there is a demand of SMEs for SCORE trainings and that the project is well appreciated by most SME owners, managers and workers. Like APINDO it believes that based on the positive results, SMEs, especially the bigger ones, will be willing to pay part of the costs. One of the main bottlenecks is the participation of the management. Sometimes companies send lower managers to the training. Higher management is not involved in the training or in the EIT. Because of a lack of support and decision-making power, the impact of SCORE in such cases is mostly limited. To get sufficient commitment from higher management and owners, SCORE needs to demonstrate its results. In addition, SOI believes that more attention could be given to needs assessments to be able to target the training and consultations more on the specific needs of companies or certain sectors.

2.7 Companies/Enterprises

More than 800 managers and workers of 139 enterprises have attended classroom training for the various SCORE modules. Regarding their satisfaction with the training, 77% of the participants rated the training as good or very good (four or five on a one to five scale). The percentage of SMEs enrolling in at least one additional module after the mandatory module 1 is 24%, which is lower than in most other SCORE countries. The most notable effect, according to the managers and workers that were interviewed during the evaluation visit, is that workers and managers cooperation has improved and that workers are more empowered in their companies. SCORE leads to a change in mind-set, a sense of ownership and a more open dialogue at the factory level. All interviewees are certain that this will enable their company to increase its productivity and competitiveness by making products better, faster and cheaper.

A small survey under SME's that have benefited from SCORE shows the following appreciations on a five-point scale:

	SCORE
1. Relevance SCORE	5,00
2. Quality SCORE	4,80
3. Performance trainers	5,00
4. Effects on Management-Workers dialogue	4,80
5. Effects on productivity & profitability	4,60
6. Willingness to pay costs	3,60
7. Capacity to pay costs	3,80
8. Effects on worker's organization & unionization	4,00
9. Effects on women participation	4,80

The table shows that SCORE is considered highly relevant by the enterprises and the effects on improved workers-management dialogue are notable, which is also confirmed by the enterprise walkthroughs. The scores on the capacity and willingness to pay part of the costs of SCORE trainings are lower.

3. Main Findings

3.1 Relevance & strategic fit of the intervention

- Due to their economic contribution to the overall economy and their role as major source of employment in the country, SMEs are very important in Indonesia. However, the potential contribution that SMEs can make, both socially and economically, is much greater than is being achieved at present. Poor workplace practices and a lack of communication between workers and management are a significant part of the problem. That is why all stakeholders agree that the SCORE project is important in that it can help enterprises to find a better road to productivity and growth that benefits both workers and employers.
- Although needs assessments can be improved, all stakeholders agree that the SCORE modules and consultations are well tailored to the needs and demands of SMEs.

3.2 Validity of intervention design

- The project shows good results at the company level. Additional to results in quality management, better organized and cleaner factories, storage, energy use and efficiency, most notable and relevant in the light of the ILO mandate according to the NTAC members is that workers and managers cooperation has improved and that workers are more empowered in their companies.
- An important added value of SCORE to existing projects is that it combines theory (training) with practice. It is a structured method in which training is followed by the installation of Enterprise Improvement Teams, agreed action plans between workers and management, implementation schedules, regular meetings, tangible improvements and cooperation. In addition to the trainings, consultants visit companies to help with the implementation of improvement plans. The SCORE project combines training and theory with a hands-on approach.
- SCORE Indonesia has taken steps to improve the degree of mainstreaming and integration of gender aspects into the project. All 5 modules are gender-mainstreamed and all ILO SCORE invitations to SMEs to participate in any kind of SCORE training, always has a statement about gender equality. Since the beginning of Phase II, the number of female owned enterprises has gone up from 12 to 25 enterprises. The number of female trainers has increased from 8 to 27, and the number of female staff trained in workshops went up from 150 to 309 persons.

3.3 Intervention progress and effectiveness

- So far SCORE Indonesia achieved a number but not all of its objectives. Two private service providers have embedded SCORE training in their SME service portfolio. So has the training centre of the Directorate of Productivity and Entrepreneurship of MoM, bringing the total number to 3 institutions that are working with SCORE trainings (target 2). Together with its partners the ILO SCORE team is now running trainings in 11 of the 34 provinces of Indonesia. There are 63 active SCORE trainers, of which 27 (43%) are women. Because the Directorate of Productivity and Entrepreneurship, as future National Centre, is working on a certification standard for SCORE trainers in Indonesia, none of the

trainers have been certified until now. The number of SMEs trained is 139 (target 153), of which 20% is female owned (target 15%) and 37% of the participants in SCORE training were women. The number of policy makers, labour inspectors and social partners trained, is slightly below target. The percentage of SMEs taking up more than 1 module is 24% (target 30%). The ILO SCORE team is making an extra effort to raise this percentage. Because of this and due to delays in decision-making and funding by MoM, a limited number of 5 new enterprises have been trained in 2015.

- A key achievement of SCORE Indonesia is the strong involvement of the Directorate of Productivity and Entrepreneurship of MoM. Although no agreement has been signed yet, the Directorate has expressed its willingness to take on the role of SCORE National Centre in Indonesia.
- Because of a change in personnel and delays in the funding by MoM, the cost recovery rate has dropped in 2015, but the SCORE team is convinced that this will only be of temporary nature. Service provider BEDO, who fairly recent joined SCORE, has been successful in attracting external funding for SCORE activities.

3.4 Efficiency of resource use

- Roughly 40% of the planned expenditures in Phase II of the SCORE project in Indonesia are associated with the salaries of the project team. The bulk of the remaining funds are for the costs of training trainers and enterprises. SCORE Indonesia consists of 3 staff members. Although the costs for project personnel are higher than in most countries, 3 staff members seems reasonable given the number and spread of project activities across different parts of the country.
- The project team closely monitors the training and other activities: reading and commenting to reports of trainers after every given module. Although this is very time consuming, it also contributes to the technical sustainability of the programme in that it helps to build the knowledge and expertise of trainers. A number of trainers have begun to insert and update their own SCORE data in the M&E system, resulting in less workload for the project team.
- SCORE Indonesia has started the implementation of a much shorter version of SCORE with 5 modules in 3 days instead of 2 days per module, as a pilot in 3 of the provinces. It is being tested to verify if it can bring sufficient impact and lessons learned will be used to fine-tune this version. The shorter version has been developed to reduce costs by training SMEs in the essentials of SCORE in only a limited number of days. It has been developed at the request of MoM and will only be used in provinces in which the government has limited funding and capacity to implement SCORE. During the evaluation visit, owners and managers that were interviewed, expressed their support to this shorter version, mainly because of costs and the fair amount of time that is now needed to go through the regular SCORE modules. However, most factory workers expressed their concern about a condensed version, because change takes time as they say, especially the change in mind-set needed to improve the cooperation of workers and managers on the work floor.

3.5 Effectiveness of management arrangements

- NTAC meetings are held on a regular basis. In general NTAC members are positive about the ILO SCORE team. They value the team as professional, open in its communication and with a clear focus on teamwork and the collaboration with those who are involved. NTAC members are also positive about the openness of discussions and the performance of the committee itself. An effort is needed to improve relations with APINDO and increase its commitment to the project.
- The project team has submitted all planned monitoring reports. During 2015 the number of incorrect data sheets has been reduced from 12 out of 139 to 2. Moreover, based on M&E data gathered in the first and second phase of the project, the team successfully revised and adapted some activities. The team took steps to improve the degree of mainstreaming and integration of gender aspects into the project and an extra effort is being made to increase the number of SMEs that participate in more modules than the mandatory module 1. As a main concern for the coming period, through the cooperation with MoM, BEDO, SOI and other partners the SCORE team needs to expand its outreach among SMEs.
- The SCORE team and implementing partners value the quality and usefulness of the information gathered in the M&E system. It is a lot of information, but it helps to show the relevance and promote SCORE to the outside world: other SMEs and potential partners. An observation of the evaluation team is that gains in efficiency and productivity at the company level are recorded only on a yes or no basis. The M&E system does not track the amount of waste reduction, number of defects, etc. Although there may be an attribution problem with some of these data, such information would help to strengthen the business case that SCORE needs to be able to convince other SMEs and potential partners to join the programme.

3.6 Impact orientation and sustainability of the intervention

- As mentioned earlier, the SCORE project shows good results at the level of companies that participated in the training and have an EIT in place to implement improvement plans. However, the impact and visibility of SCORE in Indonesia has remained limited to 139 companies. In the light of the great number of SMEs in Indonesia, this number is very small. SCORE is still a pilot project. It has a solid base, but the ILO SCORE team should take the project to the next stage by positioning it on a much larger scale. Most stakeholders feel that the project team has to step-up its communication and marketing activities by showing its results to a larger group of SMEs and possible donors, including private sector partnerships. That indeed is important, but it will not be sufficient.
- Because MoM is not only a donor but through its instructors also implements training activities by itself, it operates in a way as a 'closed shop' and this hinders the expansion of project activities. This does not relate to the good quality of trainings by instructors from the Ministry and provincial governments. But the funds of the Ministry will never be sufficient to implement SCORE activities on the required scale. It needs to be convinced that conducting business as usual will not lead to the desired results. The Ministry should use part of its funds as seed money to attract also funding from the private sector through public-private partnerships. In addition, the SCORE team should look for synergies with other ministries, like the Ministry of Cooperatives and Small and Medium Enterprises.

4. Conclusions

1. SCORE Indonesia shows good results at the level of companies. Additional to results in quality management, better organized, cleaner and saver factories, energy use and efficiency, most notable is that workers and managers cooperation has improved and that workers are more empowered.
2. An important added value of the SCORE project to existing projects is that it combines theory with practice. Trainings result in Enterprise Improvement Teams, agreed action plans, regular meetings between workers and managers and tangible improvements at the work floor. In addition to the training, consultants visit companies to help with the implementation of improvement plans. The SCORE project combines theory and training with a hands-on approach.
3. In general stakeholders are positive about the ILO SCORE team and the NTAC meetings. They value the team as professional, open in its communication, supportive and with a clear focus on teamwork and collaboration. An extra effort is needed to improve relations with APINDO and increase the commitment to the project.
4. Stakeholders also have a positive judgment about training materials, instructors (both public and private) and the SCORE modules, especially module 1 on social dialogue and workers and managers cooperation. At the request of MoM a condensed version of the SCORE modules has been developed and is now being tested. It will reduce the time investment and costs involved, so that SCORE can be implemented on a wider scale. Interviewed workers expressed their concern about the effectiveness of the shorter version. Finding the right balance is required.
5. An important aid to reach sustainability is the strong support from the Directorate of Productivity and Entrepreneurship of MoM and a number of provincial governments. The Directorate intends to integrate elements of the SCORE methodology in their existing business development programmes and has expressed its willingness to take on the role of National Centre. As future National Centre, the Directorate is also working on the certification standard for SCORE trainers in Indonesia. It will do this through the adaptation of the next Indonesian Production Standard competences for productivity trainers, called SKKNI. The ILO SCORE team was also successful in attracting two private training institutions: BEDO and SOI.
6. The impact and visibility of SCORE has remained limited to 139 companies. In the light of the great number of SMEs in Indonesia, this number is very small. SCORE is still a pilot project. Most stakeholders feel that more activities are needed to show the positive results of SCORE to convince more SMEs and potential donors to join the programme. That indeed is important, but it will not be sufficient with regards to the sustainability of SCORE.

7. MoM is not only a donor but through its instructors also implements training activities by itself. It does not want to charge SMEs for the training. This hinders the expansion of project activities. Funds of the Ministry will never be sufficient to implement SCORE activities on the required scale. Conducting business as usual will not lead to the desired results.

5. Recommendations

1. SCORE needs to be positioned on a larger scale. To do so MoM should be convinced to use part of its funds as seed money to attract also funding from the private sector. Through a voucher system for example it could offer to cover part of the costs in case SMEs pay a user fee and/or larger companies with SMEs as suppliers are willing to pay the rest. Such a system could be used both as a marketing tool and help to raise more funds from preferably 2 or 3 different sources that are needed to increase the project's outreach. The project team should also look for synergies with other ministries, most notably with the Ministry of Cooperatives and Small and Medium Enterprises.
2. The ILO SCORE team has some strong assets that will help to take the SCORE project to the next level. It has an extensive M&E system and can show positive initial results at the company level; the team maintains a good relationship with partners; and because of the growing importance of the Asian Community, there is a political momentum for activities that raise productivity and the competitiveness of SMEs. However, a balancing act is needed to get sufficient commitment from all parties sitting at the table and to convince them that they need to think outside the box and find new ways of working so that the project can expand activities to a much larger scale.
3. Such a balancing act is a difficult task and it will take time to get there. SCORE requires a long-term institutional commitment to be successful. However, governance structures and internal dynamics within the government make it hard to get a multi-year commitment. In order to be effective, the SCORE team will probably need support and introductions at a higher political level from APINDO, SECO and other members of the NTAC. APINDO and the trade unions can maybe also offer a helping hand in promoting SCORE among multinational corporations and larger national companies that have SMEs as suppliers.
4. SCORE should strengthen its business case in order to be able to ask (higher) user fees and funding from (more) SMEs and larger companies and to convince the Ministry of Cooperatives and Small and Medium Enterprises that it should join the programme. This calls for more precise and attributable data on the gains in efficiency and productivity because of SCORE interventions (amount of waste reduction, energy use, number of defects, decrease in absenteeism, etc.).

5. Since the SCORE project in Indonesia will end in December 2016, SECO Indonesia has indicated that it is willing to extend the funding period in case that is needed. For this the project team needs to present an activity plan and show some first results in bringing the project to a higher level by March or April 2016.

Country visit programme**SCORE Indonesia Mid-term evaluation****Agenda**

October	26	27	28	29	30
Day	Monday	Tuesday	Wednesday	Thursday	Friday
City	Jakarta	Jakarta	Semarang-Kudus	Kudus	Jakarta
Morning	<p>Meeting with SCORE team & ILO deputy director 9:00 AM</p> <p>Meeting with instructor from SOI 11:00 AM</p>	<p>Company visit PT Trilogam 9:00 AM</p>	<p>Meeting and lunch with All Trade Unions Confederations 10:00 AM</p>	<p>Company visit PT Mubarok 9:00 AM</p>	<p>Meeting with SECO 9:00 AM</p> <p>Meeting with APINDO vice-president 12:00 AM</p>
Lunch Break			Flight to Semarang		
Afternoon	<p>Meeting with Directorate of Productivity and Entrepreneurship MoM 14:00 PM</p> <p>Meeting with Labour Inspector Direktorat MoM 15:00 PM</p>	<p>Meeting with APINDO 15:00 PM</p>	<p>Meeting with the Provincial Government & Productivity Training Centre 15:00 PM</p> <p>Drive to Kudus</p>	<p>Drive back to Semarang and flight back to Jakarta</p>	<p>Debriefing with ILO director & SCORE team 15:00 PM</p>

Bottlenecks and deviations in data collection process

During the evaluation visit to Indonesia the evaluation team did not encounter any serious problems. The deputy chairperson of APINDO who is member of the NTAC, could not attend a meeting planned at her office, but she was willing to meet the evaluation team at a later moment. Based on only two company visits, it is difficult to have any judgement on the effects of SCORE at the company level, especially on the improvement of the social dialogue at the work floor. Testimonies of workers and managers on the effects of SCORE

in their company, were checked – and confirmed – at a more general level during our meetings with representatives of the trade unions and employers association APINDO.

List of interviewees

ILO Indonesia

Mr Francesco d'Ovidio	Director of ILO Indonesia
Ms Michiko Miyamoto	Deputy Director ILO Indonesia
Mr Januar Rustandie	National Project Manager SCORE Indonesia
Ms Pertiwi Triwidiahening	National Project Officer SCORE Indonesia

SOI (private service provider)

Mr Isnanto	CEO of SOI (Sentra Otomotiv Indonesia)
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Ministry of Manpower

Ms Estiarty Haryani	Director of the Directorate of Productivity and Entrepreneurship at the Ministry of Manpower
Ms Isnarti Hasan	Deputy Director of the Directorate of Productivity and Entrepreneurship at the Ministry of Manpower
Mr Hery Sutanto	Deputy Director OSH and Labour Inspection Directorate
Ms Sekar	Labour Inspector
Ms Nila Pratiwi	Labour Inspector

Trilogam (company visit)

Mr Rendra Gunawan	General Manager PT Trilogam Indojaya
Workers Group Interview	PT Trilogam Indojaya

Trade Unions

Mr Yunus Toisuta	KSPI
Mr Helmy Salim	KSPSI Rekonsialiasi
Mr E. Kustandi	KSPSI Kongres Jakarta
Ms MNuji Rahayu	KSBSI
Mr Jhon K	KSBSI

Ministry of Manpower in the Province of Central Java (Semarang)

Mr Agus Strisno	Head of Provincial Productivity in the Province of Central Java
Ms Mumpuniwati	Head of Provincial Training Centre BP2TK in the Province of Central Java
Mr Anas Rudi	Head of Productivity Instructors BP2TK
Ms Dwi Ari	Productivity Instructor BP2TK
Ms Esti Triany	Head of Provincial Labour Inspection in the Province of Central Java
Mr Sigit	Labour Inspector

Mubarok Food (company visit)

Mr Muhammad Himly	CEO Mubarok Food
Mr Muhammad Mufid	Commissioner at Mubarok Food
Workers Group Interview	Mubarok Food

SECO

Mr Martin Stotele	Head of Economic Development Cooperation (SECO) Embassy of Switzerland
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APINDO

Ms Nina Tursinah	Deputy chair of APINDO
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With special thanks to Ms. Dewi Budhiwaskito for her professional and caring logistical support.



ANNEX 8

SCORE Country report South Africa

1. Introduction

1.1 Country Context and Contextual Developments

The SCORE programme in South Africa operates within the National Minimum Standards for Responsible Tourism and the National Development Plan, Vision 2020.

SCORE interacts in the arena of accountability and management responsibility of wild life parks and it links up with the priority given to tourism development in rural/deprived areas with focus on women entrepreneurship and youth. Public stakeholders observe the practical support SCORE gives to ensure their accountability by offering concrete outcome results at SME level.

This explains the interest of the National Department of Tourism (NDT), its provincial departments (DEDEAT) and municipality structures and CTOs in the trainings and support activities provided by SCORE. *“SCORE gives access to institutions to practical tools and to quantifiable information enabling them to improve accountability in the implementation of their policies”.*

The geographic focus areas of SCORE are the provinces of the Eastern Cape, Free State and Kwazulu Natal. Unemployment in communities is high and tourism companies are micro to small. This reality²⁸ explains that SCORE SA has been flexible and accepts to provide support to enterprises that employ at least 15 staff. *“Companies operate at survival level”* as expressed by CTO in Kwazulu Natal. Small companies are interested to participate to strengthen their sustainability.

At national level, SCORE SA focuses on development of tourism value chains and on strengthening of relations between clients and suppliers.

Many SMEs are owner-managed businesses, with the owner playing a major role in the organization’s day-to-day operations. Although dominated by SMEs, medium and large sized employers play a pivotal role in the sector.

Hence, the SCORE SA training operates in two target markets (in terms of business size):

- i. The current South African target market: Micro, very small and small enterprises
- ii. The intended ILO SCORE target market: Medium enterprises

Both target groups have their own challenges and requirements in offering SCORE services, and this explains differences in successes and challenges of SCORE SA in achieving her objectives²⁹.

²⁸ Confirmed in Market Assessment for SCORE, Spenceley at all 2013 – 97% of employers are SMME/ 23.000 companies in hospitality sector

²⁹ Market assessment SCORE – in annex challenges are presented

1.2 Key partners and stakeholders in SCORE implementation

Key partners are:

- NDT (DEAT) with DEDEAT in the provinces;
- FEDHASA and CTO;
- SAN Park;
- SA Productivity, training division from Department of Economic Development;
- Network of trained SCORE trainers.

The National Department of Tourism (NDT) is a constituent of ILO. The department is in charge to implement the Responsible Tourism Standards including the promotion of Community Based Tourism and Black Economic Empowerment. The NDT and ILO cooperate in developing the teacher's manuals for module 1 and module 2. It is important to note that the NDT and ILO are now collaborating to develop and implement Community-Based Tourism Guidelines. The ILO is providing both technical and financial assistance in this regard.

In 3 provinces, either provincial departments (DEDEAT) or municipalities and their CTOs co-developed SCORE training plans together with ILO SA, including financing for delivery of training for enterprises (directly paying for activities with service providers (venues, catering, stationery).

However, as a response to the objective of financial sustainability of SCORE it is clear that the *“signing of memoranda of understanding with provincial and local governments going beyond gentlemen’s agreements is only possible if the President of the Country together with the ILO CEO come to this agreement”* (quote of Ms Weziwe Busakwe-Director Tourism Development- Eastern Cape Department of Economic Development, Tourism and Environmental Affairs). She explained that *“too many internal political and technical stakeholders are to be considered. The risk to be accused of not complying with procurement- or integrity rules is too big”*.

Adding to this is the fact that the Government itself has its own SME development and training programs, although under revision and budget cuts. This might explain why SCORE is more efficient and effective in implementing commonly agreed training projects in practice than in signing formal MoU's.

In addition, the partnership with FEDHASA (Federated Hospitality Association of Southern Africa), foreseen at the start of the programme as a promising institutional partner, shows limitations over time. FEDHASA is a membership organization for hospitality businesses and has a wide network. However, the majority of its members are part of bigger national or international chains, having their own training systems for productivity increase. Stakeholders express that these hotel chains might only be interested if SCORE offers an extremely high quality training standard going beyond the national tourism objectives and responding to demands of the global tourism industry³⁰.

³⁰ Also expressed in Market Assessment SCORE

Therefore FEDHASA gives low priority to facilitation and cooperation in SCORE training, encumbering the development of a SCORE training partnership. As a consequence this partner puts a question mark on institutionalisation of SCORE training services through FEDHASA as an Institutional Arrangement before the end of SCORE II.

At implementation level, training of their SME members continue to be of relevance and evidence of its relevance is confirmed by visits to member companies of FEDHASA.

A similar pattern occurs with SANParks (South African National Parks) and Productivity SA. At implementation level SCORE has success here. Managers of Bush Camps take part in the training team. Three trainers with the Kruger National Park have been trained on SCORE and have already trained and coached enterprises. The bush camps achieve important results in productivity and customer care. Nevertheless, agreements don't seem to go higher than the level of CEOs of parkers.

Finally, ILO SCORE in SA cooperates most strongly with and through the provinces. Thus SCORE in SA creates relations and dialogue between local and provincial public and private sectors operating locally. SCORE training is delivered by a group of trainers composed by public trainers and trainers from BDS training agencies. Both private and public BDS trainers operate together. Private trainers are directly contracted by SCORE. Public trainers are contracted through their institutions (SAN Parks, DEDEAT, ECPTA or CTOs). Hence the two other provincial departments are now developing plans that incorporate productivity upgrading training using the SCORE approach.

SCORE SA progressively uses local and provincial relations to enlarge the programme activities and outputs. Within that strategy she effectively makes use of the ILO SEDF (Sustainable Enterprise Development Facility) and ILO PPPSE (Private and Public Procurement and the Social Economy) and creates a mutual spin off effect of ILOs overall intervention. One example to mention is the collaboration by the two projects to implement a business plan competition in Umhlathuze (Responsible Tourism Challenge) to stimulate innovation, community participation and employment creation. Thus SCORE SA is embedded in the ongoing ILO programs in economic development in South Africa.

1.3 National Tripartite Advisory Committee

The NTAC Consists of the National Department of Tourism (NDT), Business Unity South Africa (BUSA), SACCAWU, SECO and NORAD. Although the NTAC meets regularly, SCORE in Africa does not follow a typical tri-partite route.

The tourism sector is not represented nor organized by either employer's organizations or trade unions; it is fragmented over different structures like associations, chambers of commerce at the local, provincial and national level. The majority of private enterprises in the tourism sector operate as family businesses.

For this reason the traditional focus of ILO in the tri-partite dialogue is not used in this sector, including formal bargaining, nor is it used in the SCORE project. This explains why

tripartite dialogue in SCORE is not occurring in the traditional way and that SCORE LFA outputs/outcomes in this sector are achieved in a more flexible and informal way, adapted to different realities in each geographic area and in different types of enterprises.

The SCORE training has its focus and impact on the dialogue and cooperation between management and workers on the workfloor at company level, without touching upon changes in formal labour relations.

1.4 SCORE trainers capacity

Trainers: a total of 22 trainers are trained and proficient in training module 1. Two of them are expert trainers, both male. 3 others (3 M/1F) have the potential to become expert trainer. Adding to that 6 additional trainers from the Provincial Department of Economic Development, Small Business, Tourism and Environmental Affairs have also been trained in October/November 2015.

They are originating both from private and public sector.

Trainers contracted in the private sector have their own enterprises in BDS and are specialised in tourism development and are active members in structures of the tourism like FEDHASA, Culture, Arts, Tourism, Hospitality and Sport Sector Education and Training Authority (CATHSSETA) or Community Tourism Organizations (CTO's).

Trainers from public institutions are camp managers (F/M) placed in the reserves or officials at provincial level (DEDEAT). It is observed that private trainers offer important flexibility needed in BDS services, whereas public trainers establish dialogue between companies and government institutions. This dialogue ensures adequate information spreading and it ensures that new policies and regulations will respond to tourism sector company needs.

SCORE interventions are linked with other ILO entrepreneurship promotion programs. There might be a potential to cooperate and create a hub through the trainer group originating from institutionalisation SIYB e.o... Such an approach might strengthen sustainability in training capacity and network for BDS training against international labour standards.

BDS trainers are interested to join the SCORE training programme because they think there is a market demand, trainers can become accredited, they work with an international standard and they can receive training themselves. Additionally, they observe the strength of the approach by having mixed groups of managers and workers combined with on-the-job visits before and after the training. According to the trainers this is the first time they use such an approach and this adds an important value to their professional competence.

The agreements achieved in the 3 provinces³¹ open immediately a larger market for the trainers.

Private trainers are selected on the basis of trainer profile checklist. In addition to educational background and experience in BDS consulting practical experience in running a business is required. Fixed fee rates are used. For non-certified trainers there is a unique fee and for expert trainers there is another unique fee-rate.

1.5 Activities, outputs and outcomes since start of SCORE Phase II

The realization of activities against planning is presented in the Workplan smartsheets of SCORE. The Smartsheet results of Colombia were analyzed for implementation rates and are presented in the table below:

Table 1: Realisation of action plans

Output 1: Sub-sectors and clusters selected (where applicable)	33%	67%		
Output 2: Industry Association and training institutions trained in marketing, selling and organizing SCORE training		100%		
Output 3: National capacity available to replicate the training programme	25%	50%	25%	
Output 4: A locally adapted, gender-mainstreamed edition of the SCORE-training materials available		75%		25%
Output 5: Robust M&E information and reports regularly available	25%	75%		
Output 6: Service providers trained to deliver		100%		
Output 7: SMEs trained on SCORE Modules 1-5 on a demand-driven basis	40%	60%		
Output 8: Documentation and dissemination of good workplace practices is available	100%			
Output 9: Policy makers, labour inspectors and social partners have increased				100%
Output 10: Social marketing campaigns to stimulate demand for workplace improvements and change attitudes toward workplace cooperation (where applicable)				100%

Legend: Green=completed; yellow=in progress; red=delayed; white=not yet started or not planned

³¹ Kwazulu Natal, Free state, Eastern Cape, Department of Economic Development, Environmental Affairs and Tourism

The realization of outputs is presented on smart-sheets. Until June 2015, the following outputs were realized:

Table 2: Performance Achievements

		Target June 2015	Actual June 2015
	Objective 1: Industry associations and training		
1	Nr. of institutions embedding SCORE Training in their SMEs service portfolio	1	1
2	% of training cost covered by non-ILO resources	20	21
3	Nr. of national institutions or MNEs sponsoring/paying for SCORE	0	2
	Output 1: sub-sectors and clusters with high decent job creation potential and strong		
4	Nr. of clusters selected (geographic areas)	8	10
	Output 2: Industry Association and training		
5	Nr. of MoUs signed by IAs/training institutions	2	3
6	Nr. of reps of IAs/training institutions trained (M/F)	3(30%)	12(50%)
7	Nr. of business plans for SCORE Training developed by IAs/training institutions	1	0
	Output 3: National capacity available to replicate		
8	Nr. of national Expert Trainers available (m/f)	0	0
9	Presence of a national centre of excellence for SCORE	0	0
	Objective 2: Service providers deliver effective		
10	% of Modules delivered with medium or high independence	Medium: 30 High: 25	Low: 17 Medium: 3
	Output 4: A locally adapted, gender-mainstreamed edition of the SCORE-training		
11	Nr. of Modules gender-mainstreamed and adapted to sector and country	2	2
	Output 5: SCORE M&E system established and up-to-date		
12	Nr. of monthly/quarterly reports submitted on time	16	
13	Nr. of incomplete/incorrect data sheets in M&E database	0	2
	Output 6: Service providers trained to deliver		
14	Number of trainers certified in SCORE module 1 (m/f)	7	9
	Output 7: SMEs trained on SCORE Modules 1-5		
15	Number of SMEs trained on Module 1 (M-owned/F-owned)	50	58
16	% of SMEs taking up more than one module	30	24
17	% of participants rating training as good or very good	75	78
	Immediate Objective 3: Increased awareness of responsible workplace practices		
18	Nr. of partner initiatives promoting responsible workplace practices as a result of ILO awareness raising	1	1
	Output 8: Documentation and dissemination of good workplace practices is available		
19	Nr. of case studies documented	4	5
20	Nr. of national disseminating events	0	2
	Output 9: Policy makers, labour inspectors and social partners have increased		
21	Nr. of policy makers, labour inspectors and social partners trained (not in ToT/E) (M/F)	0	0
22	Nr. of NTAC meetings held	10	7

The visit confirmed that the presented outputs and outcomes in the monitoring reports were realised to a large extent.

SCORE SA observes a gap in achieving the outputs to support sustainability at the three levels: financial, technical and institutional. To avoid moving forward without concrete advances, a limited number of Key Milestones within the performance plan are tracked and used by ILO and donors to judge if adequate progress is being made to justify continuation of the project. These are defined in a special rescue plan, agreed upon early 2015.

While the project is currently envisaged to continue until the end of 2017 (as in the PRODOC) a decision could be made to discontinue the activities in South Africa at an earlier point if these Key Milestones are not met.

These Key Milestones and the results are set out in below text box:

Immediate Objective 1: Industry associations or other industry coordination mechanisms continue to market and organize SCORE training for SMEs;

Nr. of institutions embedding SCORE Training in their SMEs service portfolio; target is 1 by 30/6/15 achievement is 2

% of training cost covered by non-ILO resources (including in-kind); target 63 % by end 2016, since benchmarking growth from 20% to 43 %; target is 30 % achieved is 22 %; however with a rate for last 6 months of 41%

Nr. of national institutions or MNEs sponsoring SCORE: not yet, but confident in achieving the target.

Output 1: Sub-sectors and clusters with high decent job creation potential and strong sector organizations selected/expanded

Nr. of clusters Selected: target 9 till 3

End 2016, achieved 8; above target.

Output 2: Industry Association (FEDHASA) and other coordinating institutions trained in marketing and in the coordination of SCORE

No of MOUs/ Implementation agreements finalized and signed (IA & training institutions); 3 agreements in place on a target of 3

Nr. of applications submitted to MNEs; target 2 achieved 2

No. Of national expert trainers available; target 2 achieved 2

Focus has been on SCORE module 1. Achievement is above target in detriment of achievement in training for follow up modules. A reason to focus on module 1 is the high demand originating from the provinces and CTOs. This demand confirms also the market study results in 2013. The latter showed an important market under SMEs with, < 49 workers in the tourism / hospitality sector, beyond wild life tourism only, searching for performance enhancing.

Already two companies were awarded in 2015; *“Bush Camp of the Year”* and the *“Tourism Challenge”*. Visited companies (both employees and owners) urge for the follow up, especially because staff members are enthusiast and motivated by the quick positive effects.

In addition, module 3 and 5 are under revision. 75 % of Participants rate the training between good and very good.

Another important achievement is the accreditation of the general SCORE training by SABPP. CATHSHETA under reorganization due to weak management, the SABPP offers an important alternative. It opens pathways for companies to make use of the Skills

Development Levy, and pay for SCORE training. It might positively influence and speed up the cooperation with FEDHASA, SAN parks and SA Productivity

Also for trainers and their companies, SCORE training becomes more attractive with a strong sales pitch: workers, managers, and owners receive NQF certification of their skills and become qualified (level 5) opening career opportunities.

In general, SCORE uses the monitoring to inform on progress and as a consequence adequates and fine-tunes her implementation strategy. This is shown by the fact she initially started her implementation through national focus, now she adds the approach of working through the provinces and municipalities.

Outcomes reported on the M&E online platform until 20 December 2015 are presented below:

% SME's reporting on one or more key indicators	No data
Average # EIT meetings/month	2
Average # EIP projects completed	7
Average # gender-sensitive practices	1
Average # employee suggestions/month	2
Average % change # grievances	-72
Average % change defect rate	
Average % change energy usage	-28
Average % change absenteeism	-20
Average % change labour turnover	
Average % change # accidents logged	-33
Average % change average wage/employee	No data
Estimated average cost-savings due to SCORE (in USD)	No data

At the highest level, outcomes were reported on job-creation effects. The results (until 20 December 2015) are presented in the table below:

Enterprises Trained	69
# enterprises for which data is available	35
% Enterprises providing basic reporting	51%
Job creation	
Nr. of jobs created in enterprises trained	18
Nr. of jobs lost in enterprises trained	-106
Net change	-88
Changes in employment status	
Increase in casual workers	15
Decrease in casual workers	-4
Net change	11

During the evaluation visit the evaluators have visited three SME's to confirm achievement of outcomes in enterprise walkthroughs. The changes observed at SME level are presented in the table below. The average scores are given on a three-point scale (1=low, 2=sufficient, 3=good)

SME Walk Through Checklist	Score
1. Visibility CSR expressions	1,00
2. Visibility certificates (ISO etc.)	1,00
3. Overall cleanliness	
4. Clear instructions workers safety	
5. Visible OSH aspects	
6. Signs energy efficiency	3,00
7. Gender specific provisions	2,00
8. Waste management systems	2,50
9. Facilities worker's social wellbeing	3,00

Appreciation of workers on the application of SCORE in their companies are presented below on a five-point scale (1=not at all/very low, 2=low; 3=sufficient, 4=high, 5=very high):

Survey workers in SME's benefiting from SCORE	Score
1. Awareness ILO/SCORE	4,58
2. Participation in SCORE	4,58
3. Quality SCORE	4,00
4. Performance trainers	4,13
5. Effects on Management-Workers dialogue	4,64
6. Changes in company after SCORE	4,36
7. Effects on labour conditions	4,30
8. Effects on worker's organization & unionization	4,44
9. Effects on women participation	3,92

2. Opinions and Appreciations of SCORE by partners and beneficiaries

2.1 SCORE team

The SCORE team in South Africa is composed by two members; the national coordinator and the financial administrator. As a consequence, the national coordinator combines all tasks in the project ranging from micro management to strategic management.

Both staff members consider that SCORE integrates well in the country policies of the ILO and they appreciate the support from the central SCORE team. The team receives positive feedback from SMEs participating in the SCORE Training.

However, at the same time they question the sustainability, the level of gender equity in SMEs after SCORE and the appreciation by the ILO constituency.

2.2 Government

External stakeholders report that SCORE intervenes at the right moment, it increases the productivity and profitability of the SME sector in tourism in the provinces and communities where training took place.

All stakeholders interviewed demand tailoring the SCORE training and support more to local reality, the specific characteristics the of wildlife tourism taking place and to address gaps in the tourism value chain. Some success stories in SA show that benefitting enterprises, after SCORE training, are not only achieving the expected results as monitored but unexpected changes also occurs. Some can be cited:

- Setting up additional small businesses adding value to the main business;
- A laundry service company after SCORE training, substantially increased its market by participating in tender procedures for public services.

Governmental stakeholders (5; 2F/3M) express that enterprises are in need for development of additional value to their accommodation to maintain attractiveness and repeating client visits. This is also an overall aim for the tourism sector. In addition, considering the widely extended responsibility of local and provincial institutions, explicit focus on only one type of enterprise (for example hospitality only) is strongly questioned by these stakeholders. Addressing specific tourism enterprises will only reach out to a part of the tourism businesses in their locations and this means excluding others.

2.3 Trainers

A total of 9 (4 M/ 5F) trainers have been interviewed.

The trainer group is growing, and according to the trainers becomes an important building stone for sustainability if properly managed.

Table: Opinion Trainers

	Total Average	Average Men	Average Women
1. Appreciation growth demand SME's for SCORE	2.8	3.0	2.5
2. Appreciation tailoring SCORE to needs & demands SME's	4.6	4.8	4.4
3. Perceived appreciation SCORE by SME owners	4.0	4.3	3.8
4. Perceived appreciation SCORE by SME workers	4.1	4.3	4.0
5. Perceived quality SCORE modules & materials compared to supply SME training other suppliers	4.1	3.7	4.4
6. Appreciation technical support from central SCORE team by trainers	3.3	3.5	3.2
7. Perceived perspectives for future sustainability SCORE in country	4.4	4.5	4.3
8. Perceived change of behaviour SME's after SCORE training & visits	3.7	4.0	3.3
9. Perceived improvement gender equity in SME's after SCORE training & visits	3.0	2.5	3.3
10. Appreciation willingness & capacity SME's to pay for SCORE training	2.6	3.0	2.0

Female trainers interviewed in the MTE only joined the trainer group more recently. They observe a lower appreciation of SCORE by owners. This can be explained by the fact the female trainers recently joined the network and experienced mainly the training for public owned enterprises. They expressed that these managers are less interested in business improvement: *“They work in the parks for the gaming and education on environment/wildlife”*.

Private trainers expect more support from SCORE to achieve the desired level for certification and develop towards expert trainers, using accredited SCORE training. Such certification and accreditation will enhance their competitiveness in the BDS market.

Gender equity is perceived higher by female trainers in comparison with male. This can be explained that measures and practices in the lodges are not perceived as encouraging gender equity. For example: appreciated were the tips and hints given by SCORE for *“late at night room service”*

Private trainers show eagerness to market SCORE to their clients and they constitute and organize clusters and deliver regular training and follow-up company visits. This will help them to manage their planning agenda. Private trainers are operating in many networks, which to their opinion, are not sufficiently used by ILO.

2.4 Companies/Enterprises

4 managers/owners and 12 workers (11F/1 M) were interviewed.

Visited companies express that they see clear additional results in systematic dialogue between workers and management ensuring continuous improvement, cleaner workplaces, better storage, less energy use, waste management, efficient water use and benefits from recycling.

Quality of training is good, and distinguishes itself from other SME training. This because of its combination of classroom training, gathering lower and higher positions and as such the full company, with follow up visits. This is considered to be unique and effective. Follow up is composed by on-the-job visits, reflections and advices involving again both managers and employees of the company. Staff and management show curiosity and eagerness to continue the follow up modules. They want to experience the highest level of performance growth they might achieve.

Most notable and relevant is that cooperation between workers and managers improves, a culture of communication between owners/ managers and staff causing that workload of managers and staff is decreased because of continuous improvement towards and use of lean systems in the work (5S). Workers, both men and women, are empowered in the participating enterprises: *“they do not fear to speak with the boss”* and act more independently in achieving higher performances standards.

Participating private enterprises in SCORE, being small and risk sensitive, express that they had to be convinced through various channels of communication, including personal contact with the trainer, to participate in the first module. After participation managers observed that workers that participated in SCORE were not immediately accepted by the other workers. Owners observe they play a major role in achieving success. Nevertheless they also observe that now the success is felt, changes are made, workers are eager to continue with the follow up modules. Owners request as such respect of the training calendar and its implementation.

At DEDEAT, they observe that for public enterprises, trust building is also needed however respect of the training calendar by these enterprises is an important challenge.

Table: Opinion owners/managers

Owners/managers	Total Average	Average Men	Average Women
1. Appreciation relevance SCORE training for company	4.8	4.7	5
2. Appreciation quality SCORE training compared to other suppliers SME training	3.7	3.5	4
3. Appreciation of performance SCORE trainers	4.5	4.3	5
4. Effects SCORE on Management-Workers dialogue in company	4.5	4.3	5
5. Effects SCORE on productivity & profitability company	5.0	5.0	5
7. Willingness to pay costs SCORE training	4.5	4.3	5
6. Capacity to pay costs SCORE training	4.0	4.0	4
8. Appreciation of positive effects worker's organization & unionisation workers on workplace practices & productivity company	3.5	3.7	3
9. perceived effects SCORE on women participation in workplace practices & company operations	4.8	4.7	5

Owners were clear about the fact that the question about trade union organizing was not applicable in their company. They even state that unionisation could be the end for their company. Instead they claim they will ensure the dialogue on the work floor while avoiding formal unionisation. Also unions might be less interested to organize workers, due to size of targeted companies.

Table: Opinion Workers

Workers	Total Average	Average Men	Average Women
1. Degree of knowledge of ILO's SCORE objectives & activities	4.6	5	4.5
2. Appreciation of overall participation workers in SCORE training & follow-up	4.6	5	4.5
3. Appreciation quality SCORE training compared to other suppliers SME training	4.0	4	4.0
4. Appreciation of performance SCORE trainers	4.1	4	4.1
5. Effects SCORE on Management-Workers dialogue in company	4.6	5	4.6
6. Appreciation of amount of changes introduced in company after finishing SCORE	4.4	5	4.3
7. Appreciation effects SCORE training on labour conditions	4.3	5	4.2
8. Appreciation of positive effects worker's organization & unionisation workers on workplace practices & productivity company	4.4		4.4
9. perceived effects SCORE on women participation in workplace practices & company operations	3.9	4	3.9

Workers appreciated highly the SCORE training and support elements: the Enterprise Improvement Teams (EIT), the weekly cleaning, energy saving, compost saving, water saving, investments and other continuous improvements. The suggestion box is a major help to inform and improve continuously. The suggestion box is also combined with rewarding mechanisms. Each company defines its own rewarding mechanisms. Some can be mentioned:

- Priority to certain investments making the job easier;
- A "holiday weekend for 2, in the lodge, as guests" for top workers.

Other (unexpected) measures mentioned, increasing workers motivation:

- Change towards local suppliers of vegetables and fruit;
- Community work with communities of the workers;
- Sunday prayers with community priest in the lodge;
- Personal Calamity or Social Fund.

The three companies visited in this MTE all started to undertake new investments; their confidence in their people grew, permitting them to make the decision towards expansion. Areas of interest are solar power – use of the lodge space for urban power station; for Bush Camps adding small additional business services like water selling point, lighter selling, car washing and offering cosy spaces for family events.

Visits were too short to detect if this is due to the SCORE training and change mechanisms or part of existing enhancing factors, part of company life and its search to improve always. Stakeholders declare it is because of SCORE.

3. Main Findings

3.1 Validity of intervention design

Results of SCORE module are clearly visible at the level of the enterprises; they have implemented action plans, have Enterprise Improvement Teams (sometimes called 5S team or SCORE team) have regular staff meetings. They use the suggestion box and charters (Workplace Cooperation/Responsible Tourism Charter).

SCORE responds to the accountability needs of government. It enters in the National Development Plan (rural development, youth employment and women development) and National Minimum Standards for Responsible Tourism and the Development Vision 2020.

The monitoring keeps track of the outcome results, using a strong baseline and follow up visits.

Nevertheless, financial and employability effects are not captured in the system. The latter is of high interest for National Department of Tourism (NDT), Provincial Departments and Municipality Structures; giving them the access to quantifiable information proofing their accountability in the implementation of the National Minimum Standards for Responsible Tourism and the Development Vision 2020 (National Development Plan). Sharing such data will increase validity of SCORE for both public and private sector stakeholders. The SCORE SA needs more of this proof to convince both political and the technical arena to invest in the training.

The Validity of t SME size for the South African tourism businesses is questioned by various stakeholders (municipality, province, trainers, enterprises and donors). They request a more flexible training approach regarding the target group of SME size. According to them to many are excluded. In the SCORE provinces where tourism occurs unemployment in communities is high and tourism companies are micro to small; majority has less than 10 workers. 3-7 is the common size.

3.2 Intervention progress and effectiveness

Progress of SCORE in South Africa is not yet according to planning.

Different causes of delay in training delivery of the other modules are mentioned. Besides of the fact that there are companies not willing to continue, there is also an important difference between public owned and private owned companies. Municipality owned enterprises suffer from political interference in the business, hampering benefitting fully from the training. Private owned business observe a strong benefit, demand for clearly communicated and in time training so owners can organize the company accordingly. Postponing training dates diminish their trust towards the SCORE versus the Public owned enterprises at provincial level having a persisting need for flexibility and request for postponing, answering to the continuous change in priority ranking of activities.

Such business behaviour and expectations towards the SCORE training hampers an efficient and effective continuation towards the implementation of the follow up modules. Guiding towards enlarging the number training for enterprises in module 1.

Similar to the finding above, there is diversity in needs regarding content of modules, pricing and a need for feedback from participating enterprises. Private trainers composing trainer teams being entrepreneurs themselves and embedded in the local and provincial public and private tourism networks have the potentiality to act upon needed flexibility and intensive direct communication. They should become prepared and supported to promote, organize clusters and implement tailored training, using SCORE as the reference framework, using transparent pricing complemented with reliable and quick feedback systems. Finally, contracting of SCORE trainers should satisfy different types of outcome results and stress co-responsibility in achievement of success (no cure no pay?) versus traditional service and activity oriented contracting. If such transfer of responsibilities takes place, role of SCORE has to move towards quality control supporting both the training quality development and the credibility development towards private and public sector stakeholders.

3.3 Efficiency of resource use

The contradictory behaviour of benefitting enterprises (public versus private) towards training calendars- flexibility demand versus strict planning demand - needs direct communication with enterprises to constitute the clusters for training to happen. The SCORE project team is too small to maintain such intensive communication with enterprises. The mind-set and trust of the owners of businesses is a very important ingredient for SCORE to be successful. This means that new ways to approach owners (in addition to managers) should be explored and mechanisms to identify the interest and motivation to participate in SCORE (special meetings and networks existing where ILO presents).

3.4 Effectiveness of management arrangements

SCORE comes at the right moment. It interacts in the arena of accountability and management responsibility of the parks and the recent priority given to tourism development in rural/deprived areas with focus on women entrepreneurship and youth. Public stakeholders observe the practical support SCORE gives to ensure their accountability by offering concrete outcome results at SME level. Provincial departments co-developed SCORE projects, implementation plans and signed letters of agreements. However it is clear that signing of MoU's with provincial and local government that go beyond gentlemen's agreement seems not to be realistic. Too many internal political and technical stakeholders are to be considered. Considering the small investment represented by SCORE in the SME sector in SA, it seems a realistic strategy to invest in maximum operationalisation by above described relation building, design local owned project interventions, bridging dialogue of public sector with SME enterprises, both owners and employees, at local and provincial level. This strategy for institutional embedding is implemented since the start of 2014 and first successes are reported.

Institutionalisation of SCORE in tri-partite institutions is challenged. The tourism sector is not represented in employer's organizations and trade unions. This requires explaining why tripartite dialogue in SCORE is not occurring in the traditional way and the LFA outputs/outcomes in this area has to be achieved in a more flexible way adapted to reality in each geographic area and types of enterprises.

SCORE in SA gets its success from creating relations and dialogue between local and provincial public sector, private and public enterprises operating locally, in the enterprises between owners and employees and between owners and the communities surrounding them. The team adequately uses relations to enlarge the programme activities and outputs.

Within that strategy the SCORE team effectively makes use of the ILO SEDF (Sustainable Enterprise Development Facility) and ILO PPPSE (Private and Public Procurement and the Social Economy) and creates a mutual spin-off effect ILOs overall interventions. The choice of SCORE to work in the tourism sector in the same 3 provinces as the other programs enhances efficiency and effectiveness by concentrating efforts. As such it enlarges the response to the needs to achieve sustainable competitive enterprises in the rural (deprived) communities. However for accountability purposes this approach demands more clarity in achieved results attributed to SCORE, monitoring and communication on the theory of change of the interventions taking place.

In addition, the partnership with FEDHASA (Federated Hospitality Association of Southern Africa), foreseen at the start of the programme as a promising institutional partner, slows down and does not guide yet towards a promising strong institutionalisation of SCORE training services. In contradiction to this perceived formal hold up, training for their SME members continues. A similar pattern occurs with SANParks (South African National Parks) and Productivity SA. Public trainers and private trainers operate together and significant successes are achieved.

3.5 Impact orientation and sustainability of the intervention

The SME in SA operate in a strongly subsidised institutional environment for training. Training is offered through government and donor support and without payment or contribution from the side of the participant.

Only with a strong comprehensive and evidence based communication approach the barrier requesting for strong financial investment from the side of the ILO-donor community can be taken, nevertheless if offered through government structures, the public partner will in the upcoming few years opt for subsidised training with insignificant payment by the enterprise owners.

Public training institutions request from SCORE a strong financial partnership. IA are giving more priority to their member issues not being training to small enterprises.

Observing the direct financial effect of the training benefitting, enterprise owners seems to be more ready to pay or to contribute in kind for the follow up modules.

Now the SCORE SA training package is accredited, it is even more likely private owned companies are willing to participate and contribute. The SCORE accreditation opens new opportunities and bargaining power with public and private stakeholders.

SCORE marketing and communication is oriented to formal and traditional relations, but constituencies and critical opinion makers; are not yet the focus. Also the communication channels most in use by communities and new organizations of women, youth, people living with a disability and their enterprises are not yet explored and in use by SCORE. Use of social media, targeted leaflets and visual supports during face to face presentations, combined with (cheap) voice and visual recording are unexplored.

Intervening in network relations requests more flexible, quick marketing approaches and channels to communicate successes of the SCORE, with specific social groups to raise their confidence and inform them on decent work development.

The trainer cohort constitutes an important capacity to take over an important part of organizing cluster groups and prepare for training.

Considering gender equity it can be observed that the hospitality sector has a strong representation of women in the staff composition. In the training both male and female participate and are part of the EITs. Also the trainer cohort is mixed, composed by both male and female professional trainers. Enterprises visited during the MTE show staff rooms and possibilities to stay over during night shifts, protecting the staff against late night travelling. So protection and safety seems to be a consideration.

Although people report an improved work climate they do not seem to be aware about stereotypes guiding the labour division and decision making. Time was too short to explore on deeper layers and obstacles caused by gender. Also SCORE training is short to expect workers to understand and act on gender issues beyond specific practical needs. A good thing to report is that gender is mainstreamed in the training delivery for trainers and enterprises, and trainers are encouraged to work with EITs to identify and track gender specific practices. Now the trainers also administer a Knowledge, Attitude and Practices (KAP) survey on gender to determine these gender practices and address them.

4. Conclusions and recommendations

Although the monitoring keeps track of the outcome results, using a strong baseline and follow up visits; the financial and employability effects are not captured in the system. The latter is of high interest for National Department of Tourism (NDT), provincial departments and municipality structures; giving them the access to quantifiable information proofing their accountability in the implementation of the National Minimum Standards for Responsible Tourism and the Development Vision 2020 (National Development Plan).

Sharing such data will increase relevance of SCORE SA for both public and private sector stakeholders.

Recommendation

The SCORE needs more of this proof to convince both political and the technical arena to invest in the training.

For the tourism sector to develop with an approach of tripartite, the advantage of SCORE lies in intervening in the local value chain of tourism businesses, including the ones functioning as networks of independent businesses. Micro and small businesses compared to the medium size enterprises in the SA tourism, are the ones with potential for growth and employment absorption, because being priority for the government. In the rural areas these enterprises have the potential to make the difference in the stay of a tourist, either business or leisure tourist.

Recommendation

If SCORE continues in SME in tourism sector she should offer different training packages adequated to the overall value chain and its perceived gaps, with focus on small and micro business to respond to urging need for employment in rural and deprived areas. These might be developed by expert trainers.

Institutionalisation through the signing of memorandum of understandings by IA and training institutes is hold up caused by factors beyond control of SCORE team. Bottom up approach used through municipalities and provinces work quicker with a stronger financial support and local available trainers. Thus it is a realistic strategy to invest in maximum operationalisation by relation building, design local owned project interventions, bridging dialogue of public sector with SME enterprises, both owners and employees, at local and provincial level The SCORE accreditation offers sustainability for the value of the SCORE training in the national qualification framework.

Recommendation

Continue developing local and provincial project based agreements with government. Support local public and private trainer cohort to make use of their networks to constitute clusters and prepare the enterprises for training. Use SCORE SA for performance and quality control. Pay on the basis of performance and end results delivered.

SCORE global should focus on a performance based contracting, facilitation of ILO in supporting the set up of a vital SCORE SA trainer network (alliance, association, cooperative) and development of hands on marketing tools (on line media and paper based media) and price setting. This should be followed by a clear description of responsibilities and steps to be followed by the involved public and private trainers to create a comprehensive service against the desired quality.

Continue the use of an integrated programmatic approach as used now in SCORE SA. Use assets, specially training assets and diplomatic relations through ILO country office.

SCORE Marketing is too limited.

Recommendation

Marketing and communication need to focus on critical opinion makers and the communication channels most in use by communities and new organizations of women, youth, people living with a disability and their enterprises. Use of social media offers important opportunities, transforming monitoring data to useful information for various stakeholder groups and operating in networks for social learning. NPC need to be strengthened with social media communicator/developer.

SCORE SA operates in a female based business. It quickly harvests effects of the training and the company visits on the 5 S and the dynamic functioning of the EIT. Nevertheless gender awareness does not seem very strong. Also we do know very little of companies who have not implemented any of the learning channelled through SCORE.

Recommendation

Undertake some more in depth studies on factors supportive to adopt SCORE messages in the company. The same for gender; what is the effect of the improved empowerment and company 5s improvements on mobility, salary and safety of both men and women and their perception on their roles, norms and values affecting gender equity. Not only at company level but also in the institutional, community and household environment.

Country visit programme

MTE met with trainers in both Pretoria and Eastern Cape, giving an impression of their perspective on the quality of the training programme, its relevance for the SME and opportunities for sustainability. These perspectives could be compared with presented outputs in monitoring system.

Two different enterprises were visited; one in Pretoria and one in Richard Bay. Both offering hospitality services, but responding to different market segments. Richard Bay being a small harbour city while Pretoria part of dynamic agglomerate. The evaluators have spoken separately with the owners, managers, the EIT members and undertook a company walkthrough. These visits gave a good insight on the effect of the training in the practices of the company. An extra telephone interview was hold with the Bush Camp Service Manager of Talamati/Kruger rewarded for the Bush camp 2015.

Meetings were held with external stakeholders from national tourism department to local municipality (NDT, DEDEAT and ECPTA and CTO).

Among the ILO constituents, a meeting was held with BUSA, association of SMEs in South Africa and partnering together with ILO in implementing Decent Work Agenda.

Table: Visit Programme and Interview Schedule:

Date	Activity	Place	People met
9 November	Meeting SCORE Team	Pretoria	Monde Nyangintsimbi- SCORE Busisiwe Siyona, FAA,
9 November	SECO Programme Manager, Embassy of Switzerland	Pretoria	Dr. Janice Golding
9 November	Meeting with trainers	Pretoria	Rest Kanju Thami Mupawose Niki Glen
9 November	Enterprise visit: Cedarwood of Sandton Hotel Interview Focus group discussion Walkthrough	Pretoria	Mr. Randy Moniez, General Manager 2 managers 6 members EIT team
10 November	National Department of Tourism, Director responsible Tourism NTAC member	Pretoria	Mr. Bekithemba Langalibalele
10 November	Meeting with IA, FEDHASA, Head of Projects, interim CEO FEDHASA Trainer SCORE	Joburg	Caleb Mabaso
10 November	Meeting ILO, DWT Senior Enterprise Development	Pretoria	Jens Cristensen

Date	Activity	Place	People met
	Specialist		
10 November	Interview	Joburg	Rest Kanju
11 November	Enterprise visit; Seagulls Lodge Owner Manager Focus group with Workers/EIT	Richards Bay	Ms. Amanda Palm, Owner Manager Staff- EIT
11 November	Meeting with Mhlathuze Municipality and Community Tourism Organization (CTO)		Mr. Sipho Mchunu, Ms. Lerato Mndawe, Mr Mandla Magagula
12 November	Meeting with DEDEAT and EC Meeting		Ms. Weziwe Busakwe, Director Tourism Development Mr. Makaya Zokoza, Dep Director Tourism Development, Ms. Keketso Kostile, Quality Assurance Manager ECPTA
12 November	Meeting with 4 trainers, Eastern Cape Province		Sibongile Tabata Bukiwe Tom
12 November	Telephone interview Bush Camp Kruger/ Talamati		Thandazile Nkabinde
13 November	Meeting with Director ILO	Pretoria	Mr Vic van Vuuren
13 November	Meeting with ILO constituent, Business Unity South Africa	Joburg	Ms. Vanessa Phala, Executive Director
13 November	Debriefing per skype with NPC ILO Enterprise Specialist	Joburg	Monde Nyangintsimbi, Mr. Jens Christensen
09 December	Interview per skype	Ede	Michael Elkin ILO SCORE Headquarters
09 december	Interview per skype	Ede	Andrea Prince, ILO SCORE Headquarters



ANNEX 9

SCORE Country report Vietnam

1. Introduction

1.1 Country Context and Contextual Developments

The most important country contextual developments are presented below:

- Vietnam is experiencing rapid economic growth that is continuing in 2015, contrary to growth trends in its biggest neighbour China, where the economic growth after years is coming to a halt. SME's in Vietnam are flourishing and the furniture and wood sector (focus of SCORE In Vietnam) is doing very well with good profit margins of companies. This sets a favourable context for the SCORE project implementation in Vietnam.

1.2 Key partners in SCORE implementation

At present, the key partners in SCORE are:

VCCI-HCMC: The Vietnam Chamber of Commerce and Industry (Ho Chi Minh City) is the most important historic partner in the SCORE project. In the first phase of SCORE VCCI was also the implementing partner of SCORE and there was no separate ILO SCORE team. This has changed in phase II, when the SCORE team was formed as an ILO implementing structure. VCCI still remains an important (though less actively and intensively involved in implementation) partner for general oversight and for promotion and marketing of SCORE and for the identification of possible trainers for SCORE. ILO is now starting up a process of transferring SCORE back into the hands of VCCI. Although there is clear interest of VCCI in SCORE, the sustainability perspectives of SCORE are not yet good enough to ensure a quick process of transfer of SCORE to VCCI. The ILO SCORE team is currently facilitating the process of institutionalizing SCORE into VCCI HCMC.

HAWA (Handicraft and Woodwork Industry Association of HCMC) and BIFA(Bin Duong Industry Furniture Association): These are the furniture sector associations in the region of HCMC with whom ILO SCORE is cooperating in promoting and marketing SCORE, to organize trainings and also to provide candidates for the team of SCORE trainers. The cooperation with these two associations is very good and intensive.

The SCORE project in Vietnam is mostly managed and coordinated by the ILO SCORE team together with national implementing partners (the furniture associations). The SCORE team has provided training to these VCCI and associations on how to manage, market and organize SCORE to members of business associations. There are not yet any institutional training providing institutions with whom SCORE works together in Vietnam.

1.3 National Tripartite Advisory Committee

The members of the National Technical Advisory Committee in Vietnam are VCCI, Vietnam General Confederation of Labour (VGCL), Ministry of Labour, Invalids and Social Affairs (MOLISA and DOLISA). In the practical implementation of the project MOLISA/DOLISA and VGCL are not very actively involved, although both participate occasionally in training events and they observe SCORE activities in the sector associations and companies.

1.4 Activities, outputs and outcomes since start of SCORE Phase II

The realization of activities against planning is presented in the Workplan smart sheets of SCORE. The Smart sheet results of Vietnam were analyzed for implementation rates and are presented in the table below:

Output 1: Sub-sectors and clusters selected (where applicable)	50%	50%		
Output 2: Industry Association and training institutions trained in marketing, selling and organizing SCORE training	50%	50%		
Output 3: National capacity available to replicate the training program	19%	81%		
Output 4: A locally adapted, gender-mainstreamed edition of the SCORE-training materials available		100%		
Output 5: Robust M&E information and reports regularly available		100%		
Output 6: Service providers trained to deliver		100%		
Output 7: SMEs trained on SCORE Modules 1-5 on a demand-driven basis	47%	53%		
Output 8: Documentation and dissemination of good workplace practices is available		100%		
Output 9: Policy makers, labour inspectors and social partners have increased		100%		
Output 10: Social marketing campaigns to stimulate demand for workplace improvements and change attitudes toward workplace cooperation (where applicable)		100%		

Legend: Green=completed; yellow=in progress; red=delayed; white=not yet started or not planned

The realization of activities against planning is on track, but the table also shows that all outputs are still in the implementation stage and only a limited amount of activities under outputs is completed. This image can be explained by the fact that implementation at the start of phase II was delayed, but is catching up considerably in the passed year.

The realization of outputs is presented on smart-sheets. Until June 2015, the following outputs were realized:

	Target June 2015	Actual June 2015
Objective 1: Industry associations and training		
Nr. of institutions embedding SCORE Training in their SMEs service portfolio	3	3
% of training cost covered by non-ILO resources	35	26
Nr. of national institutions or MNEs sponsoring/paying for SCORE	1	2
Output 1: sub-sectors and clusters with high decent job creation potential and strong		
Nr. of clusters selected (geographic areas)	3	4
Output 2: Industry Association and training		
Nr. of MoUs signed by IAs/training institutions	3	3
Nr. of reps of IAs/training institutions trained (M/F)	50 (33%F)	54 (31%F)
Nr. of business plans for SCORE Training developed by IAs/training institutions	0	
Output 3: National capacity available to replicate		
Nr. of national Expert Trainers available (m/f)	4	4
Presence of a national centre of excellence for SCORE	0	
Objective 2: Service providers deliver effective		
% of Modules delivered with medium or high independence	Medium: 50 High: 25	
Output 4: A locally adapted, gender-mainstreamed edition of the SCORE-training		
Nr. of Modules gender-mainstreamed and adapted to sector and country	5	5
Output 5: SCORE M&E system established and up-to-date		
Nr. of monthly/quarterly reports submitted on time	14	14
Nr. of incomplete/incorrect data sheets in M&E database	0	3
Output 6: Service providers trained to deliver		
Number of trainers certified in SCORE module 1 (m/f)	0(30%F)	0(0%F)
Output 7: SMEs trained on SCORE Modules 1-5		
Number of SMEs trained on Module 1 (M-owned/F-owned)	75(30%F)	68(18%F)
% of SMEs taking up more than one module	30	38
% of participants rating training as good or very good	75	97
Immediate Objective 3: Increased awareness of responsible workplace practices		
Nr. of partner initiatives promoting responsible workplace practices as a result of ILO awareness raising	0	1
Output 8: Documentation and dissemination of good workplace practices is available		
Nr. of case studies documented	7	9
Nr. of national disseminating events	5	5
Output 9: Policy makers, labour inspectors and social partners have increased		
Nr. of policy makers, labour inspectors and social partners trained (not in ToT/E)	35(30%F)	30(31%F)
Nr. of NTAC meetings held	7	7

(Between brackets is the percentage of Females)

The table above shows that implementation of the project is generally on track in Vietnam with the exception of the cost-recovery rates that are significantly below planned targets.

Outcomes reported on the M&E online platform until 20 December 2015 are presented below:

% SME's reporting on one or more key indicators	No data
Average # EIT meetings/month	3
Average # EIP projects completed	24
Average # gender-sensitive practices	7
Average # employee suggestions/month	5
Average % change # grievances	-54
Average % change defect rate	-28
Average % change energy usage	3
Average % change absenteeism	17
Average % change labour turnover	-24
Average % change # accidents logged	-83
Average % change average wage/employee	6
Estimated average cost-savings due to SCORE (in USD)	0,15

The data on the indicators in the table above are somewhat confusing and difficult to interpret. Some of this confusion can be related to errors and imprecisions in the data collection. While some changes are negative, others are positive and this is (except for wages) contrary to the logic of SCORE. The reported savings per company (recalculated in USD) also seems to contain an error, because it indicates savings with virtually no value.

At the highest level, outcomes were reported on job-creation effects. The results (until 20 December 2015) are presented in the table below:

Enterprises Trained	87
# Enterprises for which data is available	69
% Enterprises providing basic reporting	79%
Job creation	
Nr. of jobs created in enterprises trained	1595
Nr. of jobs lost in enterprises trained	-2
Net change	1593
Changes in employment status	
Increase in casual workers	2
Decrease in casual workers	-396
Net change	-394

The net job creation effect in Vietnam is surprisingly high, considering the relatively small number of participating companies and considering effects in other countries. But here

one should realize that the furniture industry is very labour intensive and it is also doing quite well. Although there might be some bias towards the positive side, it is likely that SCORE in Vietnam might have contributed to a significant increase of employment in the furniture sector, including a process of transferring casual contracts into fixed labour contracts. These developments were also confirmed by the stakeholders interviewed in Vietnam.

During the evaluation visit the evaluators have visited two SME's to confirm achievement of outcomes in enterprise walkthroughs. The changes observed at SME level are presented in the table below. The average scores are given on a three-point scale (1=low, 2=sufficient, 3=good)

SME Walk Through Checklist	Score
1. visibility CSR expressions	2,00
2. Visibility certificates (ISO etc.)	2,00
3. Overall cleanliness	3,00
4. Clear instructions workers safety	1,50
5. Visible OSH aspects	2,00
6. Signs energy efficiency	2,00
7. Gender specific provisions	1,00
8. Waste management systems	2,00
9. Facilities worker's social wellbeing	2,50

The walk-throughs show clear effects at the company level, but in some aspects changes seem to be more difficult. There are still challenges to improve workers safety in the furniture industry, because of the use of many quite dangerous machinery and the use of paint and chemicals. Due to the nature of furniture production, workers come in constant close contacts with these aspects. The two furniture companies (one with a formal walk-through and one informally) visited in this evaluation still clearly faced challenges in this respects. Also gender specific provisions in companies were not very visible during the company walk-throughs although the overall improvements also benefited women.

Appreciation of workers on the application of SCORE in their companies are presented below on a five-point scale (1=not at all/very low, 2=low; 3=sufficient, 4=high, 5=very high):

Survey workers in SME's benefiting from SCORE	Score
1. Awareness ILO/SCORE	4,22
2. Participation in SCORE	4,55
3. Quality SCORE	4,10
4. Performance trainers	4,10
5. Effects on Management-Workers dialogue	4,18
6. Changes in company after SCORE	4,55
7. Effects on labour conditions	4,40
8. Effects on worker's organization & unionization	4,00
9. Effects on women participation	3,45

2. Opinions and Appreciations of SCORE by partners and beneficiaries

2.1 SCORE team

- The Score team Vietnam consists of three members and together they are able to keep the project implementation quite well on track, even despite the slow start of phase II;
- The SCORE team is satisfied with the orientation and support received from the global SCORE team;
-
- Problems and bottlenecks identified by the SCORE team are:
 - Delay of certification of trainers;
 - Still weak perspectives for sustainability of SCORE in Vietnam,
 - Difficulties in dialogue, communication and coordination with the Government,
 - Relevance and applicability of the Key Performance Indicators in the context of the SME's.

A small survey among SCORE staff shows the following appreciations on a five-point scale:

	Score
1. Integration SCORE in ILO policies & plans	4,33
2. Appreciation SCORE by Government (as perceived by SCORE officers)	3,00
3. Appreciation SCORE by Employers	4,33
4. Appreciation SCORE by Trade Unions	3,67
5. Appreciation technical support from central SCORE team by national teams	4,67
6. Perspectives future sustainability	3,33
7. Change behaviour SME's after SCORE	4,67
8. Gender equity in SME's after SCORE	4,33

2.2 SCORE trainer's and SCORE training service organizations

The trainers in SCORE in Vietnam are managed and coordinated by the ILO SCORE team, but they are contracted by the Sector Associations that are also responsible for the organization of the training. This approach is time-consuming because the SCORE team in this way had to be directly involved in the preparation and follow up of the training activities. In practice, cooperation is good and the trainers express a general satisfaction with the support and coordination received by ILO.

Critical remarks are made on the fact that in Vietnam until recently no trainers were certified, but now that procedures have changed it is expected that this will improve shortly.

A small survey among SCORE trainers shows the following appreciations on a five-point scale:

	Score
1. Growth SME demand for SCORE	4,80
2. Tailoring SCORE to SME needs	4,20
3. Appreciation SCORE by SME owners	4,60
4. Appreciation SCORE by SME workers	4,50
5. Quality SCORE modules & materials	4,60
6. Technical support from HEADQUARTERS SCORE team	4,40
7. Perspectives future sustainability	4,40
8. Change behaviour SME's after SCORE	4,40
9. Gender equity in SME's after SCORE	4,40
10. Willingness & capacity SME's to pay for SCORE	4,00

2.3 Government

- The Ministry of Labour, Invalids and Social Affairs (MOLISA) and its departmental representations (DOLISA) is aware of SCORE and it participates in the NTAC, but otherwise is not very much involved in the project. The project receives moral support but no other supports. No links have been established with labour inspection services within MOLISA at the central level to consider developing joint activities (such as for example in China). At the departmental level, DOLISA observes what the project does in the furniture sector but it does not take an active role;
- The country strategy for SCORE in Vietnam anticipated contacts and negotiations with the Ministry Planning and Investments (MPI) to establish a partnership with its SME support provision activities (SME-TAC), but this cooperation has not yet materialized.

2.4 Employer's organizations

- The project partner VCCI-HCMC should be considered the most representative employers organization in Vietnam. It is a strong institution active at the national level and particularly the Chambers in HCMC and Hanoi are strong. VCCI-HCMC during phase I of SCORE was the implementing partner of the SCORE project in Vietnam. With phase II arrangements were changed and ILO established a small SCORE team outside VCCI HCMC and a staff member of VCCI-HCMC moved out to become the core coordinator of SCORE In Vietnam. During phase II, the relations with the HCMC continued and the agreement of cooperation remained in place. VCCI-HCMC is involved t in promoting the SCORE project and by providing trainers, and a sizeable budget (60% in the entire period) was allocated to implementation of SCORE by VCCI-HCMC. The moving out of the SCORE team has created a less intensive cooperation between ILO-SCORE and VCCI-HCMC and ownership of SCORE at VCCI-HCMC is currently not as strong as in the past. VCCI-HCMC is now waiting until ILO will transfer the SCORE project in the hands of VCCI-HCMC. This is planned for next year. VCCI-HCMC is interested and willing to receive the SCORE project but it sees the need to adapt the SCORE training supply so it matches better in the VCCI-HCMC service portfolio. Also sustainability perspectives need to improve considerably in order to be able to take over SCORE. VCCI-HCMC indicates that it has experience in commercial service provision and it also has possibilities for introducing other

pricing and payment mechanisms to increase the attractiveness of the supply of SCORE (receive now-pay later, or combined packages with SME loans).

2.5 Trade Unions

- The VGCL participates in the NTAC and it is also benefiting from training. In the clusters around HCMC both DOLISA and VGCL are aware of the SCORE activities and also at this level representatives participate in training activities;
- VGCL is supportive to the project, but in practice and particularly at the company level the trade union activities are limited and often not clearly separated from company management. While in all companies unions exist, the SCORE project is not formally linked to activities of these unions, although this could be a means for institutional sustainability for the EIT's and it could also be a means to empower trade unions at the company level. Because of the weak capacity in trade unions these processes of involving them more at best can take place at a slow pace.

2.6 Private sector support organizations

- Cooperation with private sector support organizations is limited. There are no ongoing agreements with SCORE training providing institutions. Individual trainers are hired and deployed by the associations and the SCORE team provides monitoring and quality control of these individual trainers, which is quite time-consuming;
- The membership partner organizations (VCCI, HAWA, BIFA) are in the first place responsible for marketing and promotion of SCORE. Because the focus is on furniture and because of the fact that the SCORE team has moved out of VCCI and is now done directly by ILO, the cooperation with VCCI is not intensive. These partners provide trainers among their ranks for the SCORE project.
- SCORE in Vietnam has cooperated with the National Cleaner Production Centre's network of UNIDO in the development of the cleaner production and energy module. A continuation was foreseen in the strategy for phase II, but it appears not to take place. The evaluators have not seen evidence of this;
- The Better Work program of ILO can be considered the bigger sister of the SCORE project. There is coordination of information but cooperation remains limited because both projects operate in different sectors. However, there are plans to move SCORE also to the garment sector and in that case more coordination and coordination will be needed. At present it seems that the two programmes coordinate by a clear separation of sectors. This is a pity, because both projects have information and experience to share than can benefit the implementation of the other programme. Cooperation in the future can become also strategic in integrated the supply chain and lead buyer approach into the SCORE project in Vietnam;
- The direct working relations of SCORE until present are largely confined to the furniture sector only and to a limited number of partners.

2.7 Companies/Enterprises

A small survey under SME's that have benefited from SCORE shows the following appreciations on a five-point scale:

	Score
1. Relevance SCORE	4,33
2. Quality SCORE	4,67
3. Performance trainers	4,33
4. Effects on Management-Workers dialogue	4,67
5. Effects on productivity & profitability	4,33
6. Willingness to pay costs	4,67
7. Capacity to pay costs	4,33
8. Effects on worker's organization & unionization	4,00
9. Effects on women participation	4,33

SME's are generally highly satisfied with the SCORE training and support. They indicate that the project has had an important and lasting effect on employer's and worker's dialogue and cooperation, which is confirmed by the company visits during this evaluation. It is also remarkable that the enterprise owners indicate that they are willing (and to a lesser extent able) to pay for the costs of the SCORE training, even if it would not be subsidized. In the light of the slow progress in raising cost-recovery rates for SCORE training, this finding deserves some further research because maybe quicker progress can be made in raising fees for companies in the furniture sector that is doing quite well in Vietnam.

3. Main Findings

3.1 Relevance & strategic fit of the intervention

- The SCORE project in Vietnam is relevant and embedded in the Vietnam DWCP. It is also relevant as a follow up of FIP and it is complementary to Better Work. However, the evaluators observe that in practice the SCORE project operates quite isolated from these other initiatives and this is a risk to maintain relevant in the future;
- SCORE is relevant for Vietnam's growth policy and Government policies for private sector development and SME development. But the Government is not very actively involved in SCORE implementation and until present it also does not provide much support;
- SCORE is relevant for the SME's in the furniture sector to increase their productivity and VCCI estimates that a demand for SCORE exists in many sectors and many enterprises, although the selling of SCORE might need more packaging and tailoring to specific demands.

3.2 Validity of intervention design

- The combined training and in-company support of SCORE is very effective to produce company level changes and impact;

- The combined workers and managers participation in SCORE is very effective to change worker-manager relations, which is a very significant result in the Vietnamese context and history in which workers-management dialogue and cooperation has never been very common;
- *The strong focus at the company level and the specific regional and sectoral focus have caused that visibility of SCORE at the national level is still low. Contacts with the MOLISA at the national level and MPI are not very intensive. With DOLISA in HCMC there is intensive coordination in specific locations (Dong Nai and Ty Dong Nai). The perspectives for increased involvement of the Vietnamese Government and financial support are not very favourable in Vietnam although indirectly through VCCI possibly some specific support could be obtained.*

3.3 Intervention progress and effectiveness

- The SCORE project in Vietnam is largely on track in terms of activities and outputs. There are challenges in the training and certification of trainers, but thanks to changes in certification methods, this bottleneck could be resolved in the near future;
- In terms of outcomes, the project is not on track. Cost-recovery rates of training in the form of payments by companies are low and the willingness of companies to buy into SCORE training is limited. Additionally no public funds or subsidies were acquired for SCORE training provision. The absorption capacity for SCORE within the current partner associations is facing its boundaries and not so many more companies will join SCORE is the expectation of both HAWA and BIFA.
- The number of partnerships established in Vietnam is limited and SCORE is almost entirely private sector driven. More efforts are needed to involve Government (DOLISA, MOLISA and MPI) and Trade Unions (VGCL) more actively in the project.

3.4 Efficiency of resource use

- SCORE Vietnam has suffered delays in implementation in 2014, amongst others due to the process of setting up of a SCORE project team of ILO separate (but still in house) from VCCI-HCMC. Although the project has recovered speed of implementation and is currently meeting most output targets, there are delays in working on sustainability and in establishing a wider network of cooperating partners to share the efforts and costs of the SCORE training provision.
- The focus on furniture in HCMC region, after five years of SCORE presents a risk for further expansion and replication (and with that cost-savings) of SCORE, because the absorption capacity in HAWA and BIFA is limited. This presents both challenges for cost-effectiveness as well as sustainability.

3.5 Effectiveness of management arrangements

- The set-up of the SCORE team of ILO separate from VCCI-HCMC has caused delays in the start up of phase II. Although cooperation between SCORE and VCCI continued it was less intensive and this will again create a challenge to move SCORE back to VCCI-HCMC in the process of creating institutional sustainability. This process will again take considerable time and considerable technical support from ILO;
- The trainers in Vietnam are recruited and managed directly from the SCORE team because there are no arrangements with institutional training providers, in spite of one trial with the Vocational College in Binh Dinh, but this was not successful. Individual follow-up of trainers is time consuming and relatively expensive compared to subcontracting training institutions;

- SCORE Vietnam is satisfied with the support given by the global SCORE team and implementation of the project is smooth. The only bottleneck in the implementation arrangements is the quite laborious M&E system that is also not very helpful to the national SCORE team to steer and fine-tune SCORE module implementation.

3.6 Impact orientation and sustainability of the intervention

- The approach of SCORE contains impact orientation at the company level by creating sustainable mechanisms (EIT's) in the companies to sustain SCORE changes. Bottlenecks are encountered in generating reliable data on SCORE outcomes at the company level and the current M&E platform presents rather confusing data on them.
- SCORE Vietnam currently aims at 50% cost-recovery in 2016 and while this is already a challenging increase compared with the previous year this percentage will not be enough to transfer the SCORE project to VCCI-HCMC, because the provision of SCORE training will still require significant additional technical and financial inputs for at least another year or more.
- The interest and commitment of the government (MOLISA/DOLISA and MPI) to provide more than lip service to SCORE are limited. The dialogue and communication with these Ministries (in Hanoi) are not very active. The choice of SCORE Vietnam is to look for a largely private sector driven SCORE provision in a specific sector and region, in cooperation of business associations on the ground. This "localized approach" is limiting the impact and visibility of SCORE at the national level.

4. Conclusions

- Results of SCORE modules are clearly visible at the level of the companies that have implemented action plans and that have teams in place. Additional to results in cleaner factories, storage, energy use, most notable and relevant in the light of the ILO mandate is that workers and managers cooperation has improved, that workers are more empowered in their companies and that gender balance and participation in SCORE activities and in companies has improved);
- Although results are clearly visible, they are difficult to quantify and to measure. The savings made in SCORE companies are not sufficiently systematically proven. The sales-pitch of SCORE needs more of this proof to convince other companies to take one of more modules. What is the real value of the savings? It is remarkable to see that companies that have followed SCORE modules indicate it has a clear value and that they would be willing to pay more for the modules;
- The existing scepticism to buy in on SCORE by companies could be overcome when SCORE also uses more explicitly arguments of compliance and market access requirements (certifications) on international markets as reasons to take SCORE. SCORE can prepare SME's for certification and also reduce costs of certification. This will improve the sales-pitch of SCORE in Vietnam;
- The recorded impact and visibility of SCORE in Vietnam has remained largely limited to 87 companies in the Furniture Sector at specific locations, although their might have some spill-over effects to other companies in the furniture sector and even across sectors. But this aspect was not analysed in this MTR. This is in the light of the massive number of SME's in Vietnam very small. The SCORE project, as instructed by donors and SCORE HEADQUARTERS, did not project itself at the multi-sectorial, regional and national level. The specific regional and sector approach in Vietnam is stronger than in all other SCORE countries (except South Africa, where a strong focus

on tourism sector exists). As a result of this focus the visibility and outreach of SCORE in Vietnam is still quite limited. Expanding SCORE beyond the furniture sector will require a significant effort of conceptualising, branding, packaging and marketing SCORE and to establish more forms of institutional cooperation to provide the SCORE training services that currently depend very much on the management and coordination of the National ILO-SCORE team. This can be done by establishing relations with training providers in the private sector, training institutes and also within VCCI;

- SCORE is anticipating 50% cost-recovery of the Score modules (at a sales price of 500 USD) in 2016, but this is not an attractive proposition to hand over to VCCI. The transfer of SCORE to VCCI will require extra financial and technical support by ILO and efforts to develop a business model for SCORE should start immediately. This should also be done in the context/framework of handing over to VCCI, where the approach is to so SCORE as a specific product in a larger portfolio;
- DOLISA and the Vietnam General Confederation of Labour are involved in the NTAC and perceive their role as advisers and observers and are not a partner or agent in implementation. The implementation is almost 100% private sector driven (VCCI, HAWA, BIFA) together with the ILO-SCORE staff. Prospects and perspectives for financial support and subsidies of national or provincial Governments are not promising, which leads to the need that SCORE should focus on demands in the private sector and cost-recovery by companies themselves.
- All stakeholders interviewed in the Vietnam visit express that SCORE should expand beyond the specific sector of wood and furniture and many stakeholders also view that looking more at international supply chains as an instrument to reach out to SME's is a valid approach. Supply chains (in any sector) could then serve as an organizing principle for the SCORE project;
- The number and quality of trainers in Vietnam is still limited and certification of trainers still is in process. The issue of quality control (with obvious costs) remains a challenge to the SCORE project and its longer-term sustainability. In addition to quality also a minimum (larger than current) number of trainers with multiple sector expertise is required to bring SCORE to a higher level. The training capacity in SCORE needs an institutional "roof" or "home";
- Better Work and SCORE coexist in Vietnam with limited coordination and cooperation. There are possibilities for increased coordination (meetings etc.). Better Work can help SCORE to increase and improve its outreach to the social partners (which are more actively involved in Better Work) and SCORE could extend the outreach of Better Work in 2, 3 and 4th tier suppliers in sectors. Both SCORE and Better Work express the ambition to expand coverage in different sectors. The way they do this needs to be coordinated;
- The setting up of a SCORE project team of ILO separate from VCCI-HCMC has been slow and difficult. It has created one year (2014) of short-term contracts for implementation and a delay in implementation at the start of 2015. Although relations between the partners remain at a good and cordial level, there is some dissatisfaction of VCCI-HCMC with taking away part of the management of SCORE from them. The slow process and delay in start of phase II presented challenges to the SCORE team to implement project as planned, but overall the SCORE team in Vietnam has been

able to realise most activities fully as planned and can be considered quite well on track. The capacity of VCCI-HCMC for SCORE management is also considerable;

- The KPI's used in SCORE don't always reflect reality and changes in enterprises and sometimes are replaced by others. The use of KPI's at global level and national sometimes clash.

5. Recommendations

The conclusions in the previous section lead to the following recommendations:

- SCORE in Vietnam (as in other SCORE countries) needs to conduct a more systematic research of the savings and changes in the SME's as a result of SCORE. These data could be included to strengthen the sales-pitch of SCORE to convince other companies to take one of more modules;
- The existing scepticism to buy in on SCORE by companies could be overcome when SCORE also uses more explicitly arguments of compliance and market access requirements (certifications) on international markets as reasons to take SCORE. SCORE can prepare SME's for certification and also reduce costs of certification;
- This evaluation confirms a certain capacity for payment for SCORE training among companies that might be higher than anticipated in the targets for cost-recovery for SCORE in Vietnam. The SCORE team is recommended to investigate possibilities to speed up cost-recovery rates and also to consider other alternative forms of payment (leasing, deliver now and pay later and most interesting seems to investigate if SCORE can be linked with provision of finance to SME's as a training add-on to loans);
- Considering the fact that SCORE has been very much focused on only the furniture and wood sector, the SCORE team is recommended to expand SCORE beyond the furniture sector. This could be done together with VCCI and this could also establish a trajectory to transfer SCORE gradually to VCCI;
- The weak perspectives for sustainability and the still relatively focused outreach of SCORE will require more time than until the end of 2016 to reach sustainability. SCORE Vietnam and HEADQUARTERS are recommended extending the period of implementation until the end of 2017, but in this process already start with the process of transfer of SCORE to VCCI, so that during this process ILO can still provide sufficient financial and technical support to develop a feasible business model for SCORE for VCCI, in a larger multi-sectoral portfolio;
- More efforts are needed to engage in a dialogue and cooperation with the Government at the national level to ensure that more institutional forms of cooperation can be established with MOLISA and MPI. This is difficult to do from HCMC and therefore the national ILO office should lend a hand here;
- Expanding SCORE should go hand in hand with strengthening attempts to work in supply chains (in different sectors) and with lead buyers. This approach is already started in the garment sector and in this sector a closer coordination with Better Work in Vietnam is required;
- The SCORE Team in Vietnam needs to increase efforts in certifying trainers and also in looking for other forms of cooperation with training providing institutions to avoid that

SCORE training is done by a loose network of individual trainers, requiring a considerable amount of time and effort from the ILO SCORE team;

- The extreme diversity of the SME environment in Vietnam (as is also the case in other countries), calls for a minimum degree of flexibility in the product supply to cater for specific demands of SME's in specific situations. This flexibility could be in the amount and duration of consulting and training time to companies but it could also be applied in different forms of payment of the SCORE courses;
- SCORE Vietnam and HEADQUARTERS are recommended to discuss ways to simplify the M&E system so it becomes user-friendly. Also the use of KPI's should be evaluated to identify which ones are actually helpful to steer the project and also to analyse changes at the company and sector level. This might need fine-tuning and tailoring of KPI's to specific sectors and countries.

Country visit programme

Date	Interview / Activity	Organization/ Venue
Monday, October 26	Meeting with Chang Hee Lee, Country Director	ILO
	Meeting with Do Quang Huy, National Programme Officer	SECO
Tuesday, October 27	Meeting with SCORE team Phung Duc Hoang, National Project Officer Tran Minh Trim National Project Officer Tran Kim Thu, Admin and Finance Assistant	ILO
	Meeting with Nguyen Chnah Phuong, Secretary General and Tran Thi Ngoc Hieu, Secretary (SCORE project coordinator)	HAWA
Wednesday, October 28	Meeting with Huynh Quang Than and Tran Thi Thao Trang, Office Manager	BIFA
	Meeting with Huynh Quang Than, Owner of Hiep Long Fine Furniture Company (un-official short enterprise walk-through with no report)	Hiep Long Fine Furniture Company
	Meeting with Le Van Minh, Owner and CEO, Tuong Van Furniture Company and SCORE trainer and enterprise walk-through	Tuong Van Furniture Company
Thursday, October 29	Meeting with Tran Thi Tuyet, Chief Labour Executive	DOLISA Dong Nai
	Meeting with Dinh Khac Thieu, Coordinator and Nguyen Thi Nhuy, Vice president	VGCL
	Meeting with Tran van Yen, Vice General Director, TAVICO JSC and enterprise walk-through	TAVICO JSC
Friday, October 30	Meeting with Nguyen Hong Ha, Country Director	Better Work Vietnam
	Meeting with Vo Tan Than, Vice-President, Bui Thi Ninh Deputy Director and Nguuyen Le Nhat Thanh, Project Executive	VCCI, Ho Chi Minh City
	Meeting with SCORE Trainers: Nguyen Van Nghia, Nguyen Thanh Thuy and Le Phuit Van	Independent trainers
	Debriefing with SCORE Team	ILO

Bottlenecks and deviations in data collection process

- No bottlenecks were encountered in the country visit process;
- There was one small last minute deviation in the data collection process: One enterprise visit was exchanged for another enterprise visit, due to non availability of the owner.



ANNEX 10

Results from Surveys and Enterprise Walk-Thoughts

RESULTS FROM SURVEYS AND ENTERPRISE WALK-THROUGHS

Survey ILO/SCORE implementing officers	China	Colom bia	Ghana	India	Indo nesia	South Africa	Vietn am	Average	Average Men	Average Women	Men	women	n	% F
1. Integration SCORE in ILO policies & plans	4,67	4,00	5,00	4,00	4,00	4,50	4,33	4,38	4,67	4,20	5	9	14	64%
2. Appreciation SCORE by Government (as perceived by SCORE officers)	5,00	3,33	4,00	3,00	4,50	4,00	3,00	3,88	4,17	3,70	5	9	14	64%
3. Appreciation SCORE by Employers	4,33	5,00	4,50	4,00	4,00	4,00	4,33	4,40	4,50	4,33	5	8	13	62%
4. Appreciation SCORE by Trade Unions	4,00	2,67	4,00	3,00	4,50	3,00	3,67	3,60	3,83	3,44	5	8	13	62%
5. Appreciation technical support from central SCORE team by national teams	4,33	4,33	5,00	3,00	3,50	4,50	4,67	4,31	4,50	4,20	5	9	14	64%
6. Perspectives future sustainability	4,00	4,00	4,00	4,00	4,00	4,00	3,33	3,86	3,83	3,88	5	7	12	58%
7. Change behaviour SME's after SCORE	4,00	4,00	5,00	5,00	5,00	4,50	4,67	4,50	4,67	4,40	5	9	14	64%
8. Gender equity in SME's after SCORE	3,33	2,50	5,00	4,00	4,00	4,00	4,33	3,86	4,17	3,63	5	7	12	58%

Survey SCORE trainers	China	Co-lombia	Ghana	India	Indonesia	South Africa	Vietnam	Average	Average Men	Average Women	men	women	n	%F
1. Growth SME demand for SCORE	4,50	2,67	3,50	4,00	4,67	2,75	4,80	3,72	3,72	3,71	29	14	43	33%
2. Tailoring SCORE to SME needs	4,08	3,83	4,88	5,00	5,00	4,56	4,20	4,32	4,31	4,33	32	18	50	36%
3. Appreciation SCORE by SME owners	4,08	4,00	4,50	5,00	4,67	4,00	4,60	4,22	4,31	4,06	32	18	50	36%
4. Appreciation SCORE by SME workers	4,42	4,42	4,63	5,00	4,67	4,13	4,50	4,44	4,48	4,35	31	17	48	35%
5. Quality SCORE modules & materials	4,50	4,17	4,75	5,00	4,67	4,13	4,60	4,43	4,42	4,44	31	18	49	37%
6. Technical support from HEADQUARTERS SCORE team	4,25	4,17	4,38	5,00	5,00	3,33	4,40	4,16	4,31	3,89	32	18	50	36%
7. Perspectives future sustainability	4,42	2,82	3,63	4,00	4,67	4,43	4,40	3,91	3,94	3,87	32	15	47	32%
8. Change behaviour SME's after SCORE	4,17	4,08	3,88	4,00	4,00	3,67	4,40	4,04	4,06	4,00	32	16	48	33%
9. Gender equity in SME's after SCORE	3,92	3,55	3,63	3,00	4,33	3,00	4,40	3,73	3,76	3,69	29	16	45	36%
10. Willingness & capacity SME's to pay for SCORE	3,64	2,11	2,50	4,00	3,33	2,60	4,00	3,00	3,07	2,83	30	12	42	29%
Survey SME owners/directors	China	Co-lombia	Ghana	India	Indonesia	South Africa	Vietnam	Average	Average Men	Average Women	men	women	N	%F
1. Relevance SCORE	4,75	5,00	5,00	5,00	5,00	4,75	4,33	4,83	4,78	5,00	18	6	24	25%
2. Quality SCORE	4,50	4,33	4,00	5,00	4,80	3,67	4,67	4,39	4,29	4,67	17	6	23	26%
3. Performance trainers	4,50	4,33	4,25	5,00	5,00	4,50	4,33	4,54	4,50	4,67	18	6	24	25%
4. Effects on Management-Workers dialogue	4,25	4,67	4,75	4,00	4,80	4,50	4,67	4,58	4,56	4,67	18	6	24	25%
5. Effects on productivity & profitability	4,75	4,33	4,50	4,00	4,60	5,00	4,33	4,58	4,61	4,50	18	6	24	25%
6. Willingness to pay costs	4,50	4,00	4,25	4,00	3,60	4,50	4,67	4,21	4,17	4,33	18	6	24	25%
7. Capacity to pay costs	4,50	4,00	4,00	4,00	3,80	4,00	4,33	4,09	4,11	4,00	18	5	23	22%
8. Effects on worker's organization & unionisation	4,50	4,50	4,00	3,00	4,00	3,50	4,00	4,00	3,94	4,25	17	4	21	19%
9. Effects on women participation	5,00	4,67	4,75	3,00	4,80	4,75	4,33	4,67	4,61	4,83	18	6	24	25%

Survey workers in SME's benefiting from SCORE	China	Colombia	Ghana	India	Indonesia	South Africa	Vietnam	Average	Average Men	Average Women	men	Women	n	%F
1. Awareness ILO/SCORE	4,42	4,25	4,33		4,17	4,58	4,22	4,36	4,29	4,43	28	28	56	50%
2. Participation in SCORE	4,42	4,38	4,67		4,67	4,58	4,55	4,53	4,55	4,52	29	29	58	50%
3. Quality SCORE	4,42	4,38	4,29		4,33	4,00	4,10	4,25	4,33	4,17	27	24	51	47%
4. Performance trainers	4,33	4,50	4,50		4,17	4,13	4,10	4,29	4,21	4,38	28	24	52	46%
5. Effects on Management-Workers dialogue	4,83	4,50	4,50		4,50	4,64	4,18	4,54	4,54	4,54	28	28	56	50%
6. Changes in company after SCORE	4,82	4,25	4,33		4,67	4,36	4,55	4,50	4,57	4,43	28	28	56	50%
7. Effects on labour conditions	4,75	4,38	3,89		4,50	4,30	4,40	4,38	4,46	4,30	28	27	55	49%
8. Effects on worker's organization & unionisation	4,58	4,14	4,00		3,17	4,44	4,00	4,13	4,07	4,19	28	26	54	48%
9. Effects on women participation	4,33	4,38	4,00		4,33	3,92	3,45	4,03	3,97	4,10	29	29	58	50%

SME Walk Through Checklist	China	Colombia	Ghana	India	Indonesia	South Africa	Vietnam	Average	n					
1. visibility CSR expressions	2,67	2,67	2,00	3,00	1,00	1,00	2,00	2,06	16					
2. Visibility certificates (ISO etc.)	2,67	2,00	1,67	3,00	1,50	1,00	2,00	1,94	16					
3. Overall cleanliness	2,33	3,00	2,33	2,00	3,00		3,00	2,64	14					
4. Clear instructions workers safety	2,67	3,00	2,67	2,00	2,50		1,50	2,50	14					
5. visible OSH aspects	2,33	2,67	2,33	2,00	3,00		2,00	2,43	14					
6. Signs energy efficiency	2,33	2,33	2,33	2,00	2,00	3,00	2,00	2,31	16					
7. Gender specific provisions	2,33	2,67	2,00	2,00	2,50	2,00	1,00	2,13	16					
8. Waste management systems	2,33	2,33	2,00	2,00	2,50	2,50	2,00	2,25	16					
9. Facilities worker's social wellbeing	2,00	2,67	2,00	2,00	2,00	3,00	2,50	2,31	16					



ANNEX 11

Analysis data of on-line M&E
and Smart-sheet data

This annex contains tables with the M&E data as taken from the on-line M&E platform and Smart sheets from the SCORE project

Sum of Enterprise Improvements (on-line database) (20-12-2015)

	Indon esia		China			India			Ghan a			Colo mbia			Peru			
	% chang e	# SME s report ing	# SMEs impro ving	% cha nge	# SME s report ing	# SMEs impro ving	% cha nge	# SME s report ing	# SMEs impro ving	% cha nge	# SME s report ing	# SMEs impro ving	% cha nge	# SME s report ing	# SMEs impro ving	% cha nge	# SMEs reporti ng	# SMEs impro ving
# companies trained		139			120			86			110			95			25	
Average % change in defect rate per enterprise	32	16	11	-11	8	7	-20	16	10	-51	10	7	32	8	2	N/A		
Average % change in energy usage per production unit per enterprise	N/A			-7	7	5	-11	19	9	57	5	1	-22	2	2	N/A		
Average % change in absenteeism per enterprise	51	16	12	-27	9	6	-7	21	12	25	13	7	30	11	4	-45	8	3
Average % change in labour turnover per enterprise	-37	15	10	60	9	2	-58	9	7	13	12	6	-37	11	5	-23	7	3
Average % change in nr. of accidents logged per enterprise	-32	7	7	-14	9	2	-61	22	10	22	12	6	-32	11	3	-52	6	4

	Bolivia	China	Colombia	Ghana	India	Indonesia	Peru	South Africa	Vietnam
Average # EIT meetings/month	2	3	2	3	3	3	2	2	3
Average # EIP projects completed	11	48	10	39	31	10	10	7	24
Average # gender-sensitive practices		2	5	2	1	6	3	1	7
Average # employee suggestions/month	3	21	9	2	5	3	3	2	5
Average % change # grievances	-100	-82	-27	-56	47	-28	100	-72	-54
Average % change defect rate	-25	-12	24	-39	28	7	503		-28
Average % change energy usage	312	2	44	20	1745	43	-14	-28	3
Average % change absenteeism	13	6	-3	13	33	-1	-24	-20	17
Average % change labour turnover	-49	5	4	-39	66	-3	1		-24
Average % change # accidents logged	12	-37	-55	-67	-82	-55	-8	-33	-83
Average % change average wage/employee	6	5	1			6	23		6

	China	Colombia	Ghana	India	Indonesia	Peru	Vietnam		
Estimated average cost-savings due to SCORE (in USD)	22.769,00	359,00	1.189,00	939,00	3,12	2.969,00	0,15		
Estimated average cost-savings due to SCORE (local currency)	147.499	1.200.363	4.540	62.038	43.068	10.198	3.366		

Job Creation effects (on-line database) (20-12-2015)

	Bolivia	China	Colombia	Ghana	India	Indonesia	Peru	South Africa	Vietnam	Total
% Enterprises providing basic reporting	53%	64%	81%	72%	79%	93%	96%	51%	79%	75%
Enterprises Trained	34	120	95	110	86	139	25	69	87	765
# enterprises for which data is available	18	77	77	79	68	129	24	35	69	576
% Enterprises providing basic reporting	53%	64%	81%	72%	79%	93%	96%	51%	79%	75%
Job creation										
Nr. of jobs created in enterprises trained	81	536	530	708	353	689	145	18	1595	4655
Nr. of jobs lost in enterprises trained	-66	-707	-144	-184	-371	-558	-242	-106	-2	-2380
Net change	15	-171	386	524	-18	131	-97	-88	1593	2275
Changes in employment status										
Increase in casual workers	9	72	1248	205	130	196	746	15	2	2623
Decrease in casual workers	-261	-9	-13	-1358	-134	-109	-10521	-4	-396	-12805
Net change	-252	63	1235	-1153	-4	87	-9775	11	-394	-10182

Progress in Performance Plans (smart sheets) (1 July 2015)

[illegible]

[illegible]

Progress in Work Plans 2015 (smart sheets) (1-7-2015)

[illegible]

*numbers are given in percentage in which not only the colours green, yellow and red are taken into consideration, but also the blank spaces, as the activities are mentioned, but not yet started.

** Every country except for Ghana have a separate section on 'gender actions' after output 10. But this is not shown in this overview.

*** Viet Nam has divided output 3 in two: 3A and 3B. In this overview all activities under 3A and 3B are taken together

Legenda	
Completed	
In progress	
Delayed/difficulties	
Not yet started	

Number of outputs per country (on-line database) (15-10-2015)

	China	Colombia	Ghana	India	Indonesia	Peru	South Africa	Vietnam
Number of constituents (M/F) trained	309	23	46	36	54	20	6	54
% women	23	61	30	17	31	50	17	31
Number of employer/industry association representatives trained (between brackets number of F)	16 (20)	3 (4)	7 (3)	21(3)	10(5)	5(8)	2(1)	12 (7)
Number of government representatives trained	195 (47)	4 (10)	25(9)	6(3)	10(10)	4(2)	3(0)	20 (10)
Number of union representatives trained	26 (5)	2 (0)	0(2)	3(0)	17(2)	1(0)	0	5 (0)
Number of training courses provided	56	21	29	74	67	19	20	32
Number of female participants								
Number of male participants								
Independence of partner organization in organizing the training (per module)								
Low	12	7	15	13	26	9	17	0
Medium	36	11	9	50	27	10	3	19
High	6	3	5	9	14	0	0	12

Number of SCORE trainers (on-line database) (20-12-2015)

	China	Colombia	Ghana	India	Indonesia	Peru	South Africa	Vietnam		
Number of trainers	145	111	27	52	173	42	26	33		
Number of male	104	60	20	5	112	29	15	23		
Number of female	41	51	7	47	61	13	11	10		
Number of active trainers (F)	87 (29)	30 (23)	16(4)	15(4)	41(31)	26 (12)	12(10)	33 (10)		
Number of inactive trainers (F)	17(12)	30 (28)	7(3)	32(1)	71(30)	3(1)	3(1)			
Number of modules trained (F)	94 (69)	124	128(7)	167(2)	161(20)	29 (8)	52 (30)	132 (15)		
* The number between brackets needs to be added to the number without brackets. This is the total.										

	Bolivia	China	Colombia	Ghana	India	Indonesia	Peru	South Africa	Vietnam	Total
Total # trainers	26	153	130	17	47	168	39	26	45	651
% female trainers	42%	28%	47%	24%	9%	36%	33%	42%	33%	33%
# certified trainers	8	8	43	9	12	0	3	9	0	92
% certified trainees	31%	5%	33%	53%	26%	0%	8%	35%	0%	21%
% certified female trainees	25%	13%	37%	11%	0%		33%	44%		23%
# inactive trainers	4	29	58	7	28	99	2	4	0	231
% inactive trainers	15%	19%	45%	41%	60%	59%	5%	15%		35%
% inactive female trainers	50%	41%	48%	43%	0%	29%	50%	25%		36%
Number of active trainers (F)		87 (29)	30 (23)	16(4)	15(4)	41(31)	26 (12)	13	33 (10)	
Number of inactive trainers (F)		17(12)	30 (28)	7(3)	32(1)	71(30)	3(1)	4 (1)		
Number of modules trained (F)		94 (69)	124	128(7)	167(2)	161(20)	29 (8)	52 (30)	132 (15)	



ANNEX 12

Evaluation Matrix

Areas in light green are proposed focus areas in the evaluation matrix. The areas in grey are excluded from investigation. The areas in white will be assessed through a “light” assessment (mainly desk-study). This is suggested to enable the consultants to dedicate sufficient attention and time to the most important issues indicated by ILO for his evaluation.

Evaluation Criteria	Evaluation Question	Indicators / Markers for qualitative analysis	Sources of Verification	Research Instruments
Relevance and strategic fit of the intervention	Are the objectives of phase II consistent with beneficiaries' requirements, country needs (considering different income-levels of project countries), global priorities and partners' and donors' policies?	<ul style="list-style-type: none"> - National tri-partite partners' appreciation of SCORE project relevance - Existence and quality needs assessments, context & sector analyses - Degree of fine-tuning & tailoring SCORE objectives to country context - Degree of fine-tuning & tailoring of SCORE objectives to sector context - Degree of mainstreaming & integration gender concerns in SCORE project and modules - Degree match SCORE objectives with objectives SECO & NORAD 	<ul style="list-style-type: none"> - National (regional or sectoral) stakeholders - SCORE Prodoc - Country strategies and planning documents - Needs Assessments & context Analyses - SECO & NORAD strategies 	<ul style="list-style-type: none"> - Interviews - Desk Study
	Is SCORE linked to national and ILO's development frameworks (UNDAF, DWCPs, P&B)?	<ul style="list-style-type: none"> - Inclusion/link of SCORE in DWCP of respective country - Inclusion of SCORE in P&B of respective country - Link with Outcome 3.3 in P&B - Inclusion of SCORE in UNDAF of respective country 	<ul style="list-style-type: none"> - SCORE Prodoc - DWCP and P&B - UNDAF 	<ul style="list-style-type: none"> - Desk Study
Validity of intervention design	Are the project strategy, objectives and assumptions appropriate for achieving planned results?	<ul style="list-style-type: none"> - Theory of change, consistency in design of strategy and intervention logic (choice of project activities related to objectives), incl. underlying assumptions and mitigation measures - Extent to which planned activities are contributing to objectives 	<ul style="list-style-type: none"> - SCORE Prodoc - Country strategies and planning documents - ToC's (Smart sheets) - Context analyses 	<ul style="list-style-type: none"> - Desk-Study - Interviews
	Is the project's logical framework based on assumptions/ hypotheses that are underpinned by evidence that they work and are they documented?	<ul style="list-style-type: none"> - Effectiveness of mitigation measures in relation to assumptions - Existence and role that context analyses played in the design of strategy and intervention logic - Extent to which changes in context resulted in adaptation of strategy and/or project activities 	<ul style="list-style-type: none"> - SCORE Prodoc - Country strategies and planning documents - ToC's (Smart sheets) - Context analyses 	<ul style="list-style-type: none"> - Desk-Study
	Do the additional strategy documents (gender, lead buyer, communication strategies) add value?	<ul style="list-style-type: none"> - Appreciation of ILO staff, implementing partners and sub-contracted service providers of additional strategy documents - Degree of mainstreaming and integration of gender, lead buyer and communication strategies in overall strategy and project activities in countries - Implementation and measured outputs and outcomes concerning gender equality, lead buyer and communication strategies 	<ul style="list-style-type: none"> - SCORE Prodoc - Strategy documents 	<ul style="list-style-type: none"> - Desk-Study - Interviews

	Does the project contribute to core ILO issues such as labour standards, tripartism, and social dialogue?	<ul style="list-style-type: none"> - Number of SMEs with Enterprise Improvement Teams consisting of managers and workers and number of jointly identified improvement projects - Improved implementation of ILO labour standards at company level - Tripartite partners' appreciation of the SCORE project and their collaboration in- and outside N and/or G TAG meetings - Appreciation of dialogue and outcomes of by managers and employees at company level 	<ul style="list-style-type: none"> - National tri-partite stakeholders - Service providers - Enterprise owners - Workers 	<ul style="list-style-type: none"> - Interviews - Focus groups - Survey
	Did the project design and the gender action plans developed for phase II adequately consider the gender dimension of the planned interventions?	<ul style="list-style-type: none"> - Existence and quality of gender assessment at the international and national project level - Extent to which gender dimension is integrated in project document, country strategies and gender action plans - Integration of gender dimension in selection of sectors, target group, training and consultations - Quality and consistency of M&E reporting on gender aspect; number of actions taken in case adjustments were needed - Project performance on gender aspect on output and outcome level 	<ul style="list-style-type: none"> - SCORE Prodoc - Country strategies and planning documents - Gender action plans - Tri-partite stakeholders - Business owners - Workers 	<ul style="list-style-type: none"> - Interviews - Focus group meeting - Company walkthrough - Gender assessment
	To what extent are output and outcome indicators gender-sensitive?	<ul style="list-style-type: none"> - The number and kind of gender-indicators in planning documents - The extent to which SCORE countries report effectively on gender-indicators 	<ul style="list-style-type: none"> - SCORE Prodoc - Country strategies and planning documents - Gender action plans 	<ul style="list-style-type: none"> - Desk Study
	How well has the project complemented other ILO projects in the country?	<ul style="list-style-type: none"> - Inclusion/link of SCORE activities in DWCP and other ILO projects in countries 	<ul style="list-style-type: none"> - Tri-partite stakeholders - DWCP, P&B and SCORE Prodoc 	<ul style="list-style-type: none"> - Interviews - Desk-study
	Can the project do more to promote trade unions in SMEs?	<ul style="list-style-type: none"> - This question does not refer to indicators and will be answered in the chapters of conclusions and recommendations. 		
	What else can the project do to promote more and better jobs in SMEs?	<ul style="list-style-type: none"> - This question does not refer to indicators and will be answered in the chapters of conclusions and recommendations. 		
	What lessons can be learned for the design of future projects?	<ul style="list-style-type: none"> - This question does not refer to indicators and will be answered in the chapters of conclusions and recommendations. 		

Focus Area of Evaluation: Intervention progress and effectiveness	Is the project on track in delivering its outputs in all countries?	<ul style="list-style-type: none"> - Extent to which project activities are implemented according to timeframes - Availability of documentary evidence of implementation 	<ul style="list-style-type: none"> - Tri-partite stakeholders - Service Providers - Business owners - Workers - SCORE monthly, biannual & annual reports 	<ul style="list-style-type: none"> - Interviews (ind. & group) - Focus groups - Survey - Desk-study - SCORE Data-base and M&E system
	To what extent has the project so far achieved its objectives (incl. the cost recovery plan) and reached its target groups? Do project outcomes contribute to gender equality?	<ul style="list-style-type: none"> - Number of institutions that have embedded SCORE training in their service portfolio - % of training costs recovered by non-ILO resources so far - Number of institutions and corporations that sponsor/pay for SCORE - % of Modules delivered with medium or high independence - Number of SMEs trained and visited (% of female owned SMEs) and % of SMEs that have formulated and implemented action plans(s) after training - Number of male and female managers and employees trained and their perception and appreciation of quality of trainings - % SMEs reporting cost saving, reduction absenteeism and employee turnover (% women), reduction of defects, waste, accidents, improved energy efficiency and increased employee satisfaction, both male and female - Number of new partner initiatives promoting responsible workplace practices after SCORE training 	<ul style="list-style-type: none"> - Tri-partite stakeholders - Service Providers - Business owners - Workers - SCORE monthly, biannual & annual reports 	<ul style="list-style-type: none"> - Interviews (ind. & group) - Focus groups - Survey - Desk-study - Gender assessment - SCORE Data-base and M&E system
	Concerning the institutional level, how far has the capacity of partner organizations been built in relation to delivery of the outputs/objectives?	<ul style="list-style-type: none"> - Number of representatives of industry associations and training institutions trained (% of women) - Number and quality of business plans incl. marketing & communication plans for SCORE training developed by partner organizations - Presence of a national centre of excellence for SCORE - Number of national expert trainers available per country - Existence of Trainer of Trainers curriculum and number of trainers certified in SCORE (% of women) - Availability of training materials translated and adapted to national context - Number of partners trained to include gender equality concerns and extent to which gender is mainstreamed in training modules - Functioning of M&E database 	<ul style="list-style-type: none"> - Tri-partite stakeholders - Service Providers - Bi-annual & annual reports 	<ul style="list-style-type: none"> - Interviews (ind. & group) - Focus groups - Survey - Desk-study - Gender assessment

	Concerning the enterprise-level, is the training programme effective in leading to the desired impact on enterprises and their workforce? Are the factory improvements lasting? Are SMEs enrolling in more than one Module? If not, why? Has the project targeted the right market and created the right channels for the SMEs to enrol in more than one Module?	<ul style="list-style-type: none"> - Number of SMEs trained in Module 1 - % of SMEs taking up more than one training module - Appreciation of the quality, relevance and extent to which trainings address companies' needs - % of SMEs that have formulated and implemented action plans(s) after training - % SMEs reporting over a longer period of time cost savings, reduction absenteeism and employee turnover (% women), reduction of defects, waste, accidents, improved energy efficiency and increased employee satisfaction (male and female) - Argumentation of SMEs that did not follow more than one module 	<ul style="list-style-type: none"> - Service Providers - Business owners - Workers - SCORE monthly, biannual & annual reports 	<ul style="list-style-type: none"> - Interviews (ind. & group) - Focus groups - Survey - Desk-study - Company walk-through - Gender assessment - SCORE Data-base and M&E system
	What obstacles did the project encounter in project implementation? What corrective action does the project need to take to achieve its objectives?	- This question does not refer to indicators and will be answered in the chapters of conclusions and recommendations.	<ul style="list-style-type: none"> - Tri-partite stakeholders - Service Providers - Business owners - Workers - SCORE monthly, biannual & annual reports 	<ul style="list-style-type: none"> - Interviews (ind. & group) - Focus groups - Desk-study
Efficiency of resource use	Does the project make efficient use of its financial and human resources?	<ul style="list-style-type: none"> - Comparison of total staff time dedicated to SCORE at country and global level - Turnover over staff - Amount and frequency of over- and/or under-expenditure in project / per country 	<ul style="list-style-type: none"> - SCORE and implementing org staff - Subcontracted service providers - SCORE & implementing org staff - Subcontracted service providers - SCORE monthly, biannual & annual reports 	<ul style="list-style-type: none"> - Interviews - Desk Study
	Is the implementation strategy cost-effective?	<ul style="list-style-type: none"> - % Administration costs - Comparison costs per module/trainer/trainee per country 	<ul style="list-style-type: none"> - SCORE and implementing org staff - Subcontracted service providers - SCORE monthly, biannual & annual reports 	<ul style="list-style-type: none"> - Interviews - Desk Study
	Is the distribution of resources between staff and activities optimal?	<ul style="list-style-type: none"> - % Administration costs - Distribution budget global and country level 	<ul style="list-style-type: none"> - SCORE monthly, biannual & annual reports 	<ul style="list-style-type: none"> - Interviews - Desk Study

	Were the intervention resources used in an efficient way to address gender equality in the implementation?	<ul style="list-style-type: none"> - % of budget invested in specific gender related activities - Project expenditures per female beneficiary compared with male beneficiaries 	<ul style="list-style-type: none"> - SCORE and implementing org staff - Subcontracted service providers - SCORE monthly, biannual & annual reports 	<ul style="list-style-type: none"> - Interviews - Desk Study - Gender assessment
Focus Area of Evaluation: Effectiveness of management arrangements	Are time frames and work plans respected? How are contingencies dealt with? To what extent corrective action is taken when required?	<ul style="list-style-type: none"> - Amount and magnitude of delays compared per country - Amount and kind of external factors influencing implementation. % of cases in which proven mitigating actions were taken 	<ul style="list-style-type: none"> - SCORE and implementing org staff - Subcontracted service providers - SCORE monthly, biannual & annual reports 	<ul style="list-style-type: none"> - Interviews - Survey - Desk Study
	Is the management structure effective?	<ul style="list-style-type: none"> - Appreciation of ILO staff, implementing partners and sub-contracted service providers on the effectiveness of management structure 	<ul style="list-style-type: none"> - SCORE and implementing org staff - Subcontracted service providers 	<ul style="list-style-type: none"> - Interviews
	Has the project staff sought and received adequate support from the global component, relevant ILO units and offices, including gender expertise when needed? Does the country project staff have sufficient authority/delegation in executing and managing the project (e.g. technically, financial and admin. management)?	<ul style="list-style-type: none"> - Appreciation of ILO staff, implementing partners and sub-contracted service providers on the degree of autonomy and effective and efficient decentralised operations at the country level - Appreciation of ILO staff, implementing partners and sub-contracted service providers on the timeliness and quality of central service delivery, including specific gender expertise 	<ul style="list-style-type: none"> - SCORE and implementing org staff - Subcontracted service providers 	<ul style="list-style-type: none"> - Interviews
	Should the project develop regional hubs for support?	<ul style="list-style-type: none"> - This question does not refer to indicators and will be answered in the chapters of conclusions and recommendations. 		
	Are donor relations, administration of processes, and project monitoring by donor Headquarters and country staff effective?	<ul style="list-style-type: none"> - Appreciation of ILO staff of administrative dialogue and cooperation and specific requirements of SECO and NORAD - Frequency and kind of contact/dialogue between SCORE and national representative offices of SECO and NORAD at country level 	<ul style="list-style-type: none"> - SECO & NORAD - ILO central and decentralised staff 	<ul style="list-style-type: none"> - Interviews

	Are the Global and National Tripartite Advisory Committees functioning and what value do they add?	<ul style="list-style-type: none"> - Frequency of meetings and attendance by the tri-partite members - Appreciation of dialogue and outcomes of N and/or G TAG meetings by tri-partite partners. 	<ul style="list-style-type: none"> - SECO & NORAD - ILO central and decentralised staff - ITUC and IOE (and their national members) - Minutes G&N TAC 	<ul style="list-style-type: none"> - Interviews - Desk Study
	Is project systematically and appropriately monitoring, documenting & communicating results, including on gender, at the country and global level? Is M&E system practical, useful & cost effective for project management? Does management use information generated by M&E system to assess progress against the objectives (including gender-related results) and take necessary adaptive measures when required? Should indicators be revised?	<ul style="list-style-type: none"> - DCED qualification of SCORE M&E systems - Appreciation of ILO staff and implementing partners of quality and usefulness of information - Number and kind of revisions and adaptations that were made based on interpretation of M&E data, including specific gender actions - Amount of time and effort needed to generate M&E data and to retrieve M&E data from on-line database and SMART sheets - % indicators that is not measured and/or are systematically not achieved 	<ul style="list-style-type: none"> - DCED audit report - M&E systems - Monthly, bi-annual and annual reports - SCORE staff and implementing organizations staff 	<ul style="list-style-type: none"> - Interviews - Desk Study - M&E system assessment - Gender assessment
	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)?	<ul style="list-style-type: none"> - Number and kind of information exchange and meetings at the ILO, regional, global level - Number and kind of information exchange and meetings with external stakeholders at regional, global level - Incorporation or replication of SCORE lessons in other countries and or by other stakeholders (gender lessons specified) 	<ul style="list-style-type: none"> - SCORE and implementing organizations staff - External stakeholders - Annual Reports 	<ul style="list-style-type: none"> - Interviews - Desk Study
Focus Area of Evaluation: Impact orientation and sustainability of the intervention	How effectively has the project built national ownership and capacity of people and institutions? Are national partners (employer organizations and industry associations) willing and able to continue the project after funding ends?	<ul style="list-style-type: none"> - Appreciation of SME owners of SCORE programme - Self assessment of capacity of training service providing organizations - Degree of willingness to pay for training services - Appreciation of employer organizations and business associations of the programme - Willingness to continue the project after ILO moves out 	<ul style="list-style-type: none"> - SME owners - Training providers - Tri-partite partners - SCORE and implementing organizations staff 	<ul style="list-style-type: none"> - Interviews - Focus group meetings - Survey

	Are there business models applied in the different countries that seem more promising to reaching financial sustainability?	<ul style="list-style-type: none"> - Degree of financial sustainability of other enterprise training and capacity development programmes (as far as information can be found on this) - Number and kind of proposals of business community for other business models for enterprise training 	<ul style="list-style-type: none"> - SME owners - Training providers - Tri-partite partners - SCORE and implementing organizations staff 	<ul style="list-style-type: none"> - Interviews - Focus group meetings
	Are the gender-related outcomes likely to be sustainable?	<ul style="list-style-type: none"> - Appreciation and assessment of employers and workers on quality and sustainability of gender outcome - Evaluators' gender assessment of outcomes 	<ul style="list-style-type: none"> - SME owners - Training providers - Tri-partite partners - SCORE and implementing organizations staff 	<ul style="list-style-type: none"> - Interviews - Focus group meetings - Gender Assessment
	Has the project reached sufficient scale and depth to justify the investment?	<ul style="list-style-type: none"> - Appreciation of tri-partite stakeholders on scope and scale of SCORE project - Historical growth and outreach of SCORE among service providers, trainers and companies - Evaluator's assessment 	<ul style="list-style-type: none"> - SME owners - Training providers - Tri-partite partners - SCORE and implementing organizations staff 	<ul style="list-style-type: none"> - Interviews - Focus group meetings
	Has the project found the right balance between scale and depth and the trade-off between them?	<ul style="list-style-type: none"> - Appreciation of tri-partite stakeholders on scope and scale of SCORE project - Evaluator's assessment on Balance 	<ul style="list-style-type: none"> - SME owners - Training providers - Tri-partite partners - SCORE and implementing organizations staff 	<ul style="list-style-type: none"> - Interviews - Focus group meetings
	Are the approach and its results likely to be up-scaled or replicated?	- This question does not refer to indicators and will be answered in the chapters of conclusions and recommendations		
	Is the project a cost-effective way to improve productivity and working conditions in SMEs?	- This question does not refer to indicators and will be answered in the chapters of conclusions and recommendations		



ANNEX 13

Terms of Reference

SCORE – Sustaining Competitive and Responsible Enterprises Independent Mid-Term Evaluation

Title:	Sustaining Competitive and Responsible Enterprises (SCORE)
TC Code:	Global SCORE (GLO/13/55/MUL) SCORE China (CPR/13/50/MUL) SCORE India (IND/13/50/MUL) SCORE Indonesia (INS/13/51/MUL) SCORE South Africa (SAF/13/50/MUL) SCORE Ghana (GHA/13/50/MUL) SCORE Colombia (COL/13/50/MUL) SCORE Viet Nam (VIE/13/51/MUL)
Backstopping unit	SME Unit
Type of evaluation	Independent Mid-Term Evaluation
Evaluation Manager	Annie van Klaveren

List of Acronyms

AA	Administrative assistant
BDS	Business development services
CTA	Chief technical advisor
DCED	Donor Committee for Enterprise Development
DWCP	Decent Work Country Programme
EM	Evaluation manager
EVAL	Evaluation office
HEADQUARTERS	Headquarters
ILO	International Labour Organization
IOE	International Organization of Employers
ITUC	International Trade Union Confederation
KPIs	Key performance indicators
M&E	Monitoring and evaluation
NORAD	Norwegian Agency for Development Cooperation
NPC	National project coordinator
NPO	National project officer
P&B	Programme and budget
PPPs	Public private partnerships
SCORE	Sustaining Competitive and Responsible Enterprises
SECO	Swiss State Secretariat for Economic Affairs
SMEs	Small and Medium Enterprises
TA	Technical assistant
TAC	Tripartite Advisory Committee
TC	Technical committee
TO	Technical officer
UN	United Nations
UNDAF	United Nations Development Assistance Framework
UNEG	United Nations Evaluation Group
USD	United States dollar

Introduction

Sustaining Competitive and Responsible Enterprises (SCORE) is a practical training and in-factory consulting programme that improves productivity and working conditions in small and medium enterprises (SMEs). The International Labour Organization (ILO), through the SCORE project, is assisting government agencies, training providers, industry associations and trade unions in emerging economies in Africa, Asia and Latin America to offer SCORE Training to SMEs. The project is managed by a global team based in ILO Country Offices and Headquarters in Geneva.

The SCORE project has been funded by the Swiss State Secretariat for Economic Affairs (SECO) and the Norwegian Agency for Development Cooperation (NORAD) since 2009. During Phase I (2009-2014), the donors contributed 9.7 Million to the ILO and Phase II of the SCORE project (2014-2017) is funded with 19.4 Million USD.

This document describes the Terms of Reference (ToR) for the independent mid-term evaluation to be undertaken, adhering to ILO's policies and procedures on evaluations (please see Annex 1). It will be conducted by an external independent evaluator and managed by an Evaluation Manager who is an ILO staff member with no prior involvement in the project.

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

The evaluation is expected to:

- Independently assess the progress of SCORE Phase II against the logframe;
- Assess the degree to which the recommendations from the final independent evaluation of Phase I and the internal evaluations of SCORE India and South Africa were implemented;
- Inform the ILO on whether the current project strategy is working, and provide recommendations on what could be changed to increase the likelihood that the project reaches its objectives;
- Identify good practices and lessons learned that would contribute to learning and knowledge development of the ILO and project stakeholders.

Background on project and context of the SCORE project between December 2012 and April 2015

Project goals, objectives and strategy

SCORE's development objective (phase II) is that *National institutions are providing, independently from the ILO and donor funding, SCORE training to SMEs to improve their working conditions, productivity and competitiveness*. The project is expected to achieve the following outcomes:

- Industry associations and training institutions market, sell and organize SCORE training for SMEs on a cost recovering basis.
- Service providers deliver effective SCORE training and consulting services to SMEs.
- Increased awareness of responsible workplace practices at the local, national and global level.

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 implementation of project activities.

Project activities are at different stages of implementation. Some projects have continued work of previous ILO projects³² or have started from month 1 on and are thus at a more advanced stage. The SCORE projects in India, Colombia, Ghana, Peru³³ and Viet Nam started later (see Figure 1). A project in Bolivia, separately funded by the Norwegian Ministry of Foreign Affairs, is using the SCORE Training programme and is also reporting activities under the global SCORE project.

Timeline of country-project start dates

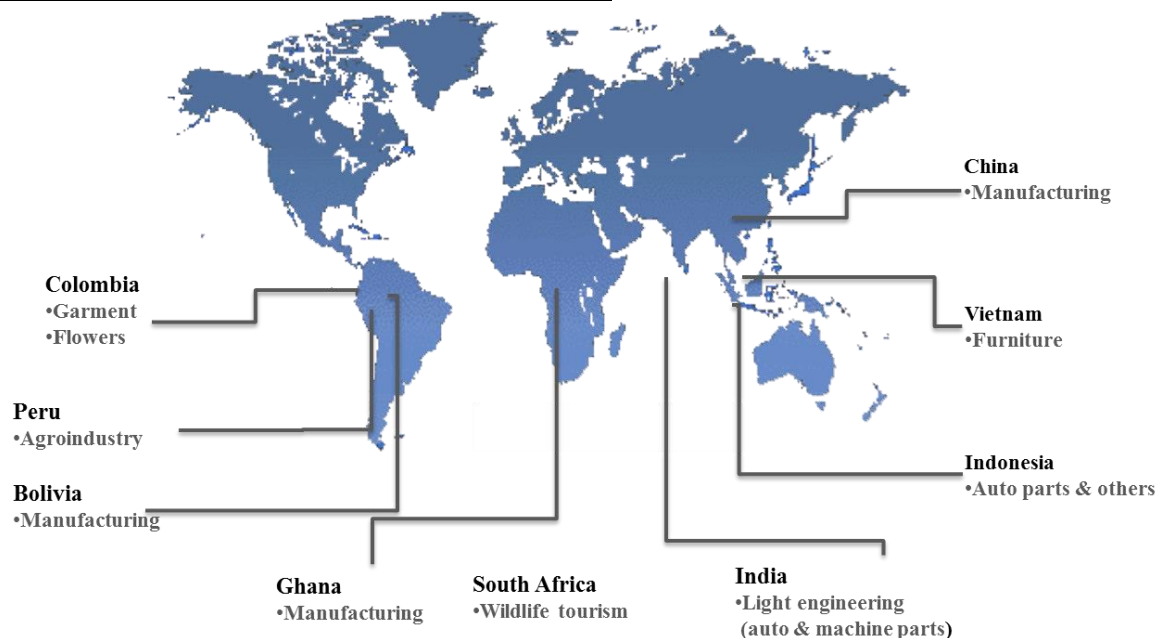


³² The previous projects in both South Africa and China have been subjected to independent final evaluations. The evaluation reports will be made available to the evaluator.

³³ Project activities in Peru started with funding from the Canadian Ministry of Labour but are now funded under the global SCORE project umbrella.

The different country projects are offering the SCORE Training services in different economic sectors³⁴ as shown in Figure 1:

SCORE project countries and target sectors



Institutional and management structure

The SCORE project started operations in September 2009 and is scheduled to end in December 2017. It is funded by the Swiss State Secretariat for Economic Affairs (SECO) and the Norwegian Agency for Development Cooperation (NORAD) as equal partners with an overall budget of USD 9.7 Million in Phase I (topped up by 1.3 Million USD by NORAD) and 19.4 Million USD in Phase II.

The nine SCORE country projects (with yearly budgets of 300-500,000 USD per country, 1-2 National Project Officers plus administrative support,) report directly to the Director of the closest ILO Country Office and receive support from regional Decent Work Country Teams. A global component (Chief Technical Advisor, 2.5 staff and admin support) based in Geneva coordinates the project and serves as a knowledge hub (see Figure 3).

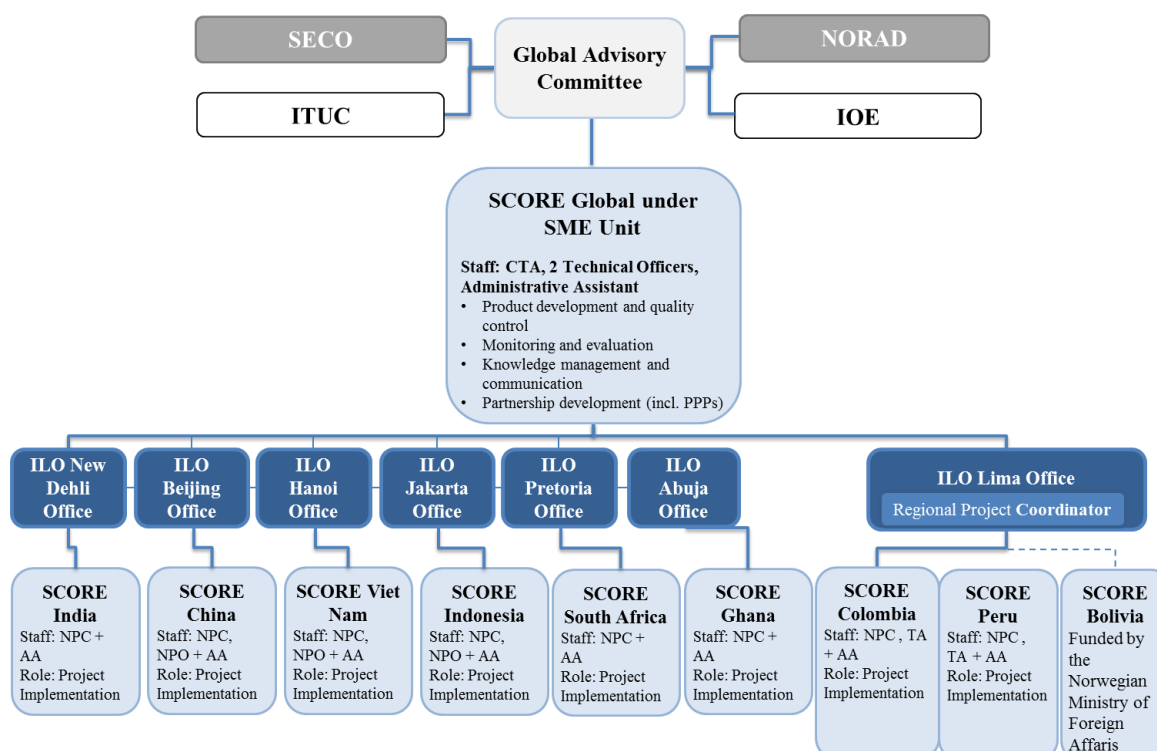
In each country the project works with the appropriate government agencies, industry associations and employers organizations and supports the local Decent Work Country Programme (DWCP). The project is advised by a Tripartite Advisory Committee (social partners and donors) at the national and global level.

While the project had a sustainability strategy from early on, its original timeframe was acknowledged to be too short to ensure a sustainable business service programme. The final evaluation of Phase I established the need for a Phase II of SCORE and confirmed

³⁴ Sectors are chosen through a transparent sector selection study and process in consultation with ILO field offices, ILO constituents and the donors.

that a longer timeframe is needed to reach programme sustainability. It recommended the development of a project plan until 2017 which was approved by the donors in 2013. SCORE Phase II started operationally in January 2014 and will continue until December 2017.

SCORE Project Organigram



SECO: Swiss State Secretariat for Economic Affairs

NORAD: Norwegian Agency for Development Cooperation

ITUC: International Trade Union Confederation

IOE: International Organization of Employers

CTA: Chief technical advisor

NPC: National project coordinator

NPO: National project officer

AA: Administrative assistant

Previous evaluations

From April to June 2011, the project conducted an independent mid-term evaluation of phase I. A final independent evaluation was conducted from July to November 2012, covering the period from September 2009 to November 2012. The final evaluation included desk reviews for Indonesia, India and South Africa and field work in Colombia, China, Viet Nam and Ghana. Separate evaluations were conducted in South Africa and India from October to November 2012 and from August to October 2013 respectively.

All evaluation reports will be made available to the evaluator.

Purpose and objectives of the independent mid-term evaluation

As the SCORE project will end in December 2017 and its budget is over USD 5 Million, the ILO evaluation policy requires that it goes through an independent mid-term evaluation. This requirement was specified in the project document and agreed on with the donors.

The objective of the evaluation is to:

- Independently assess the progress of SCORE Phase II against the logframe;
- Assess the degree to which the recommendations from the final independent evaluation of Phase I and the internal evaluations of SCORE India and South Africa were implemented;
- Inform the ILO on whether the current project strategy is working, and provide recommendations on what could be changed to increase the likelihood that the project reaches its objectives;
- Identify good practices and lessons learned that would contribute to learning and knowledge development of the ILO and project stakeholders.

The clients of the evaluation are:

- The donors SECO and NORAD - close collaboration (such as asking for comments on the draft report and meetings in Geneva) with the donor during the evaluation will ensure that donor requirements are met and no additional, external evaluation by the donor will be necessary;
- The SCORE project staff, ILO Country Offices and other field and headquarter staff;
- Tripartite members of the global and national advisory committees and partner organizations in the evaluated countries.

The evaluation will be used in the following ways:

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

Evaluation scope

The evaluation will cover the period from December 2012 to present, to create an accurate and comprehensive picture of the global project's context and development. The evaluation will evaluate the SCORE project components in China, Colombia, Indonesia, South Africa, India, Ghana, Viet Nam and the global component.

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

Evaluation criteria and questions

The evaluation will examine the project along the following six standard evaluation criteria, taking into account gender equality concerns³⁵. A more detailed analytical framework of questions and sub-questions will be developed by the evaluator in agreement with the Evaluation Manager:

Relevance and strategic fit of the intervention

- *Are the objectives of phase II consistent with beneficiaries' requirements, country needs (considering different income-levels of project countries), global priorities and partners' and donors' policies?*
- *Is the project linked to national and ILO's development frameworks (UNDAF, DWCPs, P&B)?*

Validity of intervention design

- *Are the project strategy, objectives and assumptions appropriate for achieving planned results?*
- *Is the project's logical framework based on assumptions/hypotheses that are underpinned by evidence that they work and are they documented?*
- *Do the additional strategy documents (gender, lead buyer, communication strategies) add value?*
- *Does the project contribute to core ILO issues such as labour standards, tripartism, and social dialogue?*
- *Did the project design and the gender action plans developed for phase II adequately consider the gender dimension of the planned interventions? To what extent are output and outcome indicators gender-sensitive?*
- *How well has the project complemented other ILO projects in the country?*
- *Can the project do more to promote trade unions in SMEs?*
- *What else can the project do to promote more and better jobs in SMEs?*
- *What lessons can be learned for the design of future projects?*

Intervention progress and effectiveness:

- *Is the project on track in delivering its outputs in all countries?*
- *To what extent has the project so far achieved its objectives (incl. the cost recovery plan) and reached its target groups? Do project outcomes contribute to gender equality?*
- *Concerning the institutional-level, how far has the capacity of partner organizations been built in relation to delivery of the outputs/objectives?*
- *Concerning the enterprise-level, is the training programme effective in leading to the desired impact on enterprises and their workforce? Are the factory improvements*

³⁵ Key questions under each evaluation criteria have been designed to help address the extent to which the mainstreaming of gender equality has been integrated into the implementation of the intervention, the effectiveness and efficiency in mainstreaming gender equality, the outcomes delivered in terms of gender equality, and an estimation of the impact of the policies implemented on the equality of women and men, when appropriate.

lasting? Are SMEs enrolling in more than one Module? If not, why? Has the project targeted the right market and created the right channels for the SMEs to enrol in more than one Module?

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

Efficiency of resource use:

- *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 optimal?*
- *Were the intervention resources used in an efficient way to address gender equality in the implementation?*

Effectiveness of management arrangements:

- *Are time frames and work plans respected? How are contingencies dealt with? To what extent corrective action is taken when required?*
- *Is the management structure effective?*
- *Has the project staff sought and received adequate support from the global component, relevant ILO units and offices, including gender expertise when needed? Does the country project staff have sufficient authority/delegation in executing and managing the project (e.g. technically, financial and admin. management)?*
- *Should the project develop regional hubs for support?*
- *Are donor relations, administration of processes, and project monitoring by donor Headquarters and country staff effective?*
- *Are the Global and National Tripartite Advisory Committees functioning and what value do they add?*
- *Is the project systematically and appropriately monitoring, documenting and communicating results, including on gender, at the country and global level? Is the monitoring and evaluation system practical, useful and cost effective for project management? Does the management use the information generated by the M&E system to assess progress against the objectives (including gender-related results) and take necessary adaptive measures when required? Should the indicators be revised?*
- *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)?*

Impact orientation and sustainability of the intervention:

- *How effectively has the project built national ownership and capacity of people and institutions? Are national partners, in particular employer organizations and industry associations, willing and able to continue the project after funding ends (technical and institutional sustainability)?*
- *Are there business models applied in the different countries that seem more promising to reaching financial sustainability?*
- *Are the gender-related outcomes likely to be sustainable?*

- *Has the project reached sufficient scale and depth to justify the investment? Has the project found the right balance between scale and depth and the trade-off between them? Is the approach and its results likely to be up-scaled or replicated? Is the project a cost-effective way to improve productivity and working conditions in SMEs?*

Methodology to be followed

The following methodologies will be used during the evaluation:

Document Review:

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

- SCORE Project documents
- SCORE Knowledge Sharing Platform (which can be used to access following materials):
- Monthly progress reports
- Quarterly progress reports
- Bi-annual progress reports
- Training materials
- Smartsheet work plans
- Mid-term evaluation Phase I report
- Final independent evaluation Phase I report
- Final internal evaluation SCORE South Africa
- Final Independent evaluation SCORE India
- DCED audit report
- Any other document that might be useful for the evaluation

Data review / data collection:

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

Interviews:

Individual interviews or focus group discussions will be conducted with project staff, representatives from partner organizations, consultants and SMEs as appropriate at the different project locations. Meetings will be scheduled in advance of the field visits by the ILO, in accordance with the evaluator's requests and consistent with these terms of reference. A tentative list of individuals to be interviewed include:

- ILO staff in Geneva and in the field who are involved with the management and implementation of the project;
- Selected individuals from the following groups:
- Enterprises (workers and employers) who have participated in project activities;
- Employers organizations, unions, and ministry representatives that have received training or otherwise worked with the project;
- Service providers/trainers;

- Donor representatives from SECO and NORAD in HEADQUARTERS and embassies in project countries; and
- Other organizations and groups as needed ensuring gender representation.

The evaluator will develop a systematic survey/questionnaire as part of the inception report to guide the interviews, capture qualitative and quantitative data and ensure objectivity and consistency in interviews in the different countries. This will also help the evaluator identify knowledge gaps that need to be verified and validated through the interviews.

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

Debriefings:

On the final day of the field evaluation, the evaluator will present preliminary findings to the ILO project staff, Country Director and other staff designated by the Director and, if time permits and at the discretion of the ILO Country Director, a debriefing will be held for employer, government, and union representatives. Upon completion of the report, the evaluator will take part in a teleconference to provide a debriefing to SECO, NORAD and the ILO on the evaluation findings, conclusions, and recommendations as well as the evaluation process.

Limitations:

The limitations of the proposed evaluation methodology are acknowledged: Quantifying the preliminary impact of SCORE training on SMEs poses many challenges. Many SMEs don't track performance indicators (KPIs) and thus cannot provide baseline data or progress data. Many enterprises consider the data as confidential and are reluctant to share data with trainers or project staff.

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

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

Deliverables by the contractor

The following deliverables are expected by the evaluator:

Output Nr. and Title	Description	Approx. length	Tentative timeframe (to be completed by -)
1. Desk review and inception report	During the desk review, the evaluator is expected to review all documents related to the project and submit an inception report outlining the evaluation approach and methods, a final work plan and questionnaire (refer to Annex 2 Checklist: Writing the Inception Report);	10 pages + Annexes	Sept. 20 th
2. Field missions	The evaluator is required to visit the SCORE projects in China, India, Indonesia, Viet Nam, Ghana, South Africa and Colombia and the global project component at ILO HEADQUARTERS in Geneva.	5 work-days per country (10 days for China)	Dec. 15 th
3. Draft evaluation report	The draft evaluation report describes the findings and recommendations for each project component (see Annex 3 Checklist: Preparing the evaluation report); The report will follow EVAL format template, including a title page (refer to Annex 4: Filling in the evaluation title page). The quality of the report will be determined based on conforming to the EVAL quality standards (Annex 5 Checklist Rating the quality of evaluation reports);	50 pages +Annexes	Jan. 15 th
4. Final evaluation report	A final evaluation report is to be submitted within one week after receiving final comments on the draft report.	50 pages +Annexes	Feb. 10 th
5. Evaluation summary	An evaluation summary is to be submitted based on the evaluation report executive summary (refer to Annex 6 Writing the evaluation report summary).	4 pages	Feb. 15 th
6. Debriefing	A debriefing is to be provided by the evaluator in each country (at the discretion of the ILO country director) and to SECO, NORAD and the ILO at the end of the evaluation process;	½ day	Feb. 28, 2016

Specifications:

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

All deliverables must be prepared in English, using Microsoft Word, and delivered electronically to ILO. ILO will have ownership and copyright of all deliverables.

Deliverables will be regarded as delivered when they have been received electronically by the Evaluation Manager and confirmed acceptance of them.

Acceptance will be acknowledged only if the deliverable(s) concerned are judged to be in accordance with the requirements set out in the contract, to reflect agreements reached and plans submitted during the contract process, and incorporate or reflect consideration of amendments proposed by ILO.

The Contractor will be responsible for:

- The design, planning and implementation of the evaluation and the write-up of the evaluation report, using an approach agreed with ILO, and for delivering in accordance with the ILO's specifications and timeline;
- Consulting and liaising, as required, with ILO and any partners to ensure satisfactory delivery of all deliverables;
- Making themselves available, if required, to take part in briefings and discussions, online or, if judged necessary, at the ILO Geneva Office or other venue, on dates to be agreed, in line with the work outlined in these ToRs.

Management Arrangements and tentative Time Frame

Management Arrangements

The final independent evaluation will be conducted by an independent evaluator. The evaluator can constitute his/her team as he/she sees fit (hiring additional staff from the local countries for example). All members of the evaluation team (including the additional staff) shall thus fall under his/her supervision and responsibility.

The independent evaluator is responsible for conducting the evaluation according to the terms of reference (ToR).

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

Ensure meeting schedules are set up;

- Assist in the implementation of the evaluation methodology, as appropriate (i.e., participate in interviews, observe committee meetings) and in such a way as to minimize bias in evaluation findings;
- Review and provide comments on the evaluation report;
- Ensure that the evaluation is conducted in accordance with these terms of reference, for the preparation of the draft report of the evaluation, discussing it with the evaluator, the beneficiaries and the stakeholders;
- Liaise with SCORE project staff wherever their engagement is needed to fulfil the requirements above.

Application requirements

Selection of the contractor will be done by the ILO based on their technical and commercial proposals. Proposals to undertake any work under these ToRs will be submitted in English and must contain the following information and documents:

1. Technical Proposal

- A short summary of profile and capacity of the Contractor to conduct an evaluation of a private sector development project, including a record of relevant work executed in the past five years;
- A proposal on how the contractor intends to complete the work described in the ToRs;
- The CV(s) of the lead evaluator and other team members that will undertake the work;
- A timeline with proposed dates for contract start and end dates and tentative dates for country visits (taking into account visa processing times).

2. Commercial Proposal

A proposal setting out the cost for the evaluation including a daily fee (or daily fees in case several team members will be involved in the evaluation), nr. of work days per staff, and tentative travel costs per mission. The Financial Offer form is enclosed as Annex II-F.

Requirements of the evaluating company and the evaluator(s)

1. The company

- Evaluation should be part of the company's services offer. The company should have evaluated at least one private sector development project by bilateral or international organizations in the past five years.
- The company should demonstrate gender balance and diversity in their staff and commitment to the principles of gender equality and non-discrimination.
- Familiarity with the ILO mandate, its tripartite structure and international labour standards is a plus.
- Operations or presence of local offices in countries which are being evaluated is a plus.

2. Lead evaluator

- Knowledge, skills, and experience (at least ten years) in the area of M&E and evaluation.
- Knowledge and experience (at least six years) of enterprise operations and the provision of business development services (BDS) to SMEs. Experience with the Donor Committee for Enterprise Development (DCED) standard for results measurement is a plus.
- Experience as a project manager/team leader (at least five years).
- Relevant country experience in one or more of the project countries under review is an advantage.
- Excellent written and oral communication skills in English (level C2). Proficiency in Spanish is required unless it is provided by another team member of the evaluation team.

3. Evaluation team members

- The evaluation team proposed by the company should be composed of sufficient number of well-trained project team members to fulfil assignment obligations. The following requirements apply to any team member leading a field visit to a project component:
- Team composition brings experiences on relevant knowledge areas (M&E, evaluation, Donor Committee for Enterprise Development (DCED) results measurement standard, provision of business development services (BDS), labour standards compliance, CSR) and geographic and language expertise.
- Spanish is a must if not covered by the lead evaluator.
- All team members proposed to conduct field missions have at least seven years experience.
- Relevant country experience in one or more of the project countries under review is an advantage.
- Excellent written and oral communication skills in English (level C2). Proficiency in Spanish is required unless it is provided by the lead evaluator or another team member of the evaluation team.
- Gender balance in the team composition is expected.

Replacement of evaluation team members

The Evaluation Team assigned by the Contractor to perform the services under this Contract, which is considered essential for the performance of those services, shall be composed of the Personnel indicated in the Technical and Financial Proposal of the Contractor. Accordingly, in addition to sub-paragraph 4.5.3 of the Terms and Conditions applicable to ILO Contracts for Services (Annex IV):

- if any of the Contractor's Personnel part of the Team is removed or for any reason is no longer available to perform the services then the replacement Personnel shall be of equal or better knowledge, experience and ability to perform the services;
- prior to replacing any Personnel part of the Team, the Contractor shall notify the ILO reasonably in advance and shall submit detailed justifications together with the resume of the proposed replacement Personnel to permit evaluation by the ILO of the impact which such Personnel replacement would have on the work plan;
- no Personnel replacement of the Team shall be made by the Contractor without the prior written consent of the ILO, which approval shall not be unreasonably withheld; and
- The Contractor will not charge the ILO for any additional costs in supplying any replacement Personnel.

The introduction of replacement of any Personnel part of the Team may constitute considerable losses for the ILO. Therefore, the Contractor's Personnel are expected to perform the services until the completion of the assigned tasks and deliverables.

In the event of demonstrable poor performance or misconduct of the Personnel part of the Team, if the ILO so decides, the Contractor shall provide an appropriate replacement for such Personnel. The Contractor will provide suitable replacement personnel within 15 work days. The provisions of subparagraphs 9.1 and 9.2 will apply.

Compliance with UN norms and standards for evaluation

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

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