

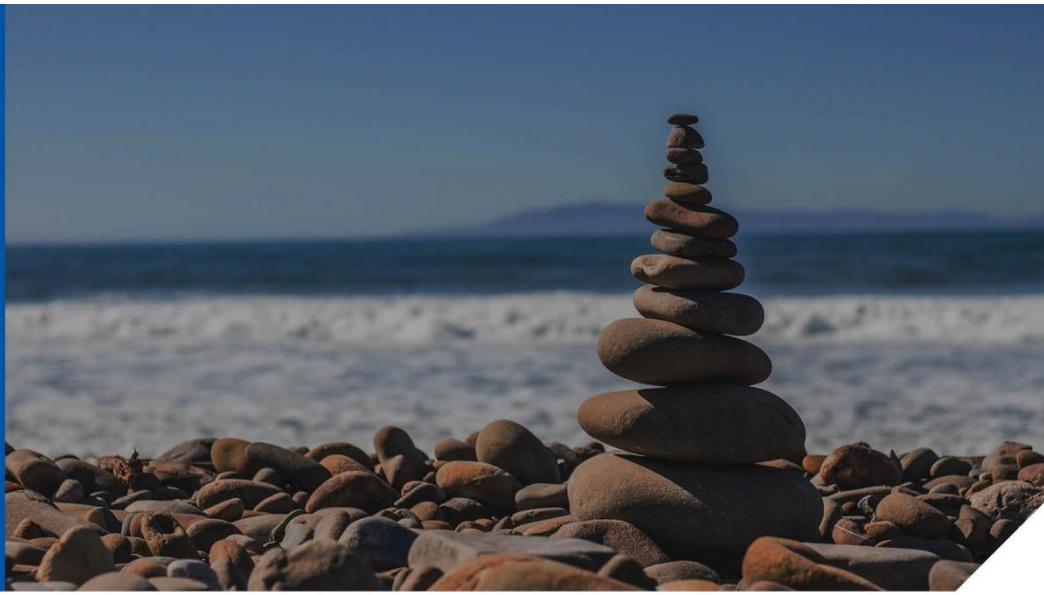


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SCORE – Sustaining Competitive and Responsible Enterprises, Phase 4

ILO DC/SYMBOL: GLO/21/60/MUL (BOL/21/50/MUL, MMR/21/50/MUL, TUN/21/50/MUL)

Type of Evaluation: Project

Evaluation timing: Mid-term

Evaluation nature: Independent

Project countries: Bolivia, Myanmar, Tunisia

P&B Outcome(s): 4

SDG(s): 5, 8, 9 and 12

Date when the evaluation was completed by the evaluator: 22 October 2023

Date when evaluation was approved by EVAL: [Click here to enter a date.](#)

ILO Administrative Office: Enterprises / SME Unit

ILO Technical Office(s): Enterprises / SME Unit

Joint evaluation agencies: n.a.

Project duration: January 1, 2022 to December 31, 2023

Donor and budget: Multi donor Swiss State Secretariat for Economic Affairs (SECO) & Norwegian Agency for Development Cooperation. Budget: US\$6.3million

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Evaluation Office oversight: EVAL

Evaluation budget: US\$40,995

Key Words: supply chain, decent work, sustainable enterprises, responsible business behaviour, responsible business conduct

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ACRONYMS

API	Agence de Promotion de l'Industrie et de l'Innovation
BDS	Business Development Services
BFPME	Banque de Financement des Petites et Moyennes Entreprises
CEPB	Confederation of Private Entrepreneurs of Bolivia
CETIBA	Centre Technique de l'Industrie du Bois et de l'Ammeublement
CETIME	Centre Technique des Industries Mécaniques et Electriques
CETIP	Centre for Technology and Productive Innovation
CETTEX	Centre Technique du Textile
CNCC	Centre National de Cuire et Chaussure
COB	Bolivian Workers' Centre
CSDD	Corporate Sustainability Due Diligence
CTAA	Centre Technique Agro-Alimentaire
CTC	Centre Technique de la Chimie
CTMCCV	Centre Technique des Matériaux de Construction, du Céramique et du Verre
DIMST	Direction Générale de l'Inspection Médicale et Santé au Travail
DWCP	Decent Work Country Programme
DWT	Decent Work Technical Support Team
EIT	Enterprise Improvement Team
EM	Evaluation manager
EU	European Union
EVAL	Evaluation office
FTE	Full Time Equivalent
FYB	Formalise Your Business
GiZ	German International Cooperation
GSMA	GSM Association
HACCP	Hazard Analysis and Critical Control Points
HQ	Headquarters
HRM	Human Resource Management
ILO	International Labour Organization
INGO	International Non-Governmental Organisation
ISO	International Organization for Standardization
ISST	Institut de Santé et Sécurité au Travail
KII	Key Informant Interview
KPIs	Key performance indicators
M	Million
M&E	Monitoring and evaluation
MAS	Ministry of Social Affairs
MDPyPE	Ministry of Productive Development and Plural Economy
MIGA	Movement for Food and Gastronomy supply chain integration
MISME	The Ministry of Industry and Small Enterprises
MTEyPS	Ministry of Labour, Employment and Social Welfare
MTE	Mid-term Evaluation
NGO	Non-Governmental Organisation
NORAD	Norwegian Agency for Development Cooperation
NPC	National project coordinator
NPO	National project officer
NTAC	National Tripartite Advisory Committee
OSH	Occupational Safety and Health
P&B	Programme and budget
PACKTEC	Centre Technique de l'Emballage et du Conditionnement

SCORE	Sustaining Competitive and Responsible Enterprises
SECO	Swiss State Secretariat for Economic Affairs
SDG	Sustainable Development Goal
SIYB	Start and Improve Your Own Business
SMEs	Small and Medium Enterprises
SSCBFB	Sustainable Supply Chains Building Forward Better
TA	Technical Assistance
TAC	Tripartite Advisory Committee
ToC	Theory of Change
ToR	Terms of Reference
UN	United Nations
UNCT	UN Country Team
UNDAF	United Nations Development Assistance Framework
UNSDCF	United Nations Sustainable Development Cooperation Framework
UNEG	United Nations Evaluation Group
USD	United States dollar
UGTT	Tunisian general Labour Union
UTICA	Tunisian Union of Industry, Commerce and Handicraft

EXECUTIVE SUMMARY

Summary of the objectives, intervention logic, scope and state of implementation of SCORE

The Sustaining Competitive and Responsible Enterprises (SCORE) is one of the longest running projects in ILO's portfolio. It is a global project focusing on improving productivity and working conditions in SMEs, contributing to achieving ILO's strategic outcome 4: Sustainable enterprises as generators of employment and promoters of innovation and decent work under the ILO's Programme & Budget 2022-2023.

The SCORE project originally started operations in September 2009 and its fourth and final phase started in 2022 and is scheduled to end in December 2024. It has been historically funded by the Swiss State Secretariat for Economic Affairs (SECO) and the Norwegian Agency for Development Cooperation (NORAD). The SCORE phase IV project is implemented in four countries: Bolivia in Latin America, Tunisia and Ethiopia in Africa and Myanmar in Asia.

In Phase IV, the SCORE project is focusing on integration of SCORE Training in the national economic development frameworks and inclusion of SMEs in national and global supply chains, except for Myanmar where SCORE project does not engage with the national government and only with private sector actors, since the military coup of 2021.

The project plan of SCORE project Phase IV specifies the following two outcomes:

- **Outcome 1.** SCORE training is fully sustainable at the national level, being adapted to specific needs of local SMEs and fully integrated in the national economic development framework, including public and private implementation partners;
- **Outcome 2.** Small and Medium Enterprises have developed their capacity to link to national and global supply chains, thanks to improved productivity and access to lead buyers.

Project activities are at different stages of implementation depending on their starting year of interventions during phase III. The different country projects are offering the SCORE training services in different economic sectors. Some sectors are shared between the countries, such as textile, and agri-food production. The Hospitality (tourism) sector is covered in Myanmar and in Bolivia there is a specific focus of SCORE training on micro-enterprises and informal economy in this country.

Objectives and scope of the evaluation

The objective of the evaluation is to:

- Independently assess the progress of SCORE project Phase IV against the logical framework;
- Inform the ILO on whether the current project strategy (including sustainability strategy at country level) 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.

As the project is in its final stage and will not be continued, particular attention is requested to look at possibilities to feed in lessons learned from SCORE Programme in other projects in the area of productivity related ecosystems, which are also of interest to SECO and NORAD.

The evaluation considers SCORE project implementation under phase IV only, from January 2022 until July 2023, which was the period of data-collection and fieldwork of this evaluation. The evaluation includes the SCORE project components in Bolivia, Myanmar, Tunisia and global components. The SCORE implementation in Ethiopia is subject to another separate evaluation process.

This evaluation considers the following evaluation criteria:

1. Relevance, strategic fit and alignment of the intervention;
2. Coherence on the intervention logic;
3. Intervention progress and effectiveness;
4. Effectiveness of management arrangements;
5. Efficiency of resource usage;
6. Impact orientation and sustainability of the intervention.

The key users of this evaluation are:

- a) The donors SECO and NORAD;
- b) The SCORE project staff, ILO Country Offices and other field and Head Quarter (HQ) staff;
- c) Tripartite members of the global and national advisory committees, where applicable, and partner organisations in the evaluated countries.

Evaluation Approach and Methodology

This evaluation was based on a mixed approach to ensure that forward and backward perspectives in the analysis can be combined. Furthermore it has focused on utility of conclusions and recommendations for ILO and its donors SECO and NORAD. The evaluation also identifies best practices and lessons learned during the research phase of this evaluation. Participation of evaluation stakeholders was enabled at global and national level in the three countries subject to the evaluation to ensure that their views were properly taken into account.

In total 82 key informants were interviewed and an additional 9 stakeholders have provided inputs through a multi-lingual survey. In Bolivia and Tunisia field work was done by the international lead consultant to meet with internal and external stakeholders at the country and sector level, while in Myanmar face-to-face and on-line interviews were conducted by a national expert, complemented with on-line interviews by the international lead consultant. The evaluation process also included an extensive analysis of M&E data and reports provided by the SCORE project on-line evaluation data-base.

In Bolivia and Tunisia briefing and debriefing meetings were organised with the SCORE project officers and at international level ILO officers and SECO and NORAD representatives were involved in debriefing and validation meetings.

Key findings and conclusions

On relevance, strategic fit and alignment

- The SCORE project of ILO in its 15 years of existence has gained considerable reputation as a relevant and effective support intervention to strengthen productivity and sustainability of SMEs in more than 30 different countries world-wide.
- SCORE training has been relevant to advance ILO's decent work priorities to enable employers'-workers' dialogue and cooperation, particularly at the company level.
- Strategic importance and alignment of SCORE services at the country and partner level, can be witnessed through continued commitment and ownership of SCORE service delivery by national governments and private partners.
- Relevance of SCORE project for SMEs in specific sectors is confirmed widely by SMEs and shown by considerable cost-recovery of the SCORE service provision at the enterprise level.
- SCORE experiences in Bolivia, Tunisia and Myanmar, show that SCORE service delivery is most relevant for those SMEs that already are formalised and are active in supply chains.

On coherence

- SCORE project's original ambition as expressed in its ToC of Phase III to achieve systems level changes in supply chains was not pursued in phase IV.
- ILO in Tunisia and Bolivia has found the national employers' associations, as national partners, willing to take over SCORE training, aligned with their own interests.
- SCORE implementation in Bolivia, Myanmar and Tunisia has been demand-oriented and characteristics of SCORE training were adapted to local contexts.
- SCORE training is well embedded in ILO approaches and linked with other projects and programmes of ILO and the national and regional decent work programmes of ILO.

On effectiveness of the intervention

- The most prominent results of SCORE at the SME-level are achievement of cost savings, increase in productivity, reduction of end-line defects, reduction of waste and reduced absenteeism. Reduction of workers' complaints in Bolivia and Tunisia, and reduction in materials-use and in waste in Tunisia and Myanmar were specific country-level results.
- On most of gender indicators positive changes are reported in terms of participation of women among the trainer population and in participation in training.
- SCORE training beneficiaries consistently highlight significant qualitative changes in their companies and confirm its training is unique in its hands-on and people-oriented approach.
- The SCORE project in phase IV has further developed and consolidated partnerships in Bolivia and Tunisia in ensuring a wide coverage of SCORE services to SMEs in different sectors and regions. This was not possible in the current context of Myanmar.
- In spite of strong ownership and commitment among government and private sector partners in Bolivia and Tunisia, handing over SCORE training to the national partners has not yet advanced much and no formal agreements are yet in place for the transfer of SCORE training and future coordination and governance and SCORE business planning.
- The pool of trainers and expert trainers for SCORE project in Bolivia and Tunisia need further strengthening and (re)certification of trainers in both countries is one the key activities that still requires significant effort.
- SCORE training at the country level is not yet sufficiently visible and is not strongly communicated and marketed in relevant private sector communities.
- The SCORE modules, since COVID-19 have undergone innovations and enrichment over time in both contents (e.g. climate change) and methodology (on-line and hybrid mixes of technical support) to ensure that SCORE service provision remains up to date and relevant.

On effectiveness of management arrangements:

- The SCORE project is managed and implemented by small national teams, in frequent and close interaction with SME and Enterprises staff at regional offices and at the central level.
- The M&E database of SCORE project is extensive and contains a wealth of data on SCORE activities in over 30 countries, though there are also weaknesses: data collection is based on voluntary efforts and on many indicators; collection is not consistent and possibly not always based on reliable sources.
- The SCORE M&E database is cost-effective for more extensive use and exchange of data, potentially also allowing for interesting comparative research across countries and regions.
- An important management arrangement for securing ownership of SCORE project implementation at country level is the Tripartite Advisory Committee. At central level, the TAC was replaced by regular planning and coordination meetings with the donors.

On Efficiency

- SCORE in phase IV has worked with a limited budget, particularly at the country level. The low country-specific budgets translate in relatively small SCORE teams, particularly in Tunisia and Myanmar. The small SCORE teams, as witnessed in Bolivia and Tunisia often deal with considerable organisational stress to achieve planned activities and results.

- The SCORE team in the SME unit at HQ level has the capacity to follow-up to SCORE developments and actions in a large number of countries and is able to make lessons available on SCORE training across countries, leading to international synergies and savings.
- The centralised M&E system is available for follow-up of SCORE actions in all SCORE countries, allowing for economies of scale and global exchange of lessons learned.
- A strong feature of the SCORE service delivery approach has been cost recovery of training provision at the enterprise level. This has allowed the project to achieve considerable reach in the SME community in the different countries with limited direct delivery costs.

On impact and Sustainability

- National employers' associations as national constituent tri-partite employers' partners of ILO, are a guarantee for continued relations beyond the duration of the current SCORE project. Such handover is not possible in Myanmar, due to the current political situation.
- While capacities of national partners interested in taking ownership of SCORE in Bolivia and Tunisia are well developed, not all steps are taken to realise an effective hand-over.
- The productivity ecosystem in Tunisia is well developed and functional for the SME sector. SCORE in Tunisia also successfully acquired contracts for cooperation with third parties.
- SCORE training effects generally are more strongly visible and more lasting in larger and more formalised enterprises that are already integrated in supply chains.
- At SME-level, SCORE training and particularly its in-company technical assistance has had significant and lasting effects. SMEs point to the establishment of the Enterprise Improvement Teams (EITs) as one of the key results of SCORE training approach.
- While SCORE training had an impact on management-workers dialogue and cooperation in SMEs, effects on strengthening formal workers' representation are not common.

Key recommendations

1. The SCORE team and the SME unit in the ILO ENTERPRISES are recommended to secure and strengthen the SCORE training focus on the small and medium enterprise sectors in countries with favourable productivity ecosystems environments and potential for stronger integration of SMEs in international and national supply chains;
2. The SME unit at ILO Enterprises and SME support staff in regional offices SCORE training are recommended, after the end of the SCORE project to continue to engage and involve its tri-partite partners at national level in future coordination and follow-up of SCORE training delivery at national level;
3. The SME unit at ILO Enterprises is recommended to explore if SCORE training and technical assistance can be more closely linked with existing (international and national and sector-specific) certification schemes active in specific sectors and supply chains;
4. The SME unit and SME/SCORE officers at the national and regional level, are recommended to invest ample time and effort in developing business and marketing and sales plans with its national partners to ensure that SCORE services can continue to be provided, ensuring full cost-recovery (or third-party subsidies) for the national partners and profitability for the (expert) trainers involved;
5. Both in the remaining SCORE project implementation period and beyond, the ILO SME unit, national and regional ILO offices and SCORE partners and national level are recommended to strengthen communication and dissemination efforts around SCORE training to ensure visibility of SCORE training at the country and sector level. The ILO SME unit and SECO and NORAD are recommended to consider additional efforts to increase visibility of SCORE training in all previous and current SCORE countries;
6. The SME unit in ILO is recommended to consider simplification of its M&E focusing on the key qualitative and quantitative aspects of SCORE training, beyond the current final phase of SCORE project. ILO should keep a light and easy to follow-up to data-entry and analysis of continued SCORE training delivery, beyond the current project-duration.

The SCORE-team in **Bolivia** is recommended to:

- With support of the SME unit and the regional office in Peru, apply a strong focus in the remaining few months of SCORE implementation on preparing transfer of SCORE training to the national partner CEPB;
- Further strengthen and expand the existing group of trainers, and dedicate special attention to empower and equip trainers in the network to prepare them for the arrangements for continued SCORE training delivery under coordination of CEPB;
- Consider continuing SCORE service delivery specific supply chains (coffee and Andean grains) where concrete sustainability perspectives exist.

The SME unit in ILO and the ILO offices and staff dealing with SCORE project in **Myanmar** are recommended to maintain a minimum level of (moral) support to the trainers in the country and to remain in touch with them through a loose and informal network, even if they are not able to continue to be able to effectively market and sell their SCORE services on the short and medium term.

The SCORE team in **Tunisia** is recommended to:

- With support from the SME unit at ILO HQ continue and speed up efforts in establishing and consolidating the institutional setup for continuation of SCORE services on the Tunisian market beyond the project duration;
- With support from the SME unit at ILO HQ develop a policy to ensure that SCORE training and TA is offered in Tunisia against market prices and appropriate payment conditions and arrangements;
- Feed and support further learning and innovation on specific SCORE services (e.g. in platform economy and financial services) in Tunisia relevant for other countries in international SCORE exchanges, including in other French speaking countries, where thus far, SCORE services are thinly spread.

Key good practices

- SCORE training and in-company technical assistance is unique in its participatory, hands-on and empowering approach, visualised by the enterprise improvement teams that usually remain in place also after SCORE trajectories;
- Smooth cooperation relations between SME staff at HQ, regional and country and project level have enabled exchange of experiences and knowledge, that allow different SCORE project countries to easily mine upon other experiences;
- SCORE training modules have been upgraded and adapted continuously to ensure that the SCORE service delivery remains relevant in changing contexts (such as COVID-19 and climate change);
- National partners have been empowered to implement the SCORE training delivery and to manage and coordinate the national trainer networks, providing good sustainability prospects;

Key lessons learned

- It is very important to start new SCORE project-phases with planning for exiting and sustainability and not leave actions directed at transfer and sustainability for the final phase of the project;
- ILO's communication and marketing around SCORE project has not been strong and too much confined to ILO's own networks and not in broader private sector networks;
- The SCORE training approach to build ownership of SMEs and strengthening sustainability of SCORE training requires consistency in asking for payment for SCORE services, while existing national Government subsidy arrangements may be used to facilitate access to SCORE services;
- A supply chain approach should focus less on lead buyers with principally financial support and sustainability in mind. A better approach is to focus on supply chain integration and governance and on due diligence requirements allowing a stronger buy-in of key actors in these supply chains;
- Quantitative KPIs to measure SCORE training induced changes at the specific SME-enterprise level are not always reliable and difficult to measure and some employment related indicators, may not be appropriate to measure SCORE training effects and impact.

1. INTRODUCTION

1.1. Context and background of the Evaluation

The Sustaining Competitive and Responsible Enterprises (SCORE) is one the longest running projects in ILO's portfolio. It is a global project focusing on improving productivity and working conditions in SMEs, contributing to achieving ILO's strategic outcome 4: Sustainable enterprises as generators of employment and promoters of innovation and decent work under the ILO's Programme & Budget 2022-2023.

The key interventions of this project are the support to and provision of SCORE Training¹, which combine practical classroom training with in-factory consulting. SCORE Training demonstrates best international practices in the manufacturing and service sectors and helps SMEs to improve their integration and position in national and global supply chains.

The ILO, Enterprise Department's Small and Medium Enterprises (SME) unit and national ILO SCORE project officers assist government agencies, training providers, industry associations and trade unions in emerging economies in Africa, Asia, and Latin America to offer SCORE Training to enterprises, particularly SMEs.

The SCORE project originally started operations in September 2009 and its fourth and final phase started in 2022 and is scheduled to end in December 2024. SCORE Programme has been historically funded by the Swiss State Secretariat for Economic Affairs (SECO) and the Norwegian Agency for Development Cooperation (NORAD) with an overall budget of USD 9.7 Million (M) in Phase I (topped up by USD 1.3 M USD by NORAD), USD 19.4 Million in Phase II, USD 20.7 M in Phase III and USD 6.3 M in Phase IV. The SCORE phase IV project is implemented in four countries: Bolivia in Latin America, Tunisia and Ethiopia in Africa and Myanmar in Asia. The SCORE implementation in Ethiopia is part of a comprehensive programming on Advancing Decent Work and Inclusive Industrialisation in Ethiopia (The SIRAYE programme)² and therefore it is not considered in this evaluation as it will be subject to a separate evaluation of the one-ILO approach in Ethiopia.

The evaluation considers SCORE implementation under phase IV only, from January 2022 until July 2023, which was the period of data-collection and fieldwork of this evaluation. The contents of this evaluation report are developed under the final responsibility of the evaluator. The evaluation was conducted by an individual senior consultant in the period May until October 2023, with in-country assistance from a national expert in Myanmar in conducting face-to-face and on-line interviews with key informants in this country.

This evaluation complies with UN norms and standards for evaluation as set out in the UNEG ethical guidelines.³

¹ Training is the key service provided by the SCORE project, in the form a series of modules. When in this report reference is made to Score Training (with a capital T in Training), the reference is made to all training modules and products provided by the SCORE project.

² The SIRAYE Programme is a comprehensive and coordinated programme involving ILO's key components: BetterWork, Vision Zero Fund, SCORE, LABADMIN and INWORK to promote decent work and inclusive industrialization in Ethiopia. See also: https://www.ilo.org/africa/technical-cooperation/WCMS_687547/lang--en/index.htm

³ See: http://www.unevaluation.org/ethical_guidelines.

1.2. Context and background of SCORE Programme

The development objectives of the SCORE project have gradually shifted and expanded from Phase I to Phase III, while Phase IV was focusing more on consolidation and sustainability of SCORE. During Phase I, the project focused on strengthening the SMEs to be more sustainable through SCORE Training; during phase II, the Program supported national institutions to independently provide SCORE Training to SMEs; and Phase III expanded its intervention logic highlighting the importance of support from national and global supply chains as well as national institutions to improve productivity and working conditions in SMEs. In Phase IV of SCORE Programme, the scope of the project is again smaller and mostly oriented to achieve sustainability of SCORE service provision beyond the current project duration.

During its previous and present phases, the SCORE project has reached out to partners in 14 different countries. With support of SECO and NORAD, SCORE has been implemented in 12 countries: Bolivia, China, Colombia, Ethiopia, Ghana, India, Indonesia, Myanmar, Peru, South Africa, Tunisia and Viet Nam. SCORE was implemented in Bosnia & Hercegovina with ILO's own resources. In Brazil, the Government provided funding to SCORE. In an additional 17 countries, SCORE services were provided without specific project funding.⁴

The four most recent countries that were included in the SCORE project in its previous phase III, since 2017, were identified for the fourth and final phase IV to allow the project to consolidate its results in these countries. These countries are Bolivia, Myanmar, Tunisia and Ethiopia.

1.3. The Subject of Evaluation: SCORE Phase IV Project (2022-2024)

In Phase IV, the SCORE project is now focusing on integration of SCORE Training in the national economic development frameworks and inclusion of SMEs in national and global supply chains, except for Myanmar. SCORE Myanmar operates as per UNCT guideline for Engagement issued in March 2021 and in line with the ILO Governing Body decisions with regards to Myanmar situation post military Coup d' Etat since 2021.

The project plan of SCORE Phase IV specifies the following two outcomes:

- **Outcome 1.** SCORE is fully sustainable at the national level, being adapted to specific needs of local SMEs and fully integrated in the national economic development framework, including public and private implementation partners;
- **Outcome 2.** Small and Medium Enterprises have developed their capacity to link to national and global supply chains, thanks to improved productivity and access to lead buyers.

Project activities are at different stages of implementation depending on their starting year of interventions during phase III. The different country projects are offering the SCORE Training services in different economic sectors. Some sectors are shared between the countries, such as textile, and agri-food production. The Hospitality (tourism) sector is covered in Myanmar and in Bolivia there is a specific focus of SCORE on micro-enterprises and informal economy in this country.

The three SCORE IV country projects (Bolivia, Myanmar and Tunisia) subject to this evaluation have worked with total budgets of USD 363,232 – USD 1,084,001 per country. In each country there is one National Project Officer (NPO) (and International technical officer and a technical officer in the case of Bolivia) with administrative support, who reports directly to the Director of the closest ILO Country/Regional Office. The national SCORE teams receive support from relevant Decent Work Technical Support Teams (DWT) in the

⁴ The SCORE database includes the following other countries, Algeria, Bangladesh, Costa Rica, Dominican Republic, Ecuador, Egypt, Jordan, Kenya, Maldives, Mauritius, Pakistan, Paraguay, Philippines, Sri Lanka, Surinam, Turkey and Zimbabwe.

region. The SCORE team in the Enterprises/SME unit at ILO HQ, is providing overall guidance and backstopping to the project implementation at country level. The global component of SCORE consists of a Programme Manager, 1 M&E officer, 0.5 FTE communications officer and 0.8 FTE administrative assistant. The total team (of 3.3 FTE) also manages another large programme of the SME unit, called “Productivity Ecosystems for Decent Work” with an overall budget of 16 M €. An estimated 30% of the global team’s time is spent on SCORE project support, roughly in line with the budgets allocated for these projects. The Productivity Ecosystems project is also funded by SECO and NORAD and is closely related to the SCORE project and it is foreseen that SCORE services to SMEs can be integrated in this systems-change oriented project. The Productivity Ecosystems project is currently being piloted in South Africa, Ghana, and Viet Nam, which are ex-SCORE countries where SCORE services have continued to be supplied to SMEs in a sustainable way. The connection between the SCORE project that is with the phase IV phasing out and the new productivity ecosystems project is important, because the donors and ILO want to use previous lessons learned in SCORE Programme in a more systems-change oriented project. The sharing of two ex-SCORE countries and the managing and implementing team at HQ are enabling these close linkages. This MTE of SCORE will therefore also be used to inform the implementation of the Productivity Ecosystems project.

In each country, SCORE Project works with the relevant government agencies, industry associations and employers and workers organisations and supports the local Decent Work Country Programme (DWCP). The project is regularly advised by a National Tripartite Advisory Committee (NTAC), consisting of social partners and donors at the national level. Since the coup in Myanmar, in this country, SCORE Programme is not guided anymore by a NTAC, as the project does not operate with Government actors. At the global level, due to the small size of the project and the fact that the project is in its phase-out phase the International Advisory Committee has been replaced by regular meetings of the SCORE team with SECO and NORAD.

The SCORE project phase IV started in January 2022 and is scheduled to end in 2024. The SCORE interventions in Bolivia and Myanmar will end earlier in December 2023, while the implementation in Tunisia will continue until the end of 2024.

Traditional SCORE modules have been continued, such as: SCORE Basics, Workplace Cooperation, Safety & Health at Work, Quality Improvement, Resource Efficiency, Workforce Management. New modules were introduced in Phase III: COVID-19 Occupational Safety and Health (OSH); COVID 19 Business Continuity; Lean Manufacturing; Hospitality Coaching; Gender Equality; Responsible Business. And in Phase IV a module on Climate Change was added, which is now being piloted in Bolivia as SCORE4Climate.

During phase four, the specific strong sectoral focus of SCORE Programme in its previous phase has become somewhat more flexible, considering larger varieties of sectors in reaching out to SMEs, though still with a number of key sectors covered in the different countries. The reach of SCORE during phase IV, as reported in its M&E system, is presented in the table below.

Table 1: Reach of SCORE phase IV to SMEs and Key Sectors (2022-2023)

Countries	# SMEs ⁵	Key Sectors
Bolivia	966	Agri-food processing, Textile & Garments, Wood & Furniture, Jewellery & precious metals, Leather, Metalworks, Construction
Myanmar	238	Agri-food processing, Tourism, Textile & Garments, Manufacturing
Tunisia	115	Textile & Garments, Agri-food processing, Metal, Leather & Shoes, Electronics and pharmaceuticals
Total	1,319	

Source: SCORE M&E system (extracted in May 2023).

⁵ The numbers are not unique participants, as participants from the same companies participate in multiple SCORE modules.

The overall reach of SCORE Programme to date, in phase IV, is 1,319 SME participants that participated in one of more different SCORE modules, in three countries.

Analysing the sectors of these SMEs, shows that there are some key sectors in all three countries during phase IV: the textile and garments and agri-food processing sectors in all three countries are important. In Myanmar, special attention is given to the tourism sector and in Bolivia a special focus was introduced on smaller and more informal companies than in other SCORE countries, addressing challenges of informal economy in this country. This is reflected in a larger variety of sectors, particularly incorporating smaller SMEs in sectors such as jewellery, furniture, woodworks and metalwork.

Interviews with key informants during this evaluation show that the focus of phase IV was on the second 'wave of change' of SCORE; "Further adoption and adaptation of SCORE by other actors at country level" (see also in section 1.4 below), as was indicated in the SCORE phase IV project document. This is mainly done by expanding the networks and cooperation arrangements with implementing partners, and expert trainers and trainers in the countries. In all SCORE countries, during phase IV, significant effort is being made to expand the current group of expert trainers and trainers, as many trainers in the past have become inactive and/or were decertified.

The current reach of SCORE through implementing partners, expert trainers and trainers is summarised in the table below.

Table 2: SCORE Implementation partners and Trainers in Bolivia, Myanmar and Tunisia

Country	Implementing partners	Trainers	Certification	Status
Bolivia	CEPB & Ministry of Productive Development and Plural Economy	Male:28 Female: 22	Expert: 6 Trainer: 7	Pending Approval: 3 Active:13 None/Expired/Cancelled: 7/23/4
Myanmar	None, only individual trainers	Male: 52 Female: 57	Expert: 8 Trainer: 54	Pending Approval: 9 Active: 62 None/Expired: 34/23/0
Tunisia	2 National Health Inspection Services,9 National and Sectoral Technical Support Centres, 1 SME financing bank, individual trainers	Male: 38 Female: 28	Expert: 0 Trainer: 56	Pending: 0 Active: 56 None: 53
Total		Male: 118 Female: 107	Expert: 14 Trainer: 117	Pending: 12 Active: 124 None/Expired/Cancelled: 144

Source: SCORE M&E system (extracted on 17 July 2023).

In the remaining project period in all three countries (in Bolivia and Myanmar until the end of 2023 and in Tunisia until the end of 2024), efforts to train and certify more expert trainers and trainers are planned, in Bolivia focusing on expanding the number of trainers and in Tunisia with a focus on expanding the number of expert trainers.

Overall, the table above shows that the pool of trainers is quite balanced, with 48% female trainers, with slightly more female trainers than male trainers in Myanmar. In Tunisia where least women are among the trainer group, still 42% of the trainers-force is female. 7 of the 8 expert trainers in Myanmar are female, while 5 of the 6 expert trainers in Bolivia are male.

The start of SCORE phase IV has coincided with the aftermath of the COVID-19 pandemic and this has had an important impact on the project implementation. On the one hand, challenges were obvious with respect to continuation of training to SMEs and maintaining and expanding the trainers' network, as many training

activities had to be discontinued and many SMEs had to close their doors. This has forced the SCORE project to maintain its attention to the second wave of change, which was also reflected in a revision of the SCORE logical framework in April 2022. In the new version of the framework particularly the ambition to link SCORE training provision with lead buyers in supply chains was abolished from the framework. This change was not only related with the COVID-19 pandemic, because also in previous phases of SCORE Programme it has been consistently difficult to reach out to lead buyers in supply chain and only occasional results were obtained.

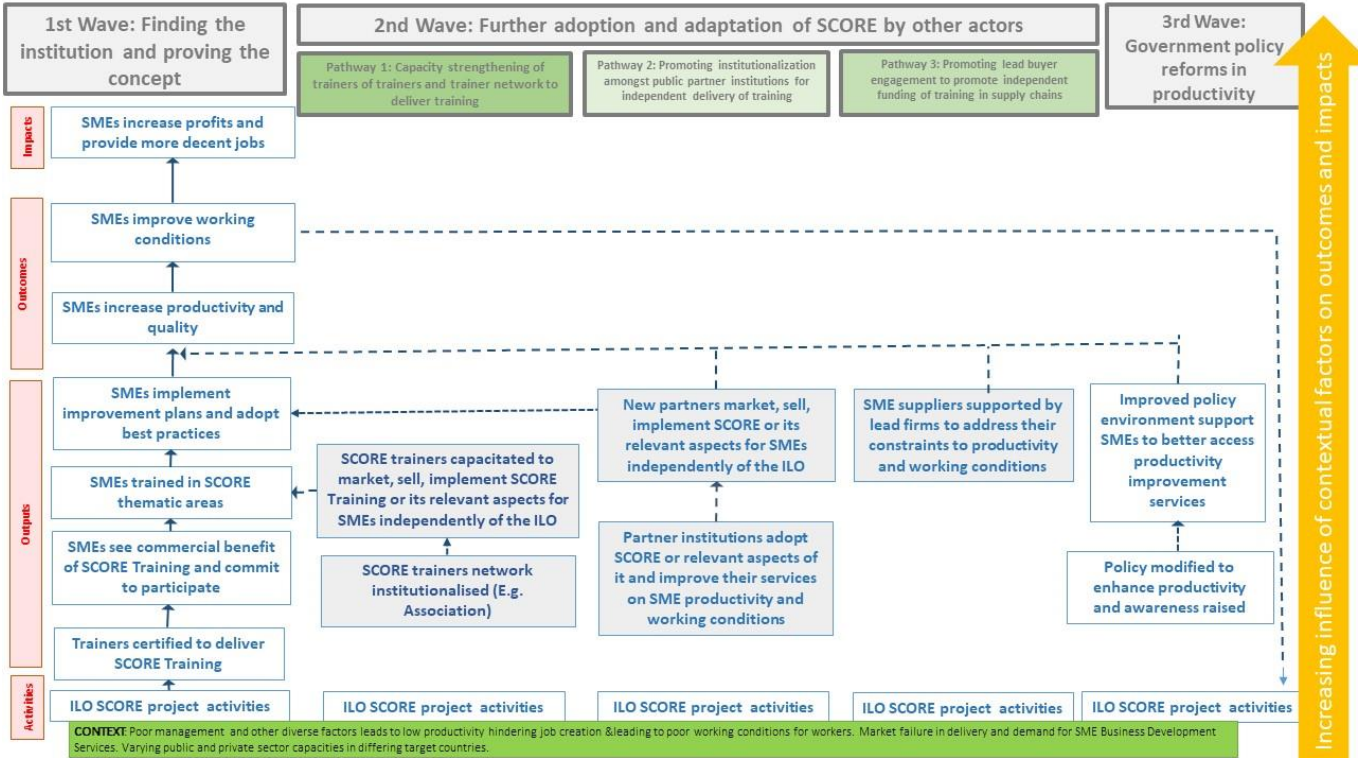
On the other hand, COVID-19 has also brought some opportunities to SCORE Programme, in developing new modules of training on business continuity and on OSH that were strongly responding to the COVID-19 challenges. Furthermore training delivery underwent changes towards more digital and hybrid training that can be provided more flexibly and against lower costs.

Country-level political and economic developments around the start and during implementation of SCORE Programme have been particularly volatile and disruptive for smooth implementation of the project. The coup in Myanmar was already mentioned, and in Ethiopia a civil war and in Bolivia political unrest and demonstrations and strikes have had a great impact on SMEs and their continuity of operations. The effects of these contextual developments on SCORE implementation and the prospects of sustainability have been considerable, as can be seen in the findings section of this report (see Section 3).

1.4. Analysis of the SCORE intervention logic

The project document of SCORE phase IV presents a short narrative of a Theory of Change (ToC) that is referring to the ToC of the previous phase III. For Phase IV no new ToC was developed and therefore we refer back to this intervention logic in the previous SCORE phase. The ToC includes three waves of changes as depicted in the figure below.

Figure 1: Theory of Change of SCORE



Source: Michael Blowfield et. al, 2020, MTR SCORE Phase III, p.22

Phase IV, after first initial revisions of the logical framework has ceased to address the third wave of change. This third wave of change has become a specific focus of the newly developed productivity ecosystems project supported by the same donors and managed and implemented by the same SME team in the Enterprises unit at ILO. The key focus of phase has been securing the sustainability of SCORE interventions and delivery in the SCORE countries after the end of the current SCORE phase IV.

At the level of training of SMEs (wave 1), specific results and changes at the enterprise level are anticipated as a result of training. SCORE's M&E system provides some insight in longer-term effects of SCORE training at SME level, though, more importantly, regular impact evaluations of the SCORE project in the past phases and an upcoming ex-post impact evaluation in 2024 will provide more insight in impacts obtained at the SME and systems-level on the longer term. In the findings section (section 3) of this report a detailed analysis of effects that have been obtained in SCORE service delivery to SMEs is presented.

Under the second wave, SCORE phase IV has continued to strengthen its working relation with implementing partners and with networks of expert trainers and trainers. And continued efforts were made to further consolidate and expand the network of trainers (see also section 1.3 above), though at the time of this evaluation this process was not yet completed. In Myanmar, due to the current political situation, SCORE Programme has not been able to institutionalise training networks at the level of national institutions and networks and trainers are mostly engaged as individual consultants, engaged directly by the SCORE project and contracted and paid directly by the SMEs. If and to what extent, national trainer networks and institutions can be set up and strengthened is an important challenge of the project under the second wave. To enhance this process, the SCORE project has been providing specific support to implementing partners and trainers to improve their skills in business planning and marketing of the SCORE training modules among SMEs in the SCORE countries. The extent to which these skills have proved to be effective and to what extent institutional sustainability of the provision of SCORE Training in the three countries under revision is achieved will be further discussed in the findings section (3) of this report.

1.5. Stakeholder analysis

The following stakeholder groups in the SCORE project are included in the stakeholder map in figure 2 below.

Donors (green in the map below): SECO and NORAD are historically the key donors of the SCORE project also during its current phase IV. Both donors have indicated an interest to continue working in productivity ecosystems and expect that the SCORE project and its training provision in the future can be integrated in productivity ecosystems projects, of which a first pilot phase has started in Ghana, South Africa and Viet Nam. Swiss and Norwegian representations in the ILO SCORE countries, where applicable, are also stakeholders in the project.

ILO (blue): ILO is a key stakeholder in SCORE as the implementing agency of the project. At the Headquarters level, it is ILO's Enterprises Department and specifically its SME unit, that is responsible for the project implementation. ILO's regional and national offices and particularly SME officers are also stakeholders, particularly in the four current countries of project implementation. At this level, ILO is concerned with alignment and complementarity of its different national and regional interventions and to secure synergy among them. In Ethiopia this is done in the one-ILO approach, which is subject to a separate evaluation.

Tri-partite Advisory Committees (yellow): These Advisory Committees exist in Bolivia and Tunisia, but not in Myanmar. In Bolivia and Tunisia the evaluation data-collection has involved the tri-partite partners. In Myanmar the reach was more limited to the private sector only (SMEs and trainers).

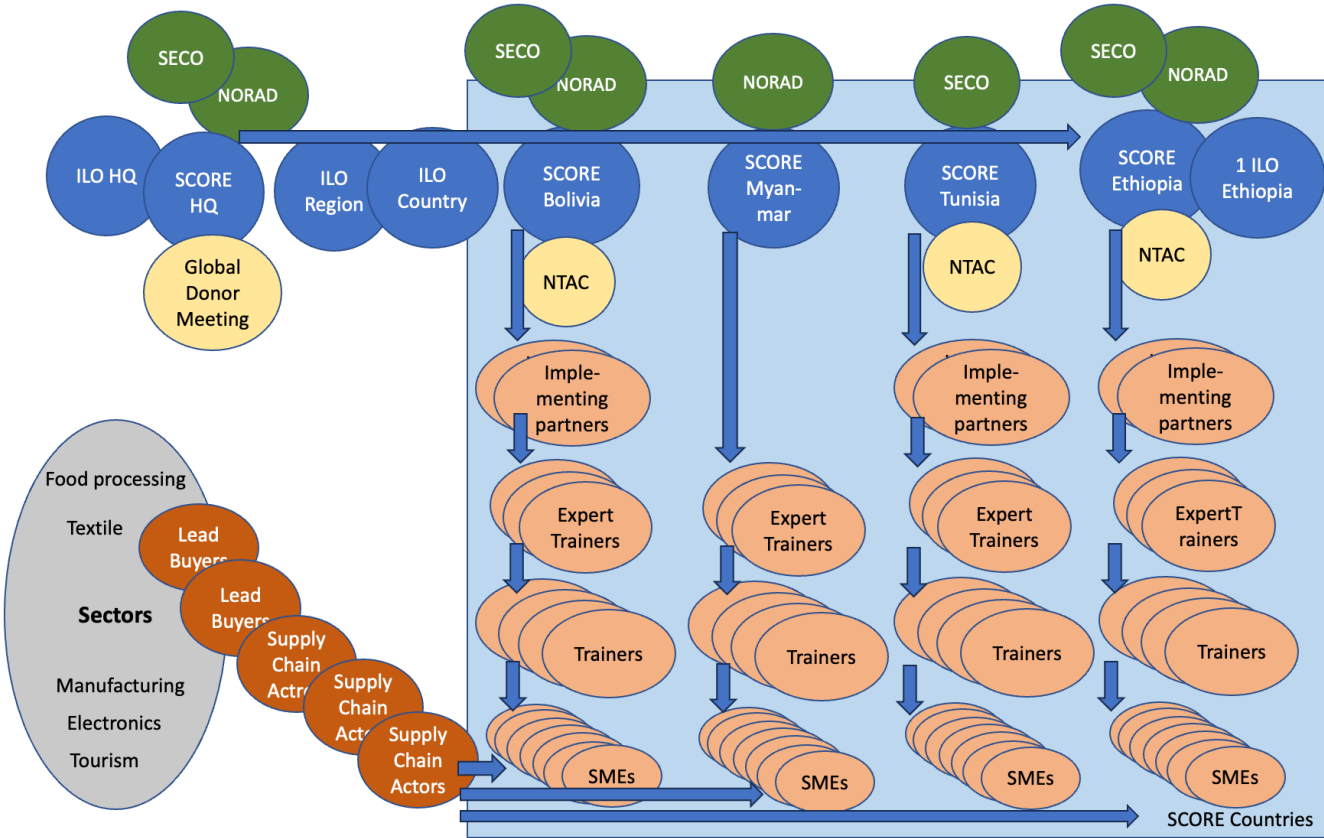
Implementing partners, trainers and SMEs (orange): The actors in the orange ovals show the way the reach of SCORE is expanded through implementing partners and their networks of expert trainers and trainers to reach out to individual SMEs.

Supply Chain Actors and lead buyers (dark orange): Involving supply chain actors as a strategy to strengthen systems-level changes and improve sustainability prospects of SCORE training was part of the original intervention strategy of SCORE. Previous SCORE evaluations and KIIs in this this evaluation have shown that involvement of lead buyers has not been easy and was only achieved to a limited extent. The logical framework of SCORE IV was adapted in the beginning of 2022 to reflect these difficulties and does not include lead buyers anymore, instead it mentions supply chain actors.

Key Sectors (grey): The grey oval in the picture shows the key sectors in which the SCORE project operates in the different countries. To the extent sectoral organisations exists in these key sectors, these will be involved in the evaluation research activities.

The figure below, presents the stakeholder groups in a schematic way. The figure illustrates that SCORE is anticipating a replication and expansion effect, through working with implementing partners, expert trainers and trainers to ultimately expand the reach among the SMEs in the SCORE target countries.

Figure 2: Stakeholder map of the SCORE project of ILO



Source: developed by the evaluator, based on the SCORE project document and its annual report on 2022

The stakeholder groups presented in the table above have been included as Key Informants in this evaluation (see list of people interviewed in Annex 2).

2. EVALUATION OBJECTIVES, SCOPE AND APPROACH AND METHODOLOGY

2.1. Evaluation Purpose and Objectives

The objective of the evaluation is to:

- Independently assess the progress of SCORE Phase IV against the logical framework;
- Inform the ILO on whether the current project strategy (including sustainability strategy at country level) 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.

As the project is in its final stage and will not be continued, particular attention is requested to look at possibilities to feed in lessons learned from SCORE Programme in other projects in the area of productivity related ecosystems, which is also of interest to SECO and NORAD, who are currently supporting a pilot project on productivity ecosystems of ILO. A specific aspect related to sustainability is to look at aspects related with continuing SCORE Training as a brand for continued delivery of SCORE modules by partner organisations and expert trainers and trainers in SCORE countries and beyond.

2.2. Evaluation Scope

The ToR specifies that the evaluation will cover the period from January 2022 to July 2023, to create an accurate and comprehensive picture of the global project's context and development.

Based on the statistics of women workers, gender components are mainstreamed throughout the project; therefore, the evaluation will integrate not only gender equality but also social inclusion and other non-discrimination issues as a crosscutting concern throughout the process.

The evaluation includes the SCORE project components in Bolivia, Myanmar, Tunisia and global components.

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

The ToR furthermore states that the evaluation will focus on the following areas:

- Review the deliverables, results and achievements thus far assessed against the appropriateness and validity of the project's strategy and design, hence, indicating the possibility of delivering the planned objectives;
- Review the effectiveness of the performance plan and the monitoring mechanism that are in place. Review the contingency plan put in place and subsequent adjustments made as a result;
- Review the strategic use and leverage of the funds in support of the ILO priorities. Review the effectiveness of the project implementation and management arrangements, including identify factors affecting project implementation (positively and negatively), and its linkages with other ILO intervention. If necessary, propose revisions to the expected level of achievement of the objectives;
- Review the impact thus far and sustainability, including the sustainability of outcomes in the target countries and at regional level;
- Develop a list of recommendations on mechanisms that should be put in place to improve the project's performance to enable it to reach desirable outcomes.

Attention is placed also, on how the project's intervention is relevant to the ILO's programme and policy frameworks at the national levels (e.g. DWCPs) and regional levels, UNDAF (UNSDCF) and national

sustainable development strategy or other relevant national development frameworks, including relevant sectoral policies and programmes.

This evaluation is a Mid Term Evaluation, though during the inception phase stakeholders specified that considering the limited duration of continuing actions in Bolivia and Myanmar until the end of 2023 and in Tunisia until the end of 2024, this evaluation already is to take stock of initial results and impact and sustainability related aspect to allow feeding in these lessons in other ILO projects and interventions.

2.3. Evaluation users

The key user groups of this evaluation are:

- d) The donors SECO and NORAD;
- e) The SCORE project staff, ILO Country Offices and other field and Head Quarter (HQ) staff;
- f) Tripartite members of the global and national advisory committees, where applicable, and partner organisations in the evaluated countries.

According to the Tor, 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 organisational learning through the Evaluation department's i-eval Discovery evaluation database. A summary of the evaluation will be made available in public through EVAL's and SCORE's websites;
- The donors will use the report for their own performance reports.

2.4. Key evaluation questions

The ToR of this evaluation (see Annex 1) presented in total 32 specific evaluation questions organised under 7 evaluation criteria. During the inception phase of this evaluation this set was simplified into a set of 6 evaluation criteria with 12 evaluation questions to enable a more concise and coherent approach in responding to all evaluation criteria and question in a short and comprehensive evaluation report. The final set of evaluation criteria is composed as follows:

- Relevance, strategic fit and alignment of the intervention (2 questions);
- Coherence on the intervention logic (1 question);
- Intervention progress and effectiveness (3 questions);
- Effectiveness of management arrangements (3 questions);
- Efficiency of resource usage (1 question);
- Impact orientation and sustainability of the intervention (2 questions).

In the set of evaluation criteria and questions, aspects of gender equality and non-discrimination concerns are duly considered, [in addition](#). For the full set of evaluation questions under the evaluation criteria, see Annex 4 where the evaluation matrix is presented.

2.5. Evaluation approach

The evaluation has followed a number of key principles:

- **Theory-based analysis:** Theory-Based Evaluations go beyond Logical Framework focused evaluations by looking at processes, causal linkages, explanatory factors that underlie achievements, problems encountered, and effectiveness of mediating measures adopted. The theory-based approach looks at

- the intervention logic of the SCORE project and the evaluator will revisit this framework in the form of a Theory of Change (ToC), as was presented in section 1.4 of this evaluation report;
- **Utilisation-focus:** The evaluators have carefully considered a utilisation-approach in the different stages of the evaluation aiming at ensuring a high level of utility and usefulness of this evaluation for continuation of SCORE service delivery in the future and to feed in lessons learned in new follow-up interventions;
 - **Ensuring ownership and participation:** among users of the evaluation. This was done by considering their vested interests and expectations to the exercise in the inception report, through a number of preliminary interviews conducted in the inception phase, and by involving the different users to varying degrees at key points in the process (e.g., through briefing and debriefing meetings, field visits and interaction with individual key informants). Ownership was further enhanced by actively involving the users in sense-making of evaluation findings and to discuss utility of recommendations in a debriefing and validation workshop, during the draft and final evaluation report writing;
 - **Gender, inclusion and sustainability sensitive approach:** The evaluators in all stages and in the use of evaluation methods have included gender and inclusion aspects and environmental sustainability aspects, where relevant and applicable.

2.6. Evaluation methodology and tools

In this evaluation the following data collection methods and tools were used:

Desk-review: The desk-review consisted of an analysis of all key planning and reporting documents on the SCORE project at global and country specific levels. Furthermore, specific documents and reports on SME development and on integration of SMEs in national and international supply chains in the SCORE project countries were considered. For the list of documents that were consulted during the inception, please refer to Annex 3.

M&E data analysis: the evaluators have collected and analysed data that were generated by the SCORE project M&E system until July 2023. The analysis included two levels: a) analyse the project's progress and results over time; and b) analyse the design and functionality of the M&E system to capture key developments and results, particularly considering the capacity of the M&E system to capture outcomes and impact of the SCORE interventions. For the results of the M&E analysis, see Annex 6.

SCORE country visits: The evaluator has realised in-country visits to Bolivia and Tunisia, while in Myanmar a local consultant has conducted local level field work. In the country level fieldwork, Key Informant Interviews (KIIs) with key stakeholders were combined with visits to a number of SMEs that have been benefiting from the SCORE service delivery in these countries. For the programmes of the country visits to Bolivia and Tunisia, see Annex 5.

Key Informant interviews (KIIs): In total, 82 semi-structured KIIs⁶ were conducted throughout the evaluation process at the country level (62interviews, some of the interviews were conducted as group interviews) and at international and ILO-HQ level (20-interviews). The following key informant groups were reached with the KIIs:

- ILO staff at ILO HQ in Geneva and in field offices who are involved in the management and implementation of the project;
- Enterprises (workers and employers) who have participated in project activities;
- Employers' organisations, trade unions, and ministry representatives that have received training or worked with the project;

⁶ Half of the Key Informants were male and the other half were female. While at HQ-level and Bolivia and Myanmar the majority of key informants were female, male were in the majority in Tunisia. For the interview list, see Annex 2)

- Implementing partners, expert trainers and trainers;
- Key Government Ministries and institutes involved in SME productivity increase and supply chain integration in the SCORE project countries
- Donor representatives from SECO and NORAD in HQ and embassies in project countries;
- (I)NGOs and research institutes involved in SME development, with specific expertise in labour rights, decent work, inclusion and gender aspects.

For the complete list of people interviewed during this evaluation, see Annex 2.

SME visits and meetings with management and workers: During the country visits to Bolivia and Tunisia a total of 10 SME-visits were conducted and in Myanmar 6 SME owners/managers were interviewed. The SMEs focused on the analysis if and to what extent ILO SCORE training is being applied at the work floor and to discuss with SME level stakeholders if and to what extent ILO SCORE training has resulted in changes in integration in national and international supply chains.

On-line survey to SMEs that have participated in SCORE project activities: A short on-line survey was submitted to all SMEs in Bolivia and Tunisia that have participated in SCORE project activities since the start of SCORE phase IV. It was not considered to run such a survey in Myanmar. During the inception phase it was anticipated that response rates would likely to be low, but at the same time it was considered important to enable all SMEs to provide their views on the SCORE. The response rates were indeed low, with only 7 SMEs in Bolivia and 5 SMEs in Tunisia responding to the survey. For this reason the survey results have not been used in the analysis and synthesis of findings. The results of the survey are presented in Annex 7.

Debriefing and validation meetings: At the end of country visits, the evaluator has organised a debriefing and validation session with the national SCORE project teams in Bolivia and Tunisia and in Myanmar a follow-meeting and interview was conducted on line. With the SCORE team at HQ level a debriefing of research findings and a follow up interview were conducted at the end of the research phase. Research findings and preliminary conclusions and recommendations on Bolivia were conducted in a separate meeting at the end of the research phase, to allow ILO and donors to anticipate quick follow-up on conclusions and recommendations of the evaluation report on this country, where time is very limited to provide such follow-up as the project is anticipated to close in Bolivia at the end of 2023. A full debriefing and validation with ILO and the donors was conducted based on the first draft evaluation report, parallel to the draft and final report writing.

Synthesis and analysis of data: All findings were triangulated across at least two different data-sources. Furthermore cross-checking of data was done across different data collection methods. The analysis combined quantitative data analysis based on SCORE’s M&E data and qualitative data provided in documents and by key informants throughout the evaluation process.

Draft and Final report writing: The evaluator has prepared a mid-term evaluation report according to the ILO procedures and quality standards in a draft and final version. Feedback of ILO and the donors was integrated in the final report. A separate stand-alone executive summary and a note on best practices and lessons learned, according to ILO’s formats were also provided.

2.7. Limitations of the evaluation research and mitigation

Table 3: Limitations of this evaluation and mitigation measures

Limitation	Mitigation
Quantifying the preliminary impact of SCORE training in SMEs poses challenges as many SMEs do not track KPIs and thus cannot provide accurate	The evaluation research has followed a qualitative approach through interviews and visits to a minimum of 5 SMEs in each of the SCORE countries. In addition, a comparative analysis of key indicators, as reported in the M&E database was

baseline data or progress data. Many enterprises consider the data as confidential and are reluctant to share data with trainers or projects.	conducted, complemented with further data collection at the level of enterprises visited.
The political and security situation in Myanmar was challenging, not allowing proper reach to all relevant stakeholder groups and not allowing to conduct all research activities as were done in Bolivia and Tunisia	In Myanmar the research was limited to ILO officers, expert trainers and trainers and SME- representatives that have undergone training. No survey was conducted in Myanmar to not expose SMEs to risk of exposure. In total 12 trainer and enterprise visits were conducted and M&E data on the full SME population in Myanmar was done. In spite of these actions, the research in Myanmar could not dive as deep as in Bolivia and Tunisia, where field visits were realized.
Timing and availability of key informants during the summer season, during which the fieldwork is implemented, was limited and not all key informants could be reached within the implementation period of this evaluation.	Not all key stakeholders that were planned to be interviewed in the inception stage of this evaluation could be realised because of number of them was not available during the research phase of this evaluation, and some key informants did not respond to requests for interviews. The lower number of key informants at international level could be compensated with a higher number of interviews during the country visits in Bolivia and Tunisia.
M&E data are not always available (as for 2023 in Bolivia) and not all data are reliable enough to allow in-depth analysis	The M&E database was searched at two moments in July and August. During these searches, some of the previous data entries were corrected and in those occasions the analysis was done on the most recent data search. No enterprise level and KPI M&E data on 2023 were available at the moment of the searches. For analytical purposes the analysis of M&E data on Enterprise improvements and KPIs was done on all available data during the entire SCORE implementation in these countries, to allow better understanding of longer-term impacts of SCORE Training and minimise the loss of specific Bolivia related data on 2022/2023. Analysis of M&E data for the country reports was done specifically for the period of 2022-223 only. The rough data for analysis for 2010-2023 and 2022-2023 are available with the evaluation team and the complete tables for analysis (also including data on the fourth SCORE country in phase IV, Ethiopia, are included in Annex 6 of this report.

2.8. Ethical norms, standards and safeguards

This evaluation was conducted in accordance with ethical issues, norms and standards and considerations from the United Nations Evaluation Group (UNEG), including:

- UNEG Ethical Guidelines 2020
- UNEG Code of Conduct for Evaluation in the UN system,
- UNEG Norms and Standards

as well as with the OECD/DAC evaluation principles, guidelines and quality standards.

The UNEG ethical standards guide the evaluation include the obligations of evaluators (**independence, impartiality, confidentiality, credibility, conflicts of interest, accountability**), and the ethical safeguards for participants appropriate for the issues described (respect for dignity and diversity, right to self-determination, fair representation, compliance with codes for vulnerable groups, confidentiality, and avoidance of harm).

3. KEY FINDINGS

The findings in this section are presented along the evaluation criteria and questions presented in the evaluation matrix of this evaluation (see Annex 4). The bold headings respond to the specific questions under the specific evaluation criteria, and key findings and proof is provided in the narratives below each heading. This section summarizes findings from the Key Informant Interviews (KIIs, see Annex 2), desk review, including reviews of the M&E database⁷ and the SCORE budget and expenditures (see Annex 3, 6 and 8) and findings from the country visits realised in Bolivia and Tunisia and in-country interviews in Myanmar (see Annex 2) and the survey administered to SMEs (see Annex 7).

3.1. Relevance, strategic fit and alignment

Relevance and alignment of objectives of SCORE Phase IV with NORAD's and SECO's priorities and interventions at international and country level

The SCORE project is one of the longest running projects in ILO. In the past 15 years, the project has been implemented in 14 countries in all continents and SCORE services were delivered also in an additional 17 countries. In total the project has reached well over 5,000 SMEs worldwide since 2010. SECO and NORAD have been the two key donors that have consistently funded the SCORE project through all its phases.

The SCORE project of ILO is of strategic to SECO in the light of its mandate “to contribute to economic growth and sustainable prosperity in its partner countries. This creates new opportunities and prospects for people and reduces global risks.” The specific goal of SECO's economic development cooperation is to promote economic growth and sustainable prosperity. SECO's economic and trade policy expertise enables partner countries to shape structural transformation, develop their private sector and integrate into the global economy. On the longer-term this should lead to improvement of access of people and companies access to markets and opportunities, creates employment opportunities and offers future perspectives locally. SECO supports initiatives under eight business lines:

- Growth-promoting economic policy
- Rules-based trade system
- Innovation-friendly business environment
- Urban development and infrastructure services
- Access to financing
- Integration in value chains
- Corporate Social Responsibility
- Market-oriented skills

(SECO, 2021. For sustainable prosperity SECO's economic development cooperation 2021-2024).

The SCORE project of ILO is relevant for multiple business lines of SECO at the systems- and policy level as well as enterprise level.

The SCORE project is similarly relevant and strategic to NORAD's development policies and strategies. NORAD specifies five priorities for its international support interventions:

- Invest more strategically
- Be a key partner in sustainable development
- Contribute to a greener world

⁷ The detailed analysis of M&E and financial data (see Annex 6 and 8) also include Ethiopia, while no specific additional research was done on this country, as it is subject to another evaluation. However the data on Ethiopia have not been subjected to any further review or analysis.

- Be a champion of innovation within development cooperation
 - Strengthen and systematise the development, sharing and use of knowledge within NORAD
- (NORAD, 2021. Norad's strategy towards 2030)

While NORAD's strategic priorities are more generic than those of SECO, the SCORE project is particularly relevant under the first two strategic priorities. And SCORE Programme's increased attention to sustainable resource use and climate change mitigation also makes the project particularly relevant to Norway's interest in green development.

ILO's mandate in promoting decent work and adherence to labour laws and standards, which is also integrated in the SCORE modules, is also relevant to both donors, in the light of their cross-cutting priorities on gender, human rights and sustainability.

The country and sector selection for SCORE implementation in previous phases and also in the current Phase IV was done jointly by ILO and SECO and NORAD, which enabled the project's implementation aligned to specific regional and sectoral interests of both donors, while also being based on ILO's previous experience and networks in these countries. For phase IV, SECO had shown a specific interest in Bolivia, while NORAD had an interest in Myanmar. And both partners shared an interest in Tunisia, as well as in the textile and garment sector. SECO had a specific interest in micro-enterprise development as the Swiss Development Cooperation had been supporting the Ministry of Productive Development and Plural Economy in a specific support programme for micro and small enterprises in Bolivia. Through changing situations at the global and country level, it can be observed that the Swiss development cooperation with Bolivia will be phased out, thus decreasing the specific relevance of Bolivia for SECO to a considerable extent, though SECO can still continue to work in Bolivia and in the region. The political and security situation in Myanmar has affected the cooperation relations between NORAD and this country, although resuming of actions in Myanmar remains a perspective once the political context will change in this country.

Both SECO and NORAD, with evaluations of previous SCORE project periods, have indicated that although they are happy with the approach and results of SCORE Training at the SME level, they wish to prioritise future investments more at the systems- and policy level to increase perspectives for systemic changes and impact at the level of productivity enhancement ecosystems. At the same time, the donors and ILO agreed that after more than a decade of SCORE experience and practical development of modules and trainer networks in relationship with a range of implementing in different countries, the SCORE service delivery has reached a considerable level of sustainability, allowing the project to continue independently including with the possibility of providing specific inputs in new systems-change development projects. A pilot of the productivity Ecosystem for Decent Work project was recently started in three ex-SCORE countries (Ghana, South Africa and Viet Nam), which will allow ILO and its national partners in these countries to closely articulate the experiences of both projects.

The SCORE services remain relevant in the context of the ecosystems approach in SME development. There where SCORE training and technical assistance delivery has been effectively transferred to national service providing partners and trainer networks to provide SCORE services in a sustainable way, SCORE services are likely to remain relevant in the future. The SCORE project has generate ample proof that SCORE services remain available in most of the former SCORE countries. This is also illustrated that SCORE training in 17 countries is provided without specific SCORE project support. ILO is committed to maintain a minimum level of support at the HQ level for continuation of (re)certification actions, development and updating modules and M&E data collection and analysis for future SCORE delivery, beyond the duration of the current project. This will facilitate access of new actors and projects to SCORE services and experiences in the future.

Alignment of SCORE phase IV with country level policies and priorities

SCORE training and technical assistance are highly relevant for SME development policies and strategies of national governments and for sectoral development strategies of specific support institutions and enterprise networks. In many of the previous and current phase SCORE countries (i.e. in Tunisia and Bolivia), national governments prioritise SME development to enhance local production capacity, formalise their economies and to generate access to foreign currencies and/or replace imports. Within these strategies, SCORE is seen by national level tri-partite partners as a relevant and useful support to SMEs in improving their productivity and sustainability, while at the same adhering to national labour policies and national and international labour standards and decent work principles.

The Government in Bolivia is actively involved in the SCORE project, though its Ministry of Productive Development and Plural Economy and the SCORE project is seen as strategic for the advancement of its development policies and priorities, as confirmed through KIs during this evaluation. Productive development has become particularly relevant for Bolivia since export income has contracted drastically after the fossil fuels boom of the previous decades. Increase of national production and employment is an important government priority. The key programme for support to the SME sector is ProBolivia, with a specific window for SMEs: ProMype. This is an important programme working with a specific approach to micro-enterprise development, based on the SCORE approach. In spite of the efforts of the Government, the financial situation of support programmes for the SME sector is highly insecure and also institutional arrangements are currently changing: ProMype will be phasing out and change into a new programme: Bolivia C-reActiva. However, it is very unclear how future support to the sector will develop, as the government has limited means and international donors (including the Swiss Development Cooperation, SDC) are withdrawing from the country.

In Tunisia, the relevance and strategic importance of SCORE Training is clearly demonstrated by the fact that the government is participating actively in the project both at the level of the National Technical Advisory Committee (NTAC) and as an implementing partner. Furthermore, the Tunisian government has coherent policies and instruments in place to support private sector and SME development in the countries. State-supported programmes and entities are in place to provide technical support to specific key sectors in Tunisian economic development strategies: Sectoral technical support centres are co-managed by the private sector in a public-private partnership. Furthermore, there are different subsidy arrangements in place for the SMEs that allow them access to training and technical assistance for enterprise development. SCORE is recognised and eligible for these subsidies. These examples show clearly that SCORE Training is relevant for Tunisia's economic development strategies.

Furthermore, Tunisia's proximity to EU markets, is providing strong opportunities for growth of the private and SME sector in the country and many companies are exploring exporting to the EU and become more closely integrated in specific supply chains that extend into the EU. For many companies, this entails investing in productive improvements and innovations and in certifications such as ISO and HACCP. Existing and upcoming bilateral and EU-level legislation on Corporate Sustainability Due Diligence (CSDD) increase the strategic value of SCORE Training for the Tunisian private sector to a significant extent.

In Myanmar, prior to the start of SCORE phase IV, SCORE project was very relevant and strategic, because the SME sector in this country was big and many companies were integrated in national and international supply chains. This situation was abruptly changed in 2021 with the military coup and unfortunately the situation hasn't changed for better since then. In spite of the difficult situation in the country, SCORE training remains relevant for SMEs in the country, as it is one of the few remaining services that is available to them. For the SMEs and trainers, SCORE Training is, even with limited economic development potential, very important, as it constitutes a window to the world for Burmese SMEs and trainers in the country.

In most SCORE countries, the tri-partite ILO partners show a strong interest and ownership of SCORE Training as a tool for SME performance enhancement. In the phase IV SCORE countries that have been subject to this evaluation, this is most strongly seen across the tripartite partners in Tunisia, who all participate in the National Tripartite Advisory Committee (NTAC) and also as partners in implementation of SCORE project. In Bolivia the tripartite partners are participating in the NTAC, though at implementation level, SCORE support is mainly done through employers' organisations and business networks and in Government support programmes for SMEs. In Myanmar, due to the current political situation the SCORE project is implemented without any Government involvement and there is no NTAC. The project reaches out directly to the SME sector, through the SCORE network of individual trainers.

The specific contributions that SCORE provides at the core of the ILO mandate; in decent work, workers-employers dialogue, health and safety at the workplace, are not always visible for and known in the SME sector itself and among institutions providing Business Development Services (BDS) and/or financial support to this sector. SCORE Training is often primarily seen as a BDS project only and at the SME level there is regularly limited knowledge of ILO and its mandate in decent work and international labour standards. However, the companies are exposed to these aspects in the practical implementation and delivery of SCORE services, and the KIIs and company visits in this evaluation show that these aspects are highly appreciated and considered relevant and important for improvement of their business practices and in the light of market access and supply chain level certification requirements.

The relevance of SCORE Training to the employers' organisations is shown by a strong commitment and sense of ownership by the national employers' partners of ILO in Bolivia and Tunisia. In both countries the national ILO tri-partite partners have shown interest in taking over the SCORE service delivery in their own organisations, although specific governance models and business and marketing and sales strategies in both countries still have to be developed with these partners.

The strategic fit of SCORE Training is most strongly seen in contexts where the SME-sector is showing steady growth and development and increased integration of SMEs in national and international supply chains. In these contexts SME, particularly show keen interest in SCORE Training in combination with formal certification requirements in their supply chains (mainly ISO and HACCP certifications) and in Tunisia with increasing market entry requirements in the EU for companies wishing to export to the EU. With the upcoming CSDD legislation in the EU, these certification requirements may still further expand, increasing the relevance of SCORE Training, for supply chain due diligence governance and implementation.

Because of the relevance of SCORE Training for quality enhancement and certification processes in the SME sector, many enterprises that take or have taken SCORE training express the wish to receive certification for SCORE processes. However, ILO is not a certifying body and it does not have a mandate to provide certificates. This has been a persistent mismatch of SCORE training with expectations of enterprises and this mismatch also provides challenges for financial sustainability of SCORE training and technical assistance provision, as enterprises don't always appreciate the real value of SCORE training. Also in the current phase, the evaluation visits to Tunisia and Bolivia confirm that expectations on SCORE certification are still widespread among SMEs that are taking SCORE services. Possibly, linking SCORE training with other (formal and/or voluntary) certification schemes may provide an alternative, by recognising that SCORE maybe a step towards formal certification and or at least seen as a useful tool to facilitate acquisition of formal certification.

Relevance and alignment of SCORE Phase IV with ILO's own development frameworks and interventions at country and international level

As stated in the introduction above, the SCORE project feeds into ILO's strategic outcome 4: Sustainable enterprises as generators of employment and promoters of innovation and decent work under the ILO's Programme & Budget 2022-2023. SCORE is a project managed and implemented by the SME unit in the

Enterprises Department of ILO, and the project has consistently focused on strengthening productivity and sustainability of SMEs worldwide, through building and strengthening management-workers dialogue and cooperation on the work floor in joint company actions towards business performance enhancement. The strong focus at enterprise level improvements at the SME has included ILO's decent work priorities in several of its modules and it has enabled employers'-workers' dialogue and cooperation often in situations and contexts where social dialogue at other levels is otherwise challenged.

This strong focus of SCORE Training on enterprise level improvements in SMEs, on the one hand, is often considered a great strength of the project, as it has produced significant changes and impacts at the enterprise level, while strengthening management-workers dialogue and cooperation. Several enterprise improvement modules, such as workplace cooperation, OSH, Human Resource Management (HRM) are at the core of ILO's mandate and thus SCORE training is well aligned with ILO's other interventions, particularly in the context of Decent Work country programmes and in the context of the Better Work project of ILO in specific countries.

At the same time, the project's focus also brings a weakness, which is related to the fact that enterprise level improvements are not always well linked with change and improvement process at the systems level and in the enabling environment of SME development at national level. While this was a strategic choice of ILO to ensure that SCORE remains a practical and tangible service delivery to SMEs it was recognised that system-level changes in SME development require other interventions at the level of the SME productivity ecosystems.

ILO's commitment with the SCORE project is strong and it has committed financial and human resources to continue basic SCORE delivery support to partners and trainers at the country level. These resources are from ILO's own institutional budget. While these resources are not substantial and only permit basic support, the institutional commitment ensure that this support can continued to be provided independent from external donor support. The continued support of ILO will enable: a) (re)certification of trainers and expert trainers; b) development, updates and exchange of specific SCORE modules; and c) maintenance and provision of access to SCORE's M&E system and database for monitoring, analysis and evaluation of future SCORE service provision by trainers and national implementing partners and by other project partners that might wish with SCORE and SCORE-type service provision.

The SCORE project and development and delivery of SCORE modules has been well aligned with ILO's crosscutting policies on gender, inclusion and sustainability. Gender components are integrated in all modules and the trainers-population of SCORE is gender balanced. New modules are being developed and piloted, such business continuity after COVID-19 and OSH in COVID-19 situation and efficiency of resource use and SCORE4Climate delivery in Bolivia, to address increasing concern with global climate change processes.

Continued relevance of SCORE Training is also secured because in many countries, including in Bolivia and Tunisia, SCORE delivery is handed over to ILO tri-partite partners who continue to be working with ILO in its tri-partite constituency.

In line with donor requests and with ongoing support of SECO and NORAD, ILO's SME unit in the Enterprises Department has started a new more systems-oriented project to address strengthening and improvements of productivity enhancement ecosystems. This follow-up is strongly linked with historic SCORE experience at HQ level, within the SME unit and at country level, as the new project is piloted in ex-SCORE countries. Score service provision, therefore can easily be linked with other actions in productivity ecosystems.

The SCORE project is quite specific and much focused at the SME level in specific countries. An original ambition to link the project more closely with supply chain related actions and key actors in these supply chains as lead buyers, was discontinued in phase IV. The project has not been strongly linked with other

initiatives in the area of supply chain management and integration, such as in the Sustainable Supply Chains Building Forward Better (SSCBFB) project of the SECTOR department and in the light of EU level preparation of the Corporate Sustainability Due Diligence Directive (CSDDD). While developing and strengthening such linkages in some SCORE countries may not be feasible because these other projects don't operate in these specific countries, there might be opportunities to explore the possibilities for linkages at the international level in specific supply chain. Particularly in Tunisia, linking with initiatives and actors that are closely involved with the CSDDD in the EU may still be relevant in the remaining year of the project.

3.2. Coherence

Appropriateness and realism of SCORE Phase IV strategy, objectives, and assumptions to achieve planned results

The Theory of Change of SCORE project is well developed with respect to first two 'waves of change': a) finding the institution and proving the concept; and b) Further adoption and adaptation of SCORE by other actors. Previous evaluations and also this mid-term evaluation of SCORE phase IV confirm that in the three countries subject to this evaluation the proof of concept of SCORE has been provided, by confirmed results and impacts at the level of enterprises. At the same time, in Bolivia and Tunisia partner institutions have been found to (continue to) provide SCORE services and in Myanmar a network of trainers is doing the same. SCORE has been widely embraced but the participating partners, trainers and SMEs and several updates and adaptations of SCORE have been applied to ensure continued relevance at country level. The third wave of change: c) Government policy reforms in productivity, has not developed as expected. SCORE contributions to such reforms and changes at supply-chain governance, have not been successful, as observed in previous evaluations and impact studies of SCORE. In the current phase IV, this third wave of change is not pursued anymore and ILO, together with SECO and NORAD have developed a new follow-up project to address more systematically the policy and strategic aspects of productivity ecosystems. Specific efforts to reach out to supply chain lead buyers in Phase IV of the project have been cancelled from the results framework. However, during the fieldwork in this evaluation, it could be observed that supply chain development approaches are still relevant and may potentially enhance results and impacts among SMEs in specific supply chains, such as coffee and Andean grains in Bolivia and among SMEs exporting to the EU in various sectors in Tunisia. For transfer and sustainability perspectives it may still be relevant to reach out the lead actors, where contacts have already been established, even if it is not part of the SCORE results framework anymore.

With the changes above and with deleting the third pathway of change from the ToC of SCORE it can be observed that SCORE has acquired a stronger focus on involving partner institutions in reaching out to SMEs, with a primary concern of ensuring a sustainable transfer of SCORE Training in the hands of these partners at the end of the current project period. At the same time, the project has also focused on training and (re)certification of trainers with the view of having a sufficiently sized pools of trainers to serve national markets for SCORE training. Even with this focus, the SCORE project implementation frameworks in Bolivia and Tunisia, where concrete perspective for handing over exist, have been quite ambitious in the light of available time and budgetary and human resources, which can be particularly observed in Bolivia where the remaining implementation time is very short to achieve all planned results and particularly the updating and empowerment of the trainer network and the hand-over of SCORE to the national partners.

In different countries, due to national political and economic contexts, it can be observed that SCORE training has followed a contextual and needs-oriented approach, leading to specific focuses and approaches in different countries: In Bolivia a specific focus and service provision for the large sector of micro-enterprises was developed in the SCORE project and in Myanmar, a specific private-sector driven focus was developed to allow continuation of enterprise-level focused SCORE services. Both of these approaches deviate from the core approach of SCORE at the global level, with its focus on SMEs (and not micro-enterprises) and on

transferring SCORE to national partners. While these deviations from the core approach and intervention strategy of SCORE may be defensible from a country specific perspective and interest, these deviations require dedicated efforts, time and resources, which will not be available anymore once the current SCORE phase IV is ending and no more dedicated project support is available.

3.3. Effectiveness of the intervention

Progress of SCORE Phase IV in delivering its outputs and outcomes in all countries

The M&E database of SCORE provides good and interesting datasets on progress of SCORE training in the different countries of phase IV. Some key data from the M&E system on Bolivia, Myanmar and Tunisia are provided below⁸. Where possible and relevant data for these countries are compared with global data:

Table 4: Trainers and partner representatives trained (January 2022 - July 2023)

People trained in workshops	Bolivia		Myanmar		Tunisia		Global	
	Total	% F	Total	% F	Total	% F	Total	% F
Number of Trainers Trained	1	0%	25	44%	2	0%	130	42%
Number of Certified Trainers	7	86%	54	52%	56	39%	352	46%
Number of Expert Trainers	6	17%	8	88%	0	0%	69	36%
Number of Formerly Certified Trainers	24	33%	23	57%	0	0%	372	38%
Nr. of Government Representatives Trained	44	61%	0	0%	162	35%	650	32%
Nr. of Employer/Industry Association Representatives Trained	542	58%	0	0%	6	33%	973	51%
Nr. of Union Representatives Trained	45	56%	0	0%	1	0%	60	55%
Nr. of Others Trained	256	57%	0	0%	105	23%	686	45%

Source: SCORE M&E database (extracted on 2-8-2023)

The SCORE project was already active in the three countries before phase IV. In Bolivia prior to 2022 49 trainers have been trained, and in Myanmar 84 trainers, and in Tunisia 64 trainers were trained. The number of newly trained trainers in 2022 and 2023 in Bolivia and Tunisia is quite limited, while in Myanmar a larger number of trainers was trained. The number of certified trainers in Bolivia is low, which indicates that most of the previously trained trainers have lost their certificate while the number of newly trained trainers is not sufficient to maintain a good pool of trainers. Until the end of the project, the SCORE team in Bolivia is still planning a mayor effort to increase the number of trainers. While in Myanmar a considerable (about half) number of trainers have lost certification, a considerable number of new trainers have come in. In Tunisia the number of trainers that has kept their certification is high, though in this country the lack of expert trainers is causing concern and the project is planning to increase this amount in the second Semester of 2023.

While among trainers (particularly in Bolivia) and expert trainers (particularly in Myanmar), female trainers are well represented, in Tunisia women among the trainers' pool are represented below the global average of certified trainers in this period.

⁸ See Annex x for more detail. The more detailed analysis also includes data on Ethiopia, as this was also a SCORE phase IV country, through this country is not specifically subject of this evaluation, as it will be subject to a separate evaluation in the framework of the one-ILO programme evaluation in Ethiopia.

In addition to the pool of trainers SCORE project is also training members of government entities and representatives of employers' and workers organisations. Due to the political and security situation in Myanmar, training of these stakeholder groups is not possible. In Bolivia training is mainly reaching out to employers' organisations, (CEPB and regional partners in the country) and in Tunisia a considerable of government staff members has been trained, particularly among the implementing sectoral technical support centres and the health inspection service, as could be verified during the field visits to the countries.

Table 5: Enterprises trained in January 2022 - July 2023

Enterprise Training	Bolivia	Myanmar	Tunisia	Global
Number of Total Enterprises Trained	750	83	32	1219
Total Staff of Enterprises Trained	15,0645	5,283	4,181	224,271
Number of Enterprises That Completed Training (Total)	750	59	37	1144
Number of enterprises that discontinue training	0	4	0	7
Number of enterprise staff trained in workshops	1,513	2,306	1,914	21,712
Percentage of Female Staff Trained	50%	48%	76%	38%
Percentage of Workers Trained	50%	74%	86%	85%
Number of Enterprise Visits (Total)	0	495	290	3,732
Average Satisfaction with Training	0%	99%	87%	94%
Enterprises signing up for more than 1 Module (excluding specialized courses)	0%	35%	19%	10%
Total number modules delivered (M1 to M5 + specialized courses)	753	165	41	1,507
Average number of modules taken per enterprise (excluding specialized courses)	1	1.64	1.21	1.21
Cost recovery per training (across countries)	82%	100%	100%	0% - 100%
Average nr. of enterprises per ToE	501	1	1	8.5

Source: SCORE M&E database (extracted on 2-8-2023)

In the period 2022/2023, in Bolivia many companies (750) were trained, and among this group in addition to SMEs trained in the networks of CEPB and regional chambers of industry, also a large number of micro-enterprises was trained through the Ministry of Productivity Development and Plural Economy and through partners (Manq'a and MIGA) in specific supply chains. The number of companies in Myanmar and Tunisia, mainly SMEs is lower, though the enterprises are larger in size on average.

The SCORE trainings in all three countries have reached out to men and women roughly equally, though more women were trained in Tunisia. And both management and workers were represented in the training courses.

In Bolivia not all data on 2022/2023 were uploaded at the time of extraction of data from the database and no data were available on satisfaction. Satisfaction levels in Myanmar and Tunisia were very high and in line with global averages. The high satisfaction of SMEs with the quality of the SCORE service delivery could also be verified during the company visits and interviews in the three countries and in the survey conducted in Bolivia and Tunisia, although response rates to the survey were very low (see Annex 7 for the survey results).

Table 6: SCORE modules delivered January 2022 - July 2023

Module Type	Bolivia	Myanmar	Tunisia	Global
SCORE Basics	2	-	-	146
Workplace Cooperation	748	61	31	995
Quality Improvement	-	27	4	98
Resource Efficiency	3	24	2	67
Workforce Management	-	10	-	29
Safety & Health at Work	-	21	3	94

Hospitality Coaching	-	22	-	60
Gender Equality	-	-	-	4
Lean Manufacturing	-	-	1	14

Source: SCORE M&E database (extracted on 2-8-2023)

The delivery of modules in Bolivia has been mostly confined to Workplace cooperation as the basic module of SCORE and this module was adapted in Bolivia to also cater for smaller and microenterprises, often in combination with elements of other SCORE modules. This module was also the most delivered in Myanmar and Tunisia. The supply of module of modules in Myanmar was most diverse among the three countries indicating a diverse demand for training within a considerable community of companies. Also in Tunisia more modules were offered.

During the fieldwork in Bolivia and Tunisia of this evaluation, in KIIs and enterprise visits and in interviews with SMEs in Myanmar, it could be confirmed that SCORE staff has intensively worked with partner organisations to develop and market SCORE services in the SME community and to train and prepare staff in planning and implementation of SCORE activities and coordinating the trainers and training activities. The support by the SCORE team is highly appreciated and considered very professional by the key informants. A specific element of feedback given on the support and services of the SCORE team is that partners, trainers and SMEs often indicate that ILO, as a global UN organisation is highly reliable and prestigious and working with ILO provides access to knowledge and experience from other countries. This global and regional embedding is particularly felt strongly in Bolivia where there is strong SCORE community in Andean countries with ample opportunities to share lessons, developments and materials as exchange can be done in a common language. At the same in Tunisia, it was regularly commented that the international dimension and exchange on SCORE training is important, though through lack of coverage of SCORE In West and French speaking Africa, opportunities for wider exchange in the region are limited.

The M&E database of SCORE project also monitors changes and improvements at the enterprise level in a consistent way. However, there is a significant challenge in particularly measuring and monitoring quantitative changes at the enterprise level. This challenge is widely recognised among the SCORE officers at ILO and also by partners and trainers involved in the delivery of SCORE. This challenge is that most of the quantitative changes in the database are difficult to quantify in a systematic way, as there are no clear definitions of the parameters of these changes. And even if they would exist, most changes cannot be analysed in a comparative perspective and cannot be aggregated, because the quantitative aspects of these changes depends very much on the specific size of a company, the sector in which it operates, the location, etc. Many stakeholders in KIIs indicate that the quantitative data that are put in the system are not reliable in terms of quantity and volume.

Because of this limitation, this evaluation follows a more simple and generic approach in analysing the quantitative improvements as reported in the database. We have mainly looked at the number of enterprises that reports a quantitative change and the percentage of enterprises that reports such a change on the total number of enterprises that have been reporting changes.

This analysis is presented in the table below:

Table 7: SCORE KPI quantitative improvements 2010-2023, as reported in SCORE M&E database

Area of Impact	Bolivia		Myanmar				Tunisia			
	2010-2023 ⁹		2010-2023		2022-2023		2010-2023		2022-2023	
	# Ent.	% Change	# Ent.	% Change	# Ent.	% Change	# Ent.	% Change	# Ent.	% Change
Increase cost savings	42	39%	36	41%	2	20%	46	47%	17	41%
Increase productivity*	34	32%	57	65%	6	60%	60	62%	28	68%
Increase on-time delivery*	1	1%	3	3%	2	20%	13	13%	4	10%
Reduction in-line defects*	5	5%	1	1%	1	10%	9	9%	2	5%
Reduction end-line defects	43	40%	50	57%	1	10%	13	13%	5	12%
Reduction rework*	0	0%	4	5%	4	40%	7	7%	1	2%
Reduction energy consumption	37	35%	35	40%	3	30%	18	19%	6	15%
Reduction materials usage	42	39%	68	77%	10	100%	27	28%	10	24%
Reduction waste produced	43	40%	67	76%	10	100%	11	11%	3	7%
Reduction worker complaints	56	52%	63	72%	8	80%	39	40%	19	46%
Reduction accidents	21	20%	53	60%	0	0%	45	46%	13	32%
Increase wages	31	29%	16	18%	2	20%	0	0%	0	0%
Reduction absenteeism	31	29%	65	74%	7	70%	50	52%	25	61%
Reduction labour turnover	23	21%	32	36%	3	30%	20	21%	11	27%
Increase adoption of workers recommendations*	0	0%	2	2%	1	10%	41	42%	16	39%
	K=107		K=88		K=10		K=97		K=41	

Source: SCORE M&E database (extracted on 19-7-2023). * Indicators introduced in 2018, hence no data available prior to 2018 Legend: dark green = more than 50% of enterprises reporting positive changes. Light green 25-50% of enterprises reporting positive changes. Orange less than 25% of reports of positive changes.

The table above shows that most consistent changes to which SCORE services have contributed are increase in productivity, reduction of workers' complaints and reduction in absenteeism, with more than half of the participating enterprises consistently reporting improvements in the entire period of SCORE implementation in these countries. Also cost-savings, with the exception of the most recent period in Myanmar is an area of consistent improvement, while reduction of material usage has also been consistent, with the exception of Tunisia in the most recent period.

Least prominent changes are seen in reduction of in-line defects and increase in on-time delivery, where in all countries and periods, less than 25 % of the companies are reporting positive changes. Also reduction of rework (with the exception of Myanmar), wage increases (with the exception of Bolivia) and the increased adoption of workers' recommendations (with the exception of Tunisia) are less frequently reported.

These difference across countries show slightly differential results across countries, depending on the specific context of the SMEs and the characteristics of the training modules that were offered in these countries.

When comparing national characteristics of enterprise level changes in the countries compared to global averages (see table below), the following findings can be derived:

⁹ On Bolivia, at the date of extraction of data from the M&E database, no data on 2022-2023 were yet available

Table 8: KPIs at country level compared with global averages in the SCORE M&E database

	Global		Bolivia	Myanmar		Tunisia	
	2010-2023	2022-2023	2010-2023	2010-2023	2022-2023	2010-2023	2022-2023
Area of Impact	% Change	% Change	% Change	% Change	% Change	% Change	% Change
Increase in cost savings	69%	64%	39%	41%	20%	47%	41%
Increase in productivity*	50%	65%	32%	65%	60%	62%	68%
Increase in on-time delivery*	20%	36%	1%	3%	20%	13%	10%
Reduction in in-line defects*	8%	33%	5%	1%	10%	9%	5%
Reduction in end-line defects	52%	32%	40%	57%	10%	13%	12%
Reduction in rework*	19%	35%	0%	5%	40%	7%	2%
Reduction in energy consumption	43%	42%	35%	40%	30%	19%	15%
Reduction in materials usage	48%	47%	39%	77%	100%	28%	24%
Reduction in waste produced	50%	37%	40%	76%	100%	11%	7%
Reduction in worker complaints	44%	42%	52%	72%	80%	40%	46%
Reduction in accidents	38%	36%	20%	60%	0%	46%	32%
Increase in wages	34%	20%	29%	18%	20%	0%	0%
Reduction in absenteeism	40%	51%	29%	74%	70%	52%	61%
Reduction in labour turnover	41%	39%	21%	36%	30%	21%	27%
Increase in adoption of workers recommendations*	10%	44%	0%	2%	10%	42%	39%
	K=3751	K=342	K=107	K=88	K=10	K=97	K=41

Source: SCORE M&E database (extracted on 19-7-2023). * Indicators introduced in 2018, hence no data available prior to 2018. Legend: green is higher than global average; orange is lower than global average.

On average the results of SCORE training reported in Myanmar are generally higher than average, while in Tunisia the results are oscillating around the global averages. In Bolivia enterprise level changes reported are generally lower than global average.

The higher-than-average results reported in Myanmar are remarkable, in the light of the difficult national situation. Key Informant Interviews (KIIs) with SMEs and trainers in this country shed some light on this result: The support provided by the Government and remaining development partners to businesses in Myanmar is minimal and SCORE training is one of the few remaining services that is continued to be provided to companies. This support is highly appreciated by SMEs and these SMEs report significant changes in their business performance. The lower-than-average results in Bolivia are generally explained by national level key informants by the fact that the Bolivian Economy is gradually entering in a deeper crisis, now that the previously booming mining and energy sector in the country is strongly contracting. Also Government support to SMEs is not strong and dependent on a declining number of international development partners. On the most recent period of 2022 and 2023 no data are yet available for Bolivia.

Cost savings, on-time delivery. Energy use reduction and reduction in labour turnover show weaker effects in all three countries as compared to global averages. While reduction in worker complaints and reduction of absenteeism generally are more significant than the global averages.

In Enterprise improvement reports, also more qualitative aspects of change are presented, as presented in the table below:

Table 9: Key qualitative enterprise performance indicators as reported in SCORE M&E database

	Global		Bolivia		Myanmar		Tunisia	
	Add. Ent.	before SCORE	Add. Ent.	before SCORE	Add. Ent.	before SCORE	Add. Ent.	before SCORE
Changes management & working-conditions								
Number of Total Enterprises Trained	5177	-	966	-	257	-	103	-
Nr, of Enterprises for which data is available	3751	-	107	-	88	-	97	-
Average # EIT meetings per module	7,25	-	4,32	-	11,68	-	7,92	-
% enterprises with women & men present in EITs	82%	-	84%	-	77%	-	84%	-
Average nr, of improvement projects per module	17	-	6,75	-	17,13	-	2,59	-
Average # gender-sensitive practices per module	1,23	-	0,68	-	0	-	1,15	-
Workplace Cooperation								
Existence of daily w-meetings	2027	1179	42	20	64	16	86	10
Use of notice boards*	1263	1123	14	36	61	17	40	53
Existence of ESS	1936	856	53	37	53	11	53	11
Application of 5s	2444	1048	59	37	73	8	61	2
Upgrade of worker facilities*	1142	848	18	25	42	25	42	6
Quality Management								
Collect customer feedback*	826	1136	7	46	48	14	14	60
Existence of Quality Policy	764	1653	14	64	31	22	4	36
Systematic analysis of defect causes	1290	992	17	62	47	13	10	11
Quality info shared with employees	1483	873	35	34	25	11	20	7
Use of SOPs*	768	946	6	31	53	13	5	4
Clean/Lean Production								
Monitoring of resource use*	830	937	10	28	43	30	18	36
Process to reduce materials usage*	862	808	12	31	50	10	7	5
Process to reduce energy consumption*	787	742	11	25	33	12	9	4
Existence of machine maintenance	840	1616	10	67	16	22	14	30
Productivity is measured*	280	572	1	1	0	0	29	45
Target established after measuring cycle time*	144	478	0	0	0	0	7	13
Concept of Takt Time is used*	524	44	0	0	0	0	7	2
Process followed to improve flow*	613	53	0	0	0	0	11	2
Line balancing is performed to even workload*	546	50	0	0	0	0	2	0
Human Resources								
Rewards for good performance*	656	928	6	17	32	26	4	29
At least minimum wage is paid*	398	1700	0	52	28	51	3	40
Overtime is paid correctly*	463	1394	6	39	29	46	6	12
Working hours are within legal limits*	526	1440	3	41	30	47	1	48
Workers are trained regularly*	627	1013	8	37	41	23	22	9
Existence of complaint procedure*	810	702	14	16	28	13	14	12
Occupational Health and Safety								
Existence of w-m OSH Committee	815	1092	20	63	24	3	35	15
Existence of OSH Policy	780	1272	29	51	20	5	20	12
Use of risk assessments*	1001	690	40	24	38	5	46	3
Emergency exit routes*	895	1132	25	31	37	14	40	25
Use of PPE*	619	1284	9	36	35	20	30	17
Accidents and near misses are tracked*	735	941	3	39	35	9	42	11
Root cause analysis of accidents*	644	757	5	31	37	7	19	3
Employment changes	#	% F	#	% F	#	% F	#	% F
Job creation in enterprises trained	16254	26,82	149	10,74	350	28,86	79	75,95

Job losses in enterprises trained	11185	27,07	569	32,86	506	50	0	0
Increase in temporary/contract workers *	8343	23,15	64	10,94	53	43,4	20	70
Decrease in temporary/contract workers *	16428	6,59	362	3,04	64	26,56	12	66,67

Source: SCORE M&E database (extracted on 19-7-2023). * Indicators introduced in 2018, hence no data available prior to 2018. Legend: green = most frequent changes reported; orange = least frequent changes reported.

Enterprise visits and KIIs at the enterprise level in all three countries are very consistently pointing towards some key changes and impacts of SCORE Training at the company level that are most often mentioned.

The changes produced by SCORE training and services are most strongly seen in the area of workplace cooperation and Occupation Safety and Health (OSH) and this is quite consistent across the three countries. In addition in Quality Management positive improvement are reported mostly in Myanmar, followed by Tunisia and less in Bolivia. In clean and lean production and human resources, most of the results are reported in Myanmar and significantly less in Tunisia and Bolivia. In Bolivia this can be explained by the fact that most of the SCORE training activities have been confined to workplace cooperation, while the modules offered in Tunisia and particularly Myanmar were more diverse. And additionally, in Bolivia no data are available for the most recent period where also more modules were offered, mostly in combined package approach. It is therefore to be expected that once M&E data for Bolivia would be updated more diverse effects would become visible.

Finally, in the SCORE database also changes in employment (both fixed and temporary) are reported, but this indicator is not always easy to interpret. Whilst one would wish for employment creation, enterprise improvements at the SME level might very well require a decrease of employment whilst investing in more efficient production methods. This is true for both fixed and temporary employment. Therefore the reliability and usefulness of this indicator to measure effects of SCORE training at the enterprise is highly questionable. It is likely more useful to measure and monitor these indicators more at the sector level, to be able to identify if as a result of increased competitiveness of companies in a sector as a whole possibly more companies are being established and thus leading to increased employment in the sector as a whole. However employment related indicator related data in the SCORE M&E database don't measure these aspects. With some caution, maybe it is possible to draw some gender related findings from these indicators, when looking at job-creation and loss aspects among men and women. This analysis shows that women tend to be a larger group among those people that lose their job as a result of enterprise level changes, while women tend to be a larger group when temporary employment is created in the companies. And particularly in Tunisia, employment related effects of SCORE training tend to benefit women more than men. More detailed research on employment would be needed to arrive at a better understanding of SCORE effects on employment.

Finally, the M&E data database also produced specific report on gender aspects and effects. This report is generated based on gender indicators as components of the other reports above. A summary analysis of key gender aspects and results is provided in the tables below:

Table 10: development global level key gender indicators (2012—2023)

Gender Indicator	2012	2014	2016	2018	2020	2022	2023
Percentage of female trainers trained	37%	35%	45%	35%	41%	41%	50%
Percentage of certified female trainers	13%	23%	32%	39%	39%	46%	46%
Percentage of formerly certified female trainers	0%	33%	36%	40%	41%	37%	38%
Percentage of female union, government & industry association representatives trained	25%	29%	50%	47%	44%	44%	42%
Percentage of female enterprise staff trained in workshops	30%	32%	39%	38%	46%	41%	57%

Percentage of female permanent employees	1%	1%	6%	17%	24%	29%	30%
Percentage of female managers	67%	52%	28%	19%	18%	22%	22%
Percentage of female supervisors	0%	42%	40%	31%	34%	34%	35%
Percentage of female temporary/contract workers	0%	0%	1%	15%	21%	23%	23%

Source: SCORE M&E database (extracted on 19-7-2023). Legend: green is increase compared with previous period and red is decrease. White is same value.

At the global level of SCORE Programme, since 2012¹⁰ most gender indicators have evolved positively towards increased and improved participation of women among SCORE trainers and in SCORE taking enterprises. However there are a few notable exceptions. The percentage of women in management and supervisory positions in SMEs is lagging behind most other indicators, while participation in the overall workforce has increased sharply. This finding indicates that there are still challenges in SMEs to promote and facilitate promotion of female workers to management positions, in spite of considerable attention given in SCORE modules (including in HRM modules) to gender aspects.

Table 11: Comparison gender indicators SCORE Phase IV countries with global indicators (2023)

Gender Indicator value in 2023	Global	Bolivia	Myanmar	Tunisia
Percentage of female trainers trained	50%	0%	33%	0%
Percentage of certified female trainers	46%	86%	52%	39%
Percentage of formerly certified female trainers	38%	33%	57%	0%
Percentage of female union, government and industry association representatives trained	42%	52%	0%	0%
Percentage of female enterprise staff trained in workshops	57%	69%	44%	83%
Percentage of female permanent employees (total)	30%	29%	40%	59%
Percentage of female managers	22%	38%	40%	44%
Percentage of female supervisors	35%	38%	46%	50%
Percentage of female temporary/contract workers	23%	53%	61%	59%
Average nr. of gender-sensitive practices per module	1.4	0.4	0	1
# enterprises with women & men present in Improvement Teams	128	106	1	1
Percentage of enterprises with women and men present in Improvement Teams	77%	62%	100%	100%

Source: SCORE M&E database (extracted on 19-7-2023). Legend: Green is above global average and red is below global average.

When comparing the gender specific indicators in the three SCORE countries subject to review in this evaluation in 2023, it can be observed that performance of the three countries is above average, which confirms other findings from KIIs that gender aspects have increasingly received attention in SCORE modules. Only with respect of the newly trained trainers in the three countries, it can be observed that more effort is needed to recruit new female trainers, particularly in Tunisia and also in Bolivia. Furthermore, more attention can still be given on ensuring that enterprise improvement practices actively work on gender-sensitive practices in all three countries.

The field visits, enterprise visits and KIIs to a large extent confirm the analysis above and these sources additionally point towards the fact that many qualitative effects might be underreported, as the way the data are collected are focusing on quantitative indicators and hard data on these indicators are often not available. And additionally, when they are available, they are a result of voluntary reporting and not of

¹⁰ Gender data are available for the period 2012-2023 only

systematised audits. In interviews most respondents point towards the fact that their participation in SCORE project has brought a behavioural change at the individual and company level. SCORE project has established or improved workplace cooperation and dialogue between and among management and workers and it is has led to an improved practice of teamwork in the companies. In many companies visited in this evaluation, the enterprise improvement teams are still in place and they are working on continuous improvement projects.

The KIIs and company visits, realised in this evaluation, show that not SCORE services are often provided in the form of a package in which different modules are combined and regularly trainers combine SCORE services with other Technical Assistance (TA) provision in the area of ISO and HACCP certification processes. Hence, it is often not easy to attribute specific changes in companies to specific SCORE services and modules. However, generally key informants indicate that the SCORE approach and training and TA has been the single most relevant and useful intervention at the company level, leading to significant and lasting changes in companies. Companies also indicate that their participation in SCORE training has been a very productive investment of time, money and effort and that the company is doing better than before SCORE training, even when this cannot be shown with specific hard indicators.

Capacities of partners for sustainable delivery of SCORE's outputs and objectives at country level

The SCORE project in Bolivia and Tunisia in both countries works with multiple local partners and in both countries significant progress has been booked in capacity development of these partners to prepare for handing over the SCORE service delivery once the project will be phasing out in these countries. The current political and security situation in Myanmar doesn't permit to work on capacity development of national partners and this is also not a perspective for the remaining project period.

In this section a brief overview of the capacity development processes and results is presented for Bolivia and Tunisia.

In Bolivia, SCORE project works with two implementing partners; the Confederation of Private Entrepreneurs of Bolivia (CEPB) and the Ministry of Productive Development and Plural Economy (MDPyEP). CEPB is the tripartite partner in Bolivia on behalf of the employers. The Ministry of Labour, Employment and Social Welfare (MTEyPS) as tripartite partner is not an implementing though this Ministry participates in the NTAC. Also the Bolivia Workers Union (COB) is only involved in the NTAC and not as an implementing partner in the project.

With the MDPyEP, SCORE project has developed a specific tailor-made approach of SCORE training to target micro enterprises, as an important target group of this ministry in strengthen national economic development: the Continuous Improvement Programme. ProBolivia as an implementing agency (also supported by Switzerland in ProMype) is working with Centres for Technology and Productive Innovation (CETIPs) to integrate the "Cooperation in the Workplace" module of "Mejora Continua" into the business development services offered by the CETIPs. A new follow-up programme of ProMype, Bolivia C-reActiva is now integrating Mejora Continua and Start and Improve Your Own Business (SIYB) methodologies in its service delivery to micro and small enterprises in the country. However, the current economic situation in Bolivia is far from certain and the Government is seriously lacking resources. Also the Swiss development cooperation is withdrawing from the country. At present it is highly unsure if the Ministry and the new Bolivia C-reActiva programme will be able to effectively continue the service delivery to the micro- and small enterprises, who are still depending on subsidised BDS delivery.

With CEPB, the SCORE team has worked steadily to develop and train CEPB staff and a trainer network to take over the SCORE service, once SCORE project will be phasing out. Also in partnership with the Global Compact network in the country, in which CEPB is an active partner, new training modules have been developed to keep the SCORE training supply up to date. A SCORE4Climate module is currently being

promoted in networks. Also The Formalise Your Business (FYB) training materials of ILO have been adapted to the Bolivian context and will be marketed in the near future. With CEPB, through the existing pool of trainers a range of SCORE trainings are being provided to SMEs in line with the SCORE approach. Mid-2023, during the evaluation mission, the SCORE team, with support of the regional office in Peru, has organised a workshop to discuss the exiting and transfer process of SCORE training in Bolivia. During this workshop and also identified in KIIs during the fieldwork in Bolivia, a challenge was identified for further transfer of SCORE training to CEPB, in spite of the good cooperation and steady progress in delivering SCORE services. This challenge was twofold: on the one hand there was not a clear and shared vision on how the future SCORE training and TA provision would be governed and administrated and how CEPB would engage with the available pool of trainers. At the same time this pool of trainers had become rather small; on the other hand, and related with the above, no progress was booked in developing a business plan and related marketing and strategies and tools, including a vision on how trainers would be involved in these marketing and sales activities. Stakeholders agree that these actions are urgent and extremely important for an effective transfer of SCORE training to CEPB in Bolivia and that these action, in hindsight, should have been planned right from the start of phase IV. Time to produce these important plans now has become extremely limited before the end of phase IV.

Parallel to these activities the SCORE project has also worked with the National Food Integration Movement (MIGA) and with Manq'a, two well developed and established private sector support organisations working in specific supply chains of food (Andean grains) and coffee products. In these specific sectors, possibilities for supply integration have been identified, which can secure continuation of SCORE services in these sectors with a supply chain approach. The cooperation between SCORE project and these partners has been largely on a project basis, and MIGA is not considered a partner in SCORE implementation in Bolivia.

In Tunisia, SCORE works with multiple partners and ILO's tri-partite national partners (The Ministry of Industry and Small Enterprises (MISME), the Ministry of Social Affairs (MAS), Workers (UGTT) and Employers (UTICA) are involved in the NTAC.

The project works with a group of ten implementing partners: Three Government partners: the Institut de Santé et Sécurité au Travail (ISST), Direction Générale de l'Inspection Médicale et Santé au Travail (DIMST); Agence de Promotion de l'Industrie et de l'Innovation (APII). SCORE also works with one SME development bank: the Banque de Financement des Petites et Moyennes Entreprises (BFPME). And furthermore SCORE works with 6 sectoral technical support centres (under tutorship of the MISME and comanaged with UTICA and the Sectoral Enterprise Associations: Centre Technique du Textile (CETTEX) ; Centre Technique Agro-Alimentaire (CTAA) ; Centre Technique de l'Industrie du Bois et de l'Ammeublement (CETIBA); Centre Technique des Industries Mécaniques et Electriques (CETIME); Centre National de Cuire et Chaussure (CNCC); Centre Technique de l'Emballage et du Conditionnement (PACKTEC) Centre Technique de la Chimie (CTC); and the Centre Technique des Matériaux de Construction, du Céramique et du Verre (CTMCCV). SCORE furthermore works with individual private service providers (individual self-employed trainers).

The organisational set-up ensure a wide spread across sectors and close linkages with specific sectors. A considerable number of trainers is employed by these partners and as such can ensure good access to knowledge and relevant expertise at the sector level.

SCORE project is in a dialogue with UTICA to prepare a model for governance and coordination of the training provision to the SMEs in which all these partners are involved, under the leadership with UTICA as the employers' confederation, representing all sectors in the countries. While there is clear interest of UTICA in taking over SCORE training, the specific model for governance and coordination, is not yet agreed upon. And this model will not be easy to develop, as there are many partners and individual trainers involved in the delivery of SCORE training in Tunisia, whose specific interests all have to be considered. While there is still time to develop this before the end of the project in Tunisia, the complexity of this task requires urgent and ongoing attention in the remaining project period.

Obstacles and challenges encountered by SCORE phase IV during implementation and mitigation measures

The challenges in handing over SCORE training to national partners have already been discussed under the previous headings. In addition to these challenges, also a number of more specific challenges have been encountered during the SCORE phase IV implementation. These more specific challenges are briefly discussed below:

- During the evaluation fieldwork it was noted that SCORE trainers' networks face a challenge of continuity. Many trainers over time have lost their certification, while the selection and training of new trainers is a slow process. The trainers that have remained in the trainers' network generally show a high interest in SCORE training and they are convinced of the relevance and usefulness of this training for SMEs. The trainers interviewed generally confirm that SCORE is providing a market opportunity for them as it constitutes a specific addition to their portfolio of training and TA services, often in the area of ISO and HACCP. However, the interviews with trainers also show a bottleneck: the trainers interviewed in Tunisia and particularly in Bolivia indicated they are not well informed about the marketing and sales conditions of SCORE provision to companies and in some occasions also stated that they were not allowed to market and sell SCORE training by themselves. The price-setting of SCORE services is not always done by them. These findings show a considerable degree of lack of empowerment of trainers in marketing and sale of SCORE and the trainers have limited knowledge of the cost-price and intellectual value of SCORE training, as these aspects were managed by ILO and implementing partners. The considerable rotation of trainers in different countries may be an indicator of this lack of empowerment of SCORE trainers and lack of attention to the commercial interests of trainers in providing SCORE services. This translate into a challenge for ILO and implementing partners that need to put in more effort in marketing and sales of SCORE training, while the most powerful agents for this are likely to be the trainers themselves. In the discussions of ILO and implementing partners in Bolivia and Tunisia, these aspects have not yet been sufficiently addressed in the governance and business plans for SCORE after the hand-over to national partners;
- While at the start of the SCORE project phase IV, there was still hope that the political situation in Myanmar could change over time, leading to better conditions for SCORE implementation in later in phase IV. It gradually became clear that the political conditions don't show improvements and hence the project implementation in Myanmar was done on a modest scale and directly with trainers and SMEs. This is reflected in the low budget allocation and expenditures in Myanmar. This is possibly allowing a reallocation of available budgets at the overall SCORE project to allow extra investments and actions, where this is needed, such as possibly in Bolivia, where considerable steps are still needed for effective transfer of the project to national stakeholders;
- Bolivia has entered an economic crisis after years of (fossil fuel related) growth. At the same time the political situation in the country is not stable with growing social unrest and strikes in the country and a government with weak implementation capacities. International donors, including Switzerland in the coming year, leave the Government with limited means and capacities to develop and implement new programmes for SME development. These contextual developments in Bolivia are important for ILO to consider if it is worth investing in continued support to the MDPyEP and ProBolivia in this final phase of the project;
- The Covid-19 pandemic has been of great influence to the implementation of the SCORE project. The start-up of the final phase was slow and some activities were delayed considerably, particularly in Bolivia, where the delays could not be fully recovered until the moment of this evaluation. On the other hand COVID-19 has had a positive effect on SCORE implementation in terms of training and TA delivery modalities, where much more digital training and TA was delivered and more hybrid service delivery was done, leading to lower delivery costs and in some occasions also to larger audiences in training activities. Also in terms of content, COVID-19 has triggered development of new SCORE modules focusing on OSH in situation of a pandemic and on business continuity planning while recovering from the pandemic and dealing with economic crisis situations.

3.4. Effectiveness of management arrangements

Support to national and international SCORE project implementation by ILO's global, regional and country offices

To a large extent due to the fact that SCORE Programme is one of the longest ongoing projects in ILO's portfolio with a history of almost 15 years, the SCORE project management has become a well-established and oiled machine with smooth operations. The linkages between the national SCORE teams and the HQ and in some occasions relevant regional ILO offices have become strong. The country-level SCORE project officers indicate they receive good support from the HQ and in Latin America a regular functional exchange and cooperation around SCORE project has been built in the Andean countries. The Bolivia office indicates that it can benefit from knowledge and developments in other Andean countries and that it also shares its own lessons and insights with other countries.

The SCORE teams at the country level during phase IV are small, which on the one hand allows for cost efficient delivery of activity, but on the other hand it causes organisational stress to deal with producing all the expected results in the results frameworks. Country teams have to prioritise actions and this causes delays in realising other activities. In Tunisia and Bolivia challenges were encountered in producing timely M&E data for the SCORE M&E database and for Bolivia on most indicators in the M&AE system no data are yet available for 2023. Training and certification of trainers has been suffering some delay and particularly in Bolivia, the process of transfer of SCORE training to the national partner CEPB is causing stress.

An important management arrangement for securing ownership and proper strategic guidance of SCORE project implementation at global and country level has been the Tripartite Advisory Committee, that originally was foreseen at the global and national levels (as in previous SCORE phases). However, in this final phase of SCORE, with a small project set-up this design was not followed as in previous phases. At global level the strategic guidance on the project was done in regular meetings of the SCORE team with the project donors, SECO and NORAD. At national level, in the countries subject to this evaluation, the National Tri-Partite Advisory Committees (NTAC) are in place in Tunisia and Bolivia. No NTAC was established in Myanmar, due to the military coup in this country. This military regime is also posing a great risk to other forms of institutionalised inputs by the employers and workers in Myanmar. Therefore, SCORE project in Myanmar only maintains informal and often only on-line relations with the SCORE trainers and SMEs, minimising risk of external exposure. The tri-partite advisory model has performed best in Tunisia, where all tri-partite ILO partners are actively involved in SCORE guidance and implementation. In Bolivia, the government takes a protective stance towards trade-unions and often speaks on behalf them. Social dialogue processes in Bolivia are therefore regularly more bi-partite of nature, between employers and the government, with the government also covering the interest of worker organisations. This constellation of social dialogue and attitude of the government, pose a challenge to SCORE project (and other ILO actions) to effectively enable tri-partite guidance to the project implementors.

Overall, the multi-stakeholder engagement in the SCORE project in Bolivia and Tunisia, at both steering committee and implementation level, has been good for local embedding and support of SCORE training, though less functional in redefining course and scope of the project. Proactive guidance and steering was done mostly in the donor meetings at central SCORE project level.

Quality and usefulness of SCORE phase IV M&E system for project implementation, generation and sharing of lessons learned and communication at national and international levels

The M&E database of SCORE project is extensive and composed of four different types of reports that are continuously updated. While the global and country reports, summary of enterprise improvement reports, gender progress reports are based on the total population of trainers and enterprises participating in SCORE

the Key Performance Indicator (KPI) reports are based on a selection of participating enterprises on which more comprehensive data are collected. At the global level on approximately 72% of the enterprises, KPI indicator data are collected. Among the SCORE countries these rates show significant variety: while in Tunisia on 94% of the enterprises KPI-data are collected, in Myanmar this is only 34%¹¹, while in Bolivia the percentage is lowest at 11%. The data collection on KPIs in Bolivia is not done for micro-enterprises, which are the largest group of companies participating in the 'Continuous Improvement' activities of SCORE project.

The M&E database is filled by trainers and partners at the country level and data are checked at the central level. These checks on the quality of data-inputs regular result in contacts with SCORE officers and trainers at the country level, who then provide further explanation of revise their data-inputs. These checks at the central level are time-consuming, but changes in data-entry show that these are needed. To what extent and how these checks on data-entry in the M&E system can be maintained is unsure. The SCORE team indicates that it is likely that quality-checks on data inputs will decrease, mainly because obligatory data-inputs in the system, while mainly be limited to enterprise data and characteristics as currently reported in the country summary reports. The M&E database has remained available for all SCORE countries and projects in the past and data are still collected while the project has been closed in several countries. At the same time, the M&E database is also available as a tool for M&E of new SCORE activities in the framework of other projects and the database is also offered for ILO's new productivity ecosystems project that is currently being piloted. In total, data on 32 countries, including the 14 SCORE countries, are available.

While the technical features of the M&E system are strong and possibilities for analytical queries are multiple, some key limitations are recognised by SCORE project management and officers that are also confirmed by other sources in this evaluation. In the first place, particularly in relation to the KPI reports, an attempt was made to quantify specific enterprise improvements, but this was done without clear definitions of what are the components and units of measurement of these improvements. This has led to diversified and multi-interpretable inputs on quantitative improvements and particularly when results are aggregated, aggregate values don't give good insight on the nature of the changes. In the second place, the origin of many data is based on voluntary inputs by companies and by trainers, which may not always reflect the exact reality. Specific improvements in sectors and in differently sized companies can be very different, ranging from capital intensive enterprises to labour-based enterprises, just to name one characteristic, and thus aggregation doesn't make a lot of sense.

Some KPIs may not be appropriate to measure SCORE training effects at the enterprise level. Most notably this is the case for employment related indicators, as these indicators do not reflect specific aspects of SCORE related effects. It is well possible that in some companies, impacts are related with an increase of employment or a change in composition of the labour force (gender and in contract-duration are included in the database), while in other companies a positive impact would show in the form of a decrease of employment, by automating low quality of work.

All-in all, it is recognised internally in ILO as well as externally that many of the quantitative indicators cannot be used for effective monitoring of changes. However, qualitative improvements can be used for this purpose, starting with the recognition of a positive or negative change at company level. This way of analysis was used in the interpretation of indicators in this evaluation process (see section 3.3 and in Annex 6).

Other more behavioural change related changes are more difficult to capture in the M&E system and these require regular evaluation and impact assessment exercises that have to be conducted as separate exercises. Such evaluation and assessment exercises will also be needed if and when the SCORE M&E database is to be

¹¹ The low percentage in Myanmar is explained by the fact that trainers only update data on KPIs once a year, so there usually is a delay in submitting the data in the M&E database.

used to monitor the implementation of other projects, such as specific third-party funded SCORE-projects (as done with GiZ in Tunisia) and the new SECO and NORAD funded productivity ecosystems project.

The M&E database, with the wealth of data it has, including a large number of specific enterprise improvement report, to some extent is used for communication and marketing and sales efforts of the project. Proof generated on enterprise level improvements and KPI is of course very important and useful as an effective sales argument for SCORE services. In addition to the proof available in the M&E system, SCORE project has also produced a number of testimonial videos on the effects of SCORE training at enterprises. While these forms of proof and testimonials are powerful communication tools, it is remarkable that most of this communication is done on the websites of ILO itself, which is not a strong communication outlet to the private sector as a whole and the business community of SMEs more specifically. The national level SCORE partners in Bolivia and Tunisia also don't communicate strongly and convincingly on the effects of SCORE training at the company level. On their website, occasional references to SCORE training can be found, but without communicating the added value and usefulness of SCORE training for SMEs. Many stakeholders in the wider environment of SCORE project comment that they indeed miss a strong private sector orientation communication strategy of SCORE training in Bolivia and Tunisia.

3.5. Efficiency of resource usage

Use of financial & human resources by SCORE phase IV, in light of its ambitions & strategy

The original budget of SCORE phase III was 5.4 M USD, provided by SECO and NORAD. In 2023, SECO awarded an additional budget of slightly over 1 USD, bringing the total new budget to almost 6.3 USD in July 2023. This overall budget is for the three-year duration of SCORE phase IV until the end of 2024. The table below provides a summary overview of the budget and expenditures in SCORE phase IV./ For a detailed analysis of the SCORE phase IV original budget, revisions and expenditures in 2022, see Annex 8.

Table 12: SCORE phase IV budgets and expenditures in 2022 (in USD)

Key Budget Items		Global	Bolivia	Tunisia	Myanmar	Ethiopia
Budget (as per 3-7-2023)	6,273,394	3,047,463	1,084,001	836,874	360,232	944,824
	Expenditures (end 2022)					
International staff	808,129	663,732	144,397			
International consultants	38,192	30,800			7,392	
national staff	377,525	113,749	111,521	46,341	48,050	57,863
national consultants	118,702		70,759	1,546	46,396	
Travel	18,316		210	9,447	870	7,789
Subcontracts	275,851	51,417	52,654	84,192	35,385	52,204
Operating expenses (general; comm; equipment)	64,365	9,240	18,203	16,889	7,294	12,739
Seminars & training	55,101			1,282	8,920	44,899
Grants	7,975		7,975			
<i>Programme Support Costs</i>	<i>229,340</i>	<i>112,962</i>	<i>52,744</i>	<i>20,761</i>	<i>20,060</i>	<i>22,814</i>
Total	1,993,496	981,900	458,464	180,457	174,368	198,308
<i>Expenditure rate at the end of 2022</i>	<i>32%</i>	<i>32%</i>	<i>42%</i>	<i>22%</i>	<i>48%</i>	<i>21%</i>

Source: financial statement SCORE on 2022 and Additional Approval (3rd instalment from SECO), July 2023

Almost 50% of the SCORE budget is destined to global and central SCORE expenditures. The country level budget for Bolivia with almost 1.1 M USD for a period of two years is considerably higher than for the other countries. The budgets for Ethiopia with 944,824 USD and Tunisia with 836,874 USD were considerably lower, particularly when considering that the project duration in these two countries is three years. Myanmar has the lowest budget with 360,232 USD for a period of two years. The significantly lower budget

can be explained by the fact that with the military coup in the country in 2021 it was decided to continue with the SCORE project, though on a smaller scale and not working with the Government as a partner in the project.

When looking at expenditure rates at the end of 2022, it can be seen that roughly 1/3 of the total budget was spent, which corresponds with 1 year of the overall 3-year duration of SCORE phase IV. Expenditure rates with 32% at the global level (for the first out of three years), and 42% and 48 % in Bolivia and Myanmar respectively are showing a good expenditure rate, with the expectation that in the second and final year in both countries expenditure rates will accelerate with increased activities. The Expenditure rates for the first year in Tunisia and Ethiopia with 22% and 21% respectively are slightly lower considering the three-year project duration. With acceleration of activities in the second and final years, also full budget depletion may be achieved.

Analysing cost items in the budget, it can be observed that Bolivia and the global level have the highest expenditures on staffing, particularly because of the international staff in Bolivia and in Geneva. Staffing in the other countries is entirely national, with in Myanmar support from international consultants. National consultants are involved in Bolivia, Tunisia and Myanmar.

Other larger expenditure items are subcontracts (overall 14% of total expenses) that are applied in all countries on specific cooperation agreements with local partners. And a standard programme support cost fee of 12% is levied on the project expenses.

The analysis of budget and expenditures show that expenditures are generally on track in all countries, with still some room for changes (if required) in the second and final years at global level and in Tunisia and Ethiopia.

Overall, annual expenditures of the project at country are very modest, which is translated in the small teams that are managing and implementing SCORE project at the country level. During the field-visits in Bolivia and Tunisia, it could be observed that the small teams were under considerable stress to achieve all results anticipated in the country-level results frameworks. Implementation of some key actions had suffered delay in both countries, mainly related with the training and (re)certification of trainers. In Bolivia there has also been a delay in updating the M&E with data in the second year of the project. And most importantly, in Bolivia delays have been encountered in preparing the transfer of the project to the national partners, for which many actions, such as the development of a business plan and marketing and sales plans for SCORE training provision by CEPB at the time of the evaluation visit in July 2023 still had to be started with less than a half year to go.

In Tunisia, the national staffing on the SCORE project is also under stress, though some relief has come with the acquisition of a project contract with GiZ to deliver 100 SCORE trainings. One of the staff members in Tunisia is now paid under this project. Still the number of partners and number of specific actions under the SCORE project is very high, especially considering that it is mostly the national SCORE-coordinator doing all this work.

In Myanmar, there is one dedicated staff member for SCORE planning and implementation, and also in this country this task is time-intensive, as in Myanmar there are no national partners coordinating SCORE service provision and the trainer and SME contacts and contracts are all managed directly by the national SCORE officer.

In all countries, financial and administrative support to the project is provided and no specific problems related to management and administration were reported.

The national project staff in the three countries subject to this evaluation all indicate that the support and follow-up provided by the SCORE staff at HQ and from colleagues in regional offices is of high quality and generally timely. No specific bottlenecks were reported by the national SCORE teams in this respect.

Cost recovery rates of delivery of training modules of SCORE are consistently monitored in the SCORE M&E database and in 2022/2023 these rates range from 64% in Ethiopia to 82% in Bolivia and 100% cost recovery in Tunisia and Myanmar. These high rates of cost-recovery of SCORE training is not only a strong indicator of efficiency of SCORE project implementation. Probably more importantly these payment mechanisms also enhance commitment and ownership of enterprises of the SCORE services they have been receiving.

3.6. Impact orientation & sustainability

National ownership and capacity of people and institutions (incl. links with productivity ecosystems) for continued delivery of SCORE services at country level

National partners in Bolivia and Tunisia, as observed above, have shown strong interest to continue with the SCORE service delivery in their respective countries. The employers' organisations CEPB in Bolivia and UTICA in Tunisia show good conditions for continuation of cooperation relations with ILO, also beyond the scope of specific project-support because they are the national employers' organisations constituents of ILO. While perspectives for handing over SCORE to national partners are good, specific arrangements and agreements on coordination and governance of SCORE provision still need to be further developed in both countries. While there is sufficient time to prepare and finalise these arrangements in Tunisia, this time may be lacking in Bolivia as the project in this country will already end at the end of this year. Effective transfer of SCORE training in both countries will require that coordination and governance models are developed and fine-tuned to fit the national context and the specific interests of partners. In Bolivia these arrangements should include CEPB as a national partner, with its respective regional delegations, other relevant regional chambers of industry and the network of trainers. In Tunisia with UTICA as the national employers' federation, 10 public and private sector implementing partners and the network of individual trainers, these arrangements will have to include a larger variety of interests.

The SCORE project in Bolivia has adapted its SCORE training approach model, "continuous improvement", for support to micro-enterprises in its cooperation with the Ministry of Productive Development and Plural Economy and its implementing agency ProBolivia and the ProMype programme. The Bolivian Government shows a specific interest in strengthening and formalising micro-enterprises in the light of its strategy to increase local production and reduce imports, but it is suffering great difficulties in developing larger scale and structural support programme. The available specific support modalities are weak and depend to a large extent on the provision of external donor support, which is gradually declining. Also SDC as an international partner supporting ProMype is withdrawing its support in 2024. Additional to these institutional and financial constraints at the level of the Government, the fact that micro-enterprises are not a core focus and target group of the global SCORE project is also limiting ILO's capacity to provide dedicated support to micro enterprises. **This makes it very unlikely that with only limited institutional support from ILO to continue basic SCORE features focusing on SME support, beyond the current project period, the specific "continuous improvement" approach in Bolivia can survive.**

SCORE in Bolivia has worked with civil society (social enterprises, such as Manq'a) and private sector partners (the food movement MIGA) in selected value chains (Andean grains and coffee) to provide SCORE services and to support these partners to establish and strengthen market linkages. With these partners promising results have been obtained in strengthening the integration of SMEs in these specific value chains of Andean Grains and coffee. Contacts with lead actors in these supply chains at national and international are established and these actors may be willing and able to support continuous SCORE training and TA in

their supply chains. The SCORE team in Bolivia with its national partners is exploring concrete possibilities for such cooperation and support until the end of the current SCORE project. If concrete agreements can be reached with these partners and lead buyers, this will allow continuation of SCORE services in specific supply chains in Bolivia.

The SCORE project in Tunisia has developed and achieved ten partnership arrangements with sectoral technical support centres and OSH inspection centres of the Ministry of Industry and Small and Medium Enterprises. These centres now have SCORE trainers in their centres and provide SCORE services to SMEs in specific centres. Additionally SCORE has trained a number of self-employed trainers who are providing SCORE training on the market. UTICA as a member of the NTAC and national employers' partner of ILO in the country is interested in coordination of SCORE service delivery and UTICA and sectoral enterprise associations are also involved in the governance of these sectoral technical support centres. This provides a strong and promising institutional constellation of key partners that can take over the SCORE service provision and follow-up once SCORE project will be phasing out of the country towards the end of 2024.

At the same time, the institutional set-up of continued SCORE service provision in Tunisia, presents a challenge for governance and coordination, as there are many different sectoral interests of employers' associations as well as individual trainers' interests that need to be combined in a proper and functional model for coordination. While there are proposals for possible governance and coordination models, time is still needed to develop them into a concrete model that is acceptable to all national stakeholders.

The productivity ecosystem in Tunisia is well developed with a dedicated Ministry for SME development and specific institutional arrangement for technical and financial support to the SME sector, including through the sectoral technical support centres who are already partnering in SCORE project. An important policy and financial arrangement is in place to subsidise access of SMEs to training and technical assistance services, with subsidies of 70% of the cost of training and TA. SCORE training is eligible for these subsidies, which greatly enhances perspectives for financial sustainability of SCORE service delivery. Additionally SCORE project has worked with an SME finance bank on specific finance arrangements that allow SMEs to take SCORE services using finance from banks. This arrangement is very relevant for other countries where no substantial subsidy arrangements are available for BDS to SMEs and this may require additional efforts to monitor and analyse the provision of financial services for SCORE training delivery and/or to link SCORE service delivery for provision of financial services by SME banks. This could be a strong proposition of SCORE project, particularly when evidence can be generated that SCORE training and TA improves credit-worthiness and reliability of SMEs in loan-repayments, which may be translated in deduction of interest rates.

The SCORE team in Tunisia has also been successful in working on sustainability of SCORE service delivery by signing a contract with GiZ to provide training to 100 SMEs. While this is an important success and the GiZ project has already started, it should be noted that this project contains a specific arrangement to supply SCORE training to these companies for free, as wished by GiZ. This approach is not in line with SCORE sustainability strategies and might create contradictions between different services providers operating among the same SME target groups. At the same time ownership of SMEs of the services provided for free is likely to be less than among other SMEs, who are paying for SCORE services. The arrangements of SCORE training provision in the context of the GiZ contract requires careful monitoring of possible contradictions and limited ownership. And if these effects occur it may be needed to change the service arrangements in the GiZ project.

Another interesting result and new partner-cooperation arrangement has been achieved by the SCORE team in Tunisia at the supply chain level in the mobile phone services and platform economy sector. With the international GSM Association (GSMA) ILO has started a pilot project in Tunisia to work with companies in the digital platform economy in Tunisia. The cooperation with GSMA is an example of a possible partnership with actors in specific supply chains interested in improving supply chain management and governance arrangements in their supply chains. Such cooperation arrangements subsequently may be explored also in

other sectors. And additionally the pilot project, with SMEs operating in the platform economy sector, is very important and interesting in the light of ILO's mandate in improving decent work conditions. The digital platform economy is a sector where often challenging labour conditions are encountered worldwide and therefore the lessons learned from this pilot project in Tunisia are very relevant for other ILO projects related with decent work in the platform economy sector.

Unfortunately, in Myanmar there are no clear perspectives to achieve wider level impacts and for sustainable transfer of the SCORE service delivery to national partners in the near future. This can only be considered with a regime change in this country. However, at the same time, it should be noted that the SCORE trainers' network is meeting a considerable demand for SCORE services among the SMEs in the country and the SCORE service delivery to SMEs is done against a 100% cost-recovery rate. This is a remarkable achievement in a country where SMEs are encountering multiple challenges. Considering that there is no institutional arrangement for continuation of SCORE service provision in this country, in the light of the strong demand among SMEs and the network of trainers that is already built, ILO may want to consider, by exception to maintain the contacts with the trainers directly from the HQ or regional office, once the project in Myanmar is closed, to allow for continuation of the service delivery by trainers to SMEs in this country.

Overall in the SCORE countries in phase IV, many stakeholders have indicated that communication around and visibility of SCORE training are low and related marketing and sales strategies have not yet been developed in Bolivia and Tunisia. In Myanmar individual trainers have developed business plans for the training provision to SMEs but these plans have only taken a rudimentary form. Many stakeholders indicate that ILO and its national partners in SCORE project should increase substantially their efforts in communication, marketing and sales. And these efforts should take place in private sector and SME communication channels, which is currently not yet done systematically.

Enhancement of productivity and working conditions in SMEs and effects on their integration in (inter)national supply chains

Trainers and SMEs themselves consistently report that SCORE training in combination with in-company technical assistance has had significant and lasting effects. These effects are also well documented in the SCORE M&E database, as was shown in section 3.3. These effects are on multiple aspects of business performance, though most importantly, SMEs report that the establishment of the Enterprise Improvement Teams (EITs) to develop and implement concrete plans for improvement has been the most important feature of the SCORE approach and training. These EITs have secured ownership of the SMEs of their improvement initiatives. Additionally, the enterprise improvement teams that combine workers from all levels in the SMEs, have positive effects on management-worker dialogue and cooperation on the work floor. And last but not least, the SMEs mention that these EITs have empowered the SME to tackle and solve problems by themselves. With the EITs a long-term capacity was built to deal with enterprise performance improvement processes of all kinds. The teams are also functional to deal with other certification processes in the companies, such as ISO and HACCP. In the company visits conducted in Bolivia and Tunisia and in the SME-interviews conducted in Myanmar these effects could be observed consistently, and also over a longer period since taking the last SCORE training course.

Most SMEs, including those who responded to the survey in this evaluation, indicate that they are interested in taking other SCORE courses in the future and also generally confirm they are willing pay for these services, although subsidized service delivery is appreciated. In Tunisia the Ministry of Industry and SMEs has dedicated subsidy arrangements in place for SME training and technical assistance, which is greatly facilitating the access of SMEs to specific training and technical assistance services. SMEs are receiving up to 70% subsidy for their training needs and SCORE training is eligible. The fact that SCORE training is eligible for subsidies can be more proactively communicated, while SCORE trainers could also provide administrative support for the subsidy request submissions.

SCORE training in Tunisia works with a SME financing bank, as one of the implementing partners in the SCORE project and with this bank the provision of loans for taking SCORE training is being developed as a support modality. This is an interesting option that is not yet explored in Bolivia, though in Bolivia several SMEs and trainers indicated that working with SME financing bank may be interesting in Bolivia as well, particularly because there are no structural subsidy arrangements available for the SME sector. In Tunisia there might still be enough time available to explore the effects of financing of SCORE services or to provide SCORE services in a package of SME financial services by SME banks. Particularly in the case that it could be proven that SCORE taking SMEs are more reliable in repaying their bank loans, there might be room to explore a subsidy arrangement for these SME in form of bank-loans against a reduced interest rate.

While SCORE has had a tangible impact on management-workers dialogue and cooperation in SMEs, the KIIs and company visits show that effects on strengthening formal forms of workers' representation and unionisation are more limited. In both countries, SME owners and management regularly expressed that they prefer the enterprise improvement teams above formal unions in their companies. Unionisation of workers is seen with certain caution and sometimes even resistance and not desirable. This remains a point of attention for SCORE project, as engagement of SMEs in SCORE processes, is and cannot be an alternative for formalised workers representation in social dialogue at the company level. The research in Bolivia and Tunisia shows that in SCORE service delivery more attention can be given and reference made to freedom of association as next steps in business performance enhancement processes. And by doing so, ILO can also pay more attention to communicate its role and mandate as the UN agency for Labour related issues, because SMEs in interviews and in the survey generally indicate they have limited knowledge and awareness of ILO.

SCORE effects generally are more strongly visible and more lasting in larger and more formalised enterprises that are already integrated in supply chains. These companies are already engaged in certification processes and other due diligence requirements as this is requested by their lead buyers or these companies are working on market expansion and national and international level. SCORE training is considered a useful and hands-on tool to support companies in preparing for or maintaining certifications. ILO itself is not a certifying body and it has remained somewhat distant from certification processes and bodies. This is also the case for voluntary certifications of international organisations such Rainforest Alliance (with whom in Bolivia there have been occasional contacts) or the Ethical Trade Initiative (with whom in previous periods of SCORE contacts were established). With the omission of engagement of lead buyers in SCORE project in the results framework at the start of phase IV, also these opportunities for cooperation were not further explored, though they are still relevant and might in some occasions generate new opportunities to increase the value of SCORE training for SMEs in specific supply chains and to provide support by lead actors in these supply chains.

An important precondition for lasting impact and sustainability of SCORE training at the SME level is met by SCORE keeping its services always up-to-date and to adapt SCORE training to new contexts and needs. The SMEs and other stakeholders in Bolivia and Tunisia are indicating their demands for services have changed over time and they will continue to change in the future. Adaptations of SCORE training to the COVID-19 pandemic and offering the COVID-19 Occupational Safety and Health and Business Continuity modules were welcomed and served a great demand. With the current inflation and energy crisis, the demand of SMEs for sustainable resource use and climate change is growing quickly. In Bolivia this need was picked up by developing and rolling out the SCORE4Climate module in 2023. At present, it is not clear how ILO at the central level, still can promote and accelerate development and adaptation of new modules, beyond the scope of the current SCORE project. It will have minimal means and capacity to do so. On the other hand, most of the innovations and adaptations are developed based on concrete demands in concrete sectors and countries and will only require an effective mechanism for exchange, replication and translation to different languages and contexts.

4. CONCLUSIONS, LESSONS LEARNED AND GOOD PRACTICES

4.1. Conclusions

On relevance, strategic fit and alignment

The SCORE project of ILO in its 15 years of existence has gained considerable reputation as a relevant and effective support intervention to strengthen productivity and sustainability of SMEs worldwide, among tripartite partners of ILO in more than 30 different countries. In the phase IV countries, Bolivia and Tunisia, this recognition is equally widely spread as at global level, though in Myanmar the SCORE reputation is mainly confined to the private sector, due to the current political situation since the military coup.

SCORE has been relevant to advance ILO's decent work priorities to enable employers'-workers' dialogue and cooperation, particularly at the company level, also in situations and contexts where social dialogue at other levels can be otherwise challenged. Important effects of SCORE training, that were confirmed in this evaluation are in the areas such as workplace cooperation, Occupational Safety and Health (OSH), Human Resource Management (HRM and sustainable resource use. SCORE project is generally aligned to ILO's decent work country programme in Tunisia and the regional programme in Andean countries.

SCORE during phase IV has had limited effects on change and improvement processes at the systems level and in the enabling environment for SME development and productivity enhancement at national level. In the final phase of SCORE project, the focus has been on consolidating partnerships with national partners and expanding trainer networks and reaching out to SMEs. This limitation of SCORE training is recognised by ILO, and its historical SCORE donors SECO and NORAD, who have decided to shift their support to strengthening productivity ecosystems, through a project piloted in three ex-SCORE countries. This will enable future learning of SCORE lessons obtained in the past and where relevant SCORE services can still be provided in the framework of this new project.

The strategic importance and alignment of SCORE services at the country and partner level, can be clearly witnessed in the form of continued commitment and ownership of SCORE service delivery by national government and private partners in many ex-SCORE countries. In Bolivia and Tunisia, the institutional interest of national partners in SCORE project could be clearly witnessed in this evaluation, though with still some capacity challenges to ensure effective handover of SCORE training to these partners, particularly in establishing a governance and coordination structure and in developing a sound business plan and corresponding communication, marketing and sales strategies to the SME community in these countries.

The relevance of SCORE project for SMEs in specific sectors is beyond doubt, as all SMEs that were visited and interviewed in this evaluation, confirm that SCORE has made an important difference to their companies. Many of these SMEs, particularly the larger and more formalised ones, are involved in other improvement processes to improve their position and linkages in national and international supply chains. SCORE trainers are also often involved in these processes, providing ISO and HACCP certification services. SCORE training is seen as complementary to these processes. This can be illustrated by a quote from several of the key informants interviewed in this evaluation: **“While ISO and HACCP tell companies what should be done to obtain certification, SCORE training is hugely important by showing the companies how to do it!”** Strengthening the link between SCORE training and other certification process and in the light of regulatory requirements for sales and export (including in Tunisia de EU CSDDD process) is considered of strategic importance by many stakeholders.

The relevance of SCORE training to these SMEs is confirmed by a generally considerable to high cost-recovery of the SCORE service provision at the enterprise level, showing that SCORE is catering to their specific demands.

The SCORE experiences in Bolivia, Tunisia and Myanmar, show that the SCORE service delivery approach and its specific services are generally most relevant for those SMEs that already are formalised and already have strategies to improve their position in specific supply chains. The services offered to smaller, micro- and informal enterprises in Bolivia, though well appreciated by recipients, depend on continued project support and subsidies to these enterprises, with limited perspectives for sustainability.

On coherence

SCORE project in phase IV has not followed the Theory of Change as was developed in phase III of SCORE project. At the start of the current project the actions related to engaging supply chain lead buyers and to promote systems changes at the supply chain were deleted from the results framework. In the framework of a modest SCORE projects in four countries that were most recently included in phase III of SCORE project, it was considered more needed to focus on the first and second 'waves of change' of the ToC, a) handing over of the project to local partners and b) replication and expanding the SCORE service delivery through these partners. **The ambition to achieve systems level changes in supply chains and in productivity ecosystems was included in a new initiative of ILO with support from SECO and NORAD. The SCORE project and experience can now feed into this new project that is focusing at the systems level.**

ILO in Tunisia and Bolivia has found the national employers' associations, as national tri-partite constituent partners of ILO to engage in SCORE project as partners and these partners are willing to take over SCORE training. This will allow for coherence in approaches and models, as these partners will continue to structurally engage with ILO and with other ILO partners worldwide and regionally to share and exchange experiences.

The SCORE project implementation in Bolivia, Myanmar and Tunisia has been demand-oriented and characteristics of SCORE were adapted to local contexts. This has led to different approaches and project components in the different countries in phase IV. While SCORE project in Tunisia is most closely attuned to the global SCORE approach and methodology, in Bolivia this is the case for the project component implemented with CEPB as national partners. The other components focusing on micro-enterprises and on supply chain integration are less in line with SCORE project. And in Myanmar, implementation had to be drastically changed into a modality of working with the private sector only and managing and coordinating the SCORE service delivery directly by ILO and not through national partners. **The SCORE components in Bolivia and Myanmar, that deviate from the global SCORE approach will be difficult to continue to be supported beyond the current SCORE project period, once specific technical and financial support modalities are not available anymore.**

SCORE project is well embedded in ILO approaches and linked with other projects and programmes of ILO and the national and regional decent work programmes. There is frequent and smooth exchange between offices at different level to ensure coherence and complementarity of actions of ILO within the SCORE countries.

On effectiveness of the intervention

The SCORE M&E database, previous SCORE evaluations and KIIs and surveys conducted with key stakeholders and recipient SME of SCORE services all confirm that results of SCORE training and technical services at the company level are particularly powerful. **The most prominent results at the global level throughout all phases of SCORE implementation since 2010 are the achievement of cost savings, increase in productivity, reduction of end-line defects and reduction of waste. And in more recent years (2022/2023) also reduced absenteeism is among the most frequent results reported. In the specific period of 2022/2022, the three countries under review, all report positive changes in these key indicators and also report some additional effects, such as**

reduction of workers' complaints in Bolivia and Tunisia, and reduction in materials-use and in waste are frequently reported in Tunisia and Myanmar.

On most of gender indicators positive changes are reported in terms of participation of women among the trainer population and in participation in training. Employment related gender indicators are generally also positive, with the exception of women employed at management-level in companies.

In addition to the effects reported in the M&E database of SCORE project, **key informants are consistent in highlighting significant qualitative changes in their companies, particularly in terms of improvements in management-worker dialogue and the composition of enterprise improvement teams and empowerment of individual people at management and worker-level in the company.** These changes have had an important effect in company cooperation and sense of wellbeing of people in these companies. These changes are difficult to quantify but underscore strongly the more quantitative results reported. Key informants also highlight that **SCORE training is unique in its hands-on and people-oriented approach, which is more powerful than training and TA that they have received in classrooms and in-company.** These effects are also consistent across the three countries subject to this evaluation.

The SCORE project in phase IV has further developed and consolidated partnerships in Bolivia and Tunisia in ensuring a wide coverage of SCORE services to SMEs in different sectors and regions of both countries. These partnerships include ILO's tripartite partners at country-level: Government entities and Employers' organisations, and in the case of Tunisia also workers' organisations. While workers' organisations are also involved in the NTAC Bolivia, their practical involvement in the project implementation is less and mostly indirect through Government entities. In both countries several partners are involved in marketing and sales of SCORE services and in coordinating (expert) trainers. Such partnerships, in the current political context of Myanmar are not possible, because the SCORE project and team only works with the private sector. **In the current context of Myanmar, organisation of trainers in a formal network or institutional entity is not safe for the experts involved, hence relations with trainers are managed individually and directly by the SCORE team in the country.**

All key partners at the government and private sector level in Bolivia and Tunisia are committed to SCORE training and the employers' organisations in both countries have explicitly expressed interest in taking over the planning, management and coordination of the SCORE services, once the project will be phasing out. In Tunisia, de sectoral technical support centres under tutorship of the Ministry of Industry and Trade and co-managed by UTICA and sector business associations in respective sector have recruited pools of trainers. **In spite of these strong signs of ownership and commitment in both countries, the process of handing over SCORE training to the national partners has not yet advanced much and no formal agreements are yet in place for the transfer of SCORE training and future coordination and governance. Additionally, specific business plans and marketing and sales strategies and plans are not yet developed.** Particularly in Bolivia, where the project is ending towards the end of 2023, the time to develop and finalise these agreements and plans is extremely limited and immediate actions are required. While these actions in Bolivia are planned for the final Semester of the project, it is not clear if time will be sufficient to finalise all actions for an effective transfer. Actions are also required in Tunisia, though the time window is considerably bigger. Stakeholders in KIIs, particularly in Bolivia, recognise that phase IV of SCORE project should have started with putting in place the transfer mechanisms and business plans, to allow for ample time to smoothly transition into the new situation, though this is something that cannot be changed anymore at the current stage. The SCORE team and CEPB in Bolivia both show considerable organisational stress in ensuring that an effective transfer can materialise still before the end of the SCORE project in Bolivia.

The pool of trainers and expert trainers for SCORE in Bolivia and Tunisia need further strengthening and (re)certification of trainers in both countries is one the key activities that still requires significant effort to ensure that there will be sufficient and sufficient quality trainers to serve the market. Actions to strengthen the trainer-pools are still planned for the remaining project in both countries. At the same time the

composition of trainer networks in both countries show challenges in terms of preparedness and empowerment of, particularly self-employed, trainers to be able to continue selling SCORE training against favourable market- and pricing conditions. SCORE trainers in general in all three countries subject to this evaluation, show generally limited awareness on the cost-price and possible and/or desirable sales prices of SCORE services. Their knowledge is often limited to their own investment of time and their fees. And trainers in Bolivia have commented that they have not been able to set their own fees. These challenges point to a need to involve trainers more in the discussions on the development of governance and coordination structures for SCORE training delivery in both countries and to ensure that trainers also can become effective sale-agents of SCORE services.

Many stakeholders, among SMEs, sectoral organisations, trainers and support institutes in Bolivia and Tunisia comment that SCORE training at the country level is not yet sufficiently visible and is not strongly communicated and marketed in relevant communities. ILO is communicating on the SCORE project on its national and regional Websites and it uses testimonies of SMEs to show the sales-proposition of SCORE training. However, ILO's websites are not destined to be a marketing and sales instrument for SCORE training. The national partners of SCORE project in Tunisia and Bolivia are not very active in marketing SCORE training.

The SCORE modules, since COVID-19 have undergone ongoing innovations and enrichment over time in both contents and methodology to ensure that SCORE service provision remains up to date and relevant. New developments that have accelerated in phase IV that are particularly relevant are the fact that SCORE training and technical assistance is provided more often in a hybrid format and training sometimes in on-line format only. This has particularly been the case in Myanmar, where on-line service delivery has remained important because of the complex political and precarious security situation in the country. New SCORE modules that have been further developed and expanded in phase IV are: COVID-19 Safety and Security at Work, Business Continuity Planning as a direct response to the COVID-19 crisis and gender equality and climate change and related resource efficiency training as responses to changing requirements in national and international policies and supply chain management. **With these changes, SCORE is responding well to changing training and technical assistance demands among SMEs, where particularly climate change mitigation and efficient resource utilisation is showing a growth of demand.**

On effectiveness of management arrangements:

The SCORE project is managed and implemented by small national teams, in frequent and close interaction with SME and Enterprises staff at regional offices and the SCORE team at the central level. The staff at country level shows clear appreciation of this support, which is considered generous and timely. **The contacts between the national offices, and the regional and global ILO offices, offers good access to knowledge, experience and materials that have been developed at other levels in ILO and country level SCORE teams also share their experiences with other offices.** In Bolivia this is done in strong Andean countries programming and shared SCORE materials between the countries in this region.

The M&E database of SCORE is extensive and contains a wealth of data on SCORE activities in over 30 countries. While many of the data provided by the system are very useful, there are also challenges related to the M&E data: **The data collection is based on voluntary efforts and on many indicators, collection is not consistent and possibly not always based on reliable sources; several of the quantitative indicators are not clearly defined and measurement is not consistent and data cannot be aggregated and compared in a reliable way. And some indicators, such as employment creation and loss are not appropriate for measurement of SCORE results.**

The SCORE M&E database is offered as a technical facility for other projects and other SCORE delivery actions, which is a cost-effective means for more extensive use and exchange of data, potentially also allowing for interesting comparative research across countries and regions.

An important management arrangement for securing ownership of SCORE project implementation at country level is the Tripartite Advisory Committee, which was operational in Bolivia and Tunisia. While these committees were functional for embedding the project at national level, they have been less relevant in providing strategic guidance to project implementation. At central level, the TAC was replaced by regular planning and coordination meetings with the donors, which was cost-effective in a situation where the SCORE project is in its final phase without the need for further strategic guidance towards the future.

On Efficiency

The SCORE project, particularly in phase has worked with a limited budget, particularly at the country level. The low country-specific budgets translate in relatively small SCORE teams, particularly in Tunisia and Myanmar. The small SCORE teams at country level in the final phase IV of SCORE have faced challenges in realising all anticipated actions and achieving results under the different components of their results chains. The small SCORE teams, as witnessed in Bolivia and Tunisia often deal with considerable organisational stress to ensure that planned activities and results are obtained. Some key actions in SCORE project have suffered delays such as the training and (re)certification of trainers and expert trainers. In Bolivia, the process of transfer of SCORE to the national partner CEPB, was started late and proceeded slowly and now is still not well advanced.

The SCORE project budget allocation to the central level amounting to 50% of the total SCORE project budget is justifiable for the first two years of the project with ongoing activities in four countries. The central level team provides substantial technical assistance to SCORE implementation at country level and additionally this team is also responsible to support an additional productivity ecosystems project. This high central budget allocation, though, maybe not be needed anymore for the final year, with ongoing activities of SCCORE in only two countries: Tunisia and Ethiopia.

SCORE is a global project with many ongoing SCORE activities in a number of countries, beyond the scope of the original SCORE project periods, in SCORE (phase I to IV) such as in Bangladesh, Bolivia, China, Colombia, Ethiopia, Ghana, India, Indonesia, Myanmar, Peru, South Africa, Tunisia, and Viet Nam, and in other countries where SCORE services were developed and provided without specific SCORE project support, such as in Albania, Algeria, Bosnia and Herzegovina, Brazil, Ecuador, Egypt, Jordan, Kyrgyzstan, Mauritius, Pakistan, Philippines and Zimbabwe. The SCORE team in the SME unit at HQ level has the capacity to follow-up to SCORE developments and actions in a large number of countries and is able to make lessons available on SCORE across countries, leading to savings in time and resources in module development in different countries.

The centralised M&E system is available for monitoring and follow-up of SCORE actions in all SCORE countries, allowing for economies of scale in M&E and in enrichment of global exchange of SCORE lessons learned.

A strong feature of the SCORE service delivery approach has been cost recovery of training provision at the enterprise level. This has allowed the project to achieve considerable reach in the SME community in the different countries with limited direct delivery costs.

On impact and Sustainability

SCORE project has succeeded in securing national partners' interests and commitment to take over SCORE training in Bolivia and Tunisia. In both countries, **the national employers' associations as national constituent tri-partite employers' partners of ILO, are a guarantee for continued structural relations beyond the duration of the current SCORE project.** Such handover is not possible in Myanmar, due to the current political situations.

While capacities of the national partners interested in taking ownership of SCORE training in Bolivia and Tunisia are generally well developed, not all steps are yet taken to realise and effective hand-over. The remaining challenges are to develop and **set-up a functional governance and coordination model for continuation of SCORE service delivery**, acceptable to all parties involved, including the network of trainers. Also needed is **the development of specific business-plans for SCORE trainers and corresponding marketing and sales plans.** The time needed to do so in Bolivia is very limited until the end of the SCORE project at the end of 2023, while in Tunisia there is more time, but in this country the complexity of all partners involved might require significant effort to arrive at models that are acceptable to all partners.

The productivity ecosystem in Tunisia is well developed and functional for the SME sector. This is greatly enhancing perspectives for institutional and financial sustainability of SCORE in this country, because the relevant institutions are on board as partners and there is institutionalised access to subsidies for company training and technical assistance of SMEs. These conditions are significantly less favourable in Bolivia and absent in Myanmar, until the end of the military regime in this country.

SCORE training effects generally are more strongly visible and more lasting in larger and more formalised enterprises that are already integrated in supply chains. These companies are usually already engaged in other certification processes within their supply chains while other companies, are dealing with challenges in market access requirements in export markets.

SCORE in Tunisia was successful in acquiring contracts for cooperation with third parties for the delivery of SCORE services. These experiences to reach sustainability are interesting to follow-up and exchange with other SCORE countries. The cooperation with GIZ to provide SCORE training to 100 SMEs is a big achievement, but it also brings a challenge to SCORE approach that is focusing on payment for SCORE services by SMEs, while GIZ demands this service to be free. The cooperation with the GSM Association has resulted in an interesting and innovating experience in the Tunisian platform economy. This experience is very relevant for other ILO in this economic sector, where decent work conditions are often challenging.

A general critical remark on impact and sustainability of SCORE training is made by many stakeholders in all three countries under review. This remark refers to the fact that they observe that **ILO's and ILO's partners' communication around SCORE are limited and not reaching out enough to the business community. As a result the visibility of SCORE training has remained low.** Marketing and sales strategies beyond the individual trainers' level still have to be developed.

At the company level, SCORE training and particularly its in-company technical assistance has had significant and lasting effects. In addition to multiple business performance improvements reported in the SCORE M&E systems, SME point to the establishment of the Enterprise Improvement Teams (EITs) as one of the key results of SCORE approach and training, as this arrangement empowers the companies and make them better equipped to address future improvement processes. Many SMEs indicate that as SCORE training is relevant and useful to them, they are willing to pay, though regularly they still require a certain amount of subsidy (available in Tunisia) or specific finance or payment arrangements, which might be offered by SME finance institutions.

While SCORE training has had a tangible impact on management-workers dialogue and cooperation in SMEs, effects on strengthening formal forms of workers' representation and unionisation are not common. This is an aspect that may need more attention in SCORE training and TA activities.

4.2. Good practices and lessons learned

A number of good practices could be identified during this evaluation research, which are listed below:

- Many stakeholders in this evaluation, and particularly the SMEs and SCORE trainers mention that SCORE training and in-company technical assistance is unique in its participatory, hands-on and empowering approach, visualised by the enterprise improvement teams that usually remain in place also after SCORE trajectories. The good practice of SCORE training may be best illustrated by a quote that was frequently heard in this evaluation: While certification schemes of ISO and HACCP tell companies what is required to acquire certification, SCORE training and support tells you how to do it. This quote shows a strong complementarity of SCORE training and these other certifications, that may be explored more in strengthening sustainability of SCORE services in the future;
- The SCORE phase IV project, building on experiences in previous SCORE phases has developed and nurtured good cooperation relations between SME staff at HQ , regional and country and project level. Through exchange of experiences and knowledge, different SCORE countries can easily mine upon other experiences. These synergies may be further expanded to other areas of work of ILO in the area of corporate sustainability at supply chain level and in strengthening productive ecosystems projects, such as the new follow-up project supported by SECO and NORAD;
- SCORE countries and teams have consistently worked on developing and upgrading SCORE modules to ensure that the SCORE service delivery remains relevant in changing contexts. This is illustrated clearly in COVID-19 related innovations in training contents and modes of delivery. And after COVID-19, also more attention is given to respond to climate change challenges in modules focusing on climate change mitigation and on efficiency in resource use;
- SCORE, where possible in phase IV, has consistently worked with national partners to implement the SCORE training delivery and to manage and coordinate the national trainer networks. This approach shows good potential for transferring SCORE training to national partners and ensure continuation of SCORE training delivery in ex SCORE countries. Ample proof of this is provided in the SCORE M&E database where more than 30 countries are included;
- The work with GSMA in a pilot project to provide SCORE services to enterprises in the platform economy in Tunisia is an important innovation of applying SCORE training in digital industries and in a sector where conditions of workers are often precarious. While it is too early to report results on this pilot, the experience seems very valuable for other initiatives in this rapidly growing sector worldwide;
- One of the partners of ILO in SCORE project in Tunisia is the SME Finance Bank. This cooperation may lead to other alternative forms of providing finance to SMEs for technical assistance and training or possible to integrate such training in financial service delivery packages. This initiative is very relevant for other countries, where the productivity ecosystem is poorly developed and subsidy arrangements for SME development are not well developed and spread out;
- The work of SCORE project with partners in specific niche supply chains in Bolivia (coffee, Andean grains) shows promising leads to articulate SCORE service provision in the context of these specific supply chains and possibly the development of new partnerships that may provide technical and financial support to SMEs in these supply chains;
- The resilience of trainers and SMEs in Myanmar, serves as an example to many other countries. Even in the very difficult context of Myanmar, ILO has been able to continue SCORE service provision in spite of this difficult situation. And SMEs in Myanmar have shown capacity and commitment to pay for the SCORE service delivery, which has led to high cost-recovery of SCORE training in this country. Further exploration of mechanisms how SMEs in Myanmar can cope with the difficult political and economic situation and even pay for SCORE services, may generate important insights for improving sustainability of SCORE service delivery in other countries.

There are also a number of lessons learned that can be derived from the SCORE implementation in phase IV (and previous phases):

- The experience of SCORE phase IV, as the final phase of a long-term project, particularly in Bolivia shows that it is very important to start a new project with planning for exiting and sustainability and not leave the actions directed at transfer and sustainability for the final phase of the project. This requires developing the governance and coordination structures in the beginning, so experience can be built with this, during the project implementation. And also the development of a business-plan for the transfer of SCORE training should have been an action at the start of Phase IV;
- The experience of SCORE project in phase IV has shown that ILO's communication and marketing around SCORE project has not been strong and too much confined to ILO's own networks. ILO is not an SME development and BDS providing organisation and not well known in SME communities. Better communication and marketing of SCORE training should be done much more proactively in these sectors to ensure that the SCORE service provision is actually reaching the market. And at the same time, ILO should consider also communicating why and how SCORE fits with its own mandate as the International Labour Organisation;
- ILO in looking for sustainability for SCORE training has entered into an agreement with GiZ in Tunisia that is contradictory to the SCORE approach with respect to building ownership of SMEs and strengthening sustainability of SCORE delivery by asking payment for SCORE services. In new agreements, it is recommended to adhere more strongly to this approach, as there is ample proof that BDS services, while they can be offered against subsidised rate it should not be offered completely free;
- In the past ILO has not been too successful in reaching out to supply chain lead buyers in promoting and advancing SCORE training in their supply chains. In phase this approach was deleted from the results framework. However, there are still examples of supply chain integration work, such as done in Bolivia, where more key actor engagement can be achieved. It may be that in the past SCORE has too much attempted to apply a supply chain lead buyer approach with financial support and sustainability in mind. This is not the best approach to interest these actors. However, when the approach is more on supply chain integration and governance and in due diligence requirements, the buy in of key actors in these supply chains may be stronger;
- Bottlenecks and limitations in interpreting particularly the quantitative KPIs in the SCORE M&E database, show that not all quantitative indicators can be reliably collected and subsequently aggregated and analysed. This may call for a simpler and more qualitative set up these KPIs. And particularly the employment related indicators, may not appropriate to measure effects and impact of SCORE services at the specific enterprise level.

5. RECOMMENDATIONS

5.1. Overall recommendations

1. **The SCORE team and the SME unit in the ILO ENTERPRISES are recommended** for both the remaining SCORE project implementation period until the end of 2024 and longer-term follow-up ILO institutional efforts in securing SCORE training and technical assistance after the end of the SCORE phase IV project, **to secure and strengthen the SCORE focus on the small and medium enterprise sectors in countries with favourable productivity ecosystems environments and potential for stronger integration of SMEs in international and national supply chains.** This focus is needed to ensure that SCORE training and technical assistance meets sufficient demand within the private sector and at the same time it can be linked with public, private and multi-stakeholder institutional support mechanisms to consolidate and expand business development services to the SME-sector. While the focus may expand to larger enterprises in the SME sector it should not expand to the smaller and micro-enterprises, where with more limited ILO support to SCORE service delivery at national level, leads to financial and institutional sustainability are not likely to materialise.

Timeframe: before end 2024; Priority: high; Resource implications: none.

2. **The SME unit at ILO Enterprises and SME support staff in regional offices SCORE are recommended, after the end of the SCORE project to continue to engage and involve its tri-partite partners at national level in future coordination and follow-up of SCORE training delivery at national level.** These partners are the best guarantee for continuation of linkages with ILO at national and international level, to facilitate remaining future SCORE service delivery through these partners and networks of trainers to the SME sector at country level. A pragmatic approach is suggested for developing these partnerships, based on national context and partner-level interest and commitments, accepting variety of coordination mechanisms across countries, ranging from strongly centralised models with national ILO partners to wider partner networks and where no partners are involved (though not preferred) alternative institutional arrangements of trainer networks could be considered. There should be partnership arrangements in place to guarantee sufficient coordination and follow-up of continued SCORE service delivery at country level. At all times it should be avoided that SCORE trainers can offer SCORE services without centralised oversight and follow-up by national partners.

Timeframe: medium-term; Priority: medium; Resource implications: none.

3. **The SME unit at ILO Enterprises is recommended to explore if SCORE training and technical assistance can be more closely linked with existing (international and national and sector-specific) certification schemes** active in specific sectors and supply chains (most notably ISO and HACCP) and voluntary certification schemes by international sectoral private sector organisations and networks (such as Rainforest Alliance, ETI, RBA etc.) and due-diligence requirements in international supply chains. While SCORE is not a certification and ILO is not a certifying body, there is ample evidence (generated in this and previous SCORE evaluation) of utility of SCORE to SMEs that are engaged or becoming engaged in certification schemes. It could be explored if SCORE can be recognised by certification schemes as a useful step in (preparing for) certification and/or a useful complementary service in acquiring certifications (based on the premise that certification schemes tell companies what do, and SCORE can support in telling companies how to do it). Strengthening such linkages would greatly enhance the value of SCORE services for SMEs and thus improve financial sustainability of SCORE service delivery.

Timeframe: medium-term; Priority: medium; Resource implications: none.

4. In all countries where SCORE is continued to be provided and in the framework of SCORE phase IV, in the remaining project implementation period, **the SME unit and SME/SCORE officers at the national and regional level, are recommended to invest ample time and effort in developing business and marketing and sales plans with its national partners to ensure that SCORE services can continue to be provided, ensuring full cost-recovery (or third-party subsidies) for the national partners and profitability for the (expert) trainers involved.** As the national productivity ecosystems are hugely diverse and SME characteristics at the country and sector-level are very different, a marketing and sales strategy should be well diversified and tailored to specific clients, recognising different payment capacities among different client groups. Business plans and related marketing and sales strategies should at least include:
- a) full-payment of SCORE services by clients, possibly with specific pricing arrangements for specific client groups;
 - b) financing or delayed payment for SCORE services by clients (engaging with SME financing institutions);
 - c) facilitation of access to existing subsidies available to the SMEs in specific countries and sectors
 - d) engaging with other third parties to fully fund or subsidize SCORE service delivery
 - e) sales promotion by SMEs (as ambassadors), trainers and partners, considering commissions, vouchers etc. for client referral to SCORE partners.

Timeframe: short and medium term; Priority: high; Resource implications: none.

5. **Both in the remaining SCORE project implementation period and beyond, the ILO SME unit, national and regional ILO offices and SCORE partners and national level are recommended to strengthen communication and dissemination efforts around SCORE to ensure visibility of SCORE at the country and sector level.** SCORE dissemination has been too much confined to ILO itself and ILO is not a specialised SME development organisation and BDS provider and therefore not easily found by the private sector. Communication efforts should particularly be strengthened in wider private sector networks and in the BDS and SME-financing networks. **The ILO SME unit and SECO and NORAD are recommended to consider additional efforts to increase visibility of SCORE in all previous and current SCORE countries,** in case unallocated budgets in the remaining SCORE project are available.

Timeframe: short and medium term; Priority: high; Resource implications: budget needed.

6. Considering the fact that the current SCORE M&E system is quite extensive and, in some cases, showing overlap of data and in some cases showing challenges in providing reliable quantitative data on specific enterprise level improvements, **the SME unit in ILO is recommended to consider simplification of its M&E focusing on the key qualitative and quantitative aspects of SCORE.** Employment related indicators can be discontinued from SCORE monitoring as might provide misleading information on enterprise improvement processes. ILO's capacity beyond the current SCORE project period, will be very limited to ensure continuation of data entry and analysis at current levels. While the technical features of the M&E systems could remain available for other partners and initiatives that wish to use the system (with sufficient follow-up), **ILO should keep a light and easy to follow-up to data-entry and analysis of continued SCORE delivery.** It is recommended that the following elements of the M&E system remain to be used for SCORE follow-up:
- a) Training of (expert) Trainers and (re) certification;
 - b) Partners involved in national level SCORE service provision;
 - c) Number and kind of enterprises reached, with selected enterprise Improvement and quantitative KPIs;
 - d) Gender sensitive indicators, particularly at the trainer and enterprise levels.

Timeframe: short and medium term; Priority: medium; Resource implications: ILO's own resources.

5.2. Country specific recommendations

Bolivia

7. The SCORE team in Bolivia, with support of the SME unit and the regional office in Peru, is recommended to apply a strong focus in the remaining few months of the SCORE project in this country on preparing the transfer of SCORE to the national partner CEPB. On the first place, it is urgently required to step up discussions and efforts to prepare and equip CEPB to be able to take over SCORE at the end of the project, from 2024 onwards. This requires an agreement on the basic conditions and models of SCORE delivery, under coordination of CEPB. Based on this agreement, a business-plan and marketing and sales plan of CEPB need to be developed as soon as possible. Time is essential and may not be enough until the end of the SCORE project implementation, thus it will require minimising other efforts in the remaining time of the SCORE project, mainly related with Mejora Continua (and the Ministry of Productive Development and Plural Economy) and delivery of SCORE to micro-enterprises, as this is not the core activity of SCORE globally (and thus will be very difficult to support internationally) and at the same this activity does not have promising perspectives for sustainability. **Additionally the SME unit at ILO may consider a no-cost extension of SCORE in Bolivia, reorienting remaining country-level budgets to allow continuing the efforts until the transfer of SCORE to CEPB will be completed.**

Timeframe: short term; Priority: high; Resource implications: consideration of no-cost extension.

8. A challenge in the transfer of the SCORE service delivery to CEPB is the fact that the national trainer network is small and not sufficiently empowered to sell and deliver SCORE on a commercial and profitable basis. **The ILO Team in Bolivia is recommended to further strengthen and expand the existing group of trainers, as is already planned for the final period of the project. Linked to this activity, the SCORE team in Bolivia needs to dedicate special attention to empower and equip the trainers in the network to prepare them for the arrangements for continued SCORE training delivery under coordination of CEPB.** This will require additional efforts beyond mere SCORE ToT delivery, as the current trainer network has limited knowledge of business conditions and requirements for SCORE training and TA delivery.

Timeframe: short term; Priority: high; Resource implications: none.

9. In addition to the focus on an effective transfer of SCORE to CEPB, for some of the most promising work under specific supply chains (coffee and Andean grains), the SCORE team is recommended to consider continuing SCORE service delivery in those sectors and with those partners where concrete sustainability perspectives exist, either through reaching out to lead actors in supply chains or national and international partners that are willing to commit funds to continue the delivery of SCORE services in the framework of their support projects.

Timeframe: short and medium term; Priority: medium; Resource implications: none.

Myanmar

10. The current political and security situation in Myanmar does not allow for continuation of SCORE service delivery under the global SCORE approach and delivery models and standards. **Therefore it will be required to allow SCORE to continue in Myanmar under a country specific and private sector and employers' focused approach.** In spite of the current difficulties, trainers in Myanmar seem to be able to sell SCORE training, though it is not clear if this is effectively done against market rates. **The SME unit in ILO and the country and regional level ILO offices are recommended to maintain a minimum level of (moral) support to the trainers in the country and to remain in touch with them through a loose and**

informal network, even if they are not able to continue to be able to effectively market and sell their SCORE services on the short and medium term. This is to be done to be able to reactivate and strengthen institutional sustainability of SCORE delivery in Myanmar, if and when national level conditions change to the extent that the ILO SCORE approach can be relaunched in this country.

Timeframe: medium term; Priority: high; Resource implications: ILO's own efforts and resources.

Tunisia

11. **The SCORE team in Tunisia with support from the SME unit at ILO HQ is recommended to continue and speed up its efforts in establishing and consolidating the institutional setup for continuation of SCORE services on the Tunisian market beyond the duration of the project.** Key partners in this institutional transfer, The Tunisian Employers Federation (UTICA) and Sectoral Technical Centres, are key in the transfer of SCORE Training in Tunisia and have shown clear institutional interest in SCORE training. It is recommended to finalise the institutional model and arrangements for transfer and governance of SCORE training until the start of the final year of SCORE project in Tunisia, to allow for one-year close accompaniment and follow-up by the SCORE team and the SME unit. This will enable troubleshooting and strengthening relations of cooperation with other partners at the national and international level. Specific attention is needed in the governance and coordination model in Tunisia for the diversity of trainers, employed by the Technical Centres and Inspection Services and self-employed trainers, whose characteristics and interests can vary significantly with the risk of contradictions and even conflicts. **The coordination and governance models that are currently being prepared by the SCORE team and UTICA, may need further refinement to avoid that different commercial interests between organisations and with and among trainers may cause disruptions.**

Timeframe: short term; Priority: high; Resource implications: none.

12. **The SCORE team in Tunisia and the SME unit at ILO HQ are recommended to develop a policy to ensure that SCORE training and TA is offered in Tunisia against market prices** (which may include variances in pricing for different client-groups). This is of particular relevance because the Tunisian Government has its own subsidy arrangements in place that allow SMEs to apply for 70% subsidy of their training and TA needs. The SCORE services are eligible for these subsidy arrangements. While additional efforts in facilitating the SMEs, while taking SCORE services, to apply for these subsidies, the SCORE project itself should avoid subsidizing SCORE training, as this weakens ownership of SMEs and sustainability perspectives of the project. In this light, the project-contract of ILO with GiZ to offer SCORE training and TA to 100 companies without payment, is contradictory to the SCORE approach. **The SCORE team and the SME unit at HQ are recommended to discuss with GiZ if it is possible to revise payment arrangements in this project to strengthen ownership of local SMEs and to align it better with the existing subsidy arrangements of the Tunisian Government for the SME sector.**

Timeframe: short term; Priority: high; Resource implications: none.

13. Among the current countries in the SCORE phase IV project, Tunisia shows significantly better perspectives to achieve results and impact at company and sector and systems level. Tunisia has a productivity ecosystem that is favourable for SME development and additionally many SMEs in Tunisia are integrated in national and international supply, including on expert markets in the European Union that is a nearby market. **These relatively favourable conditions of the country, provide specific opportunities for further learning and innovation of SCORE services that may be relevant for other countries, such as providing SCORE training for platform enterprises (with support of the GSMA) and the arrangement with the SME Financing Bank to provide finance for SCORE services to companies. Additionally provision of SCORE services to SMEs integrated in supply chains extending into the EU**

markets may be further aligned and focus to prepare SMEs for the upcoming Corporate Sustainability Due Diligence (SCDD) Directive. Experiences obtained in this area may serve as lessons for SCORE training provision related to due diligence requirements in other countries, and possibly in the framework of the new ILO project on Productivity Ecosystems that is currently being piloted with support of SECO and NORAD. Finally the **experiences of SCORE in Tunisia might be useful for other French speaking countries, where thus far SCORE services are thinly spread.**

Timeframe: medium term; Priority: medium; Resource implications: none.

ANNEXES

ANNEX 1: TORS

Terms of Reference Independent Mid-Term Evaluation of SCORE (Sustaining Competitive and Responsible Enterprises) Programme Phase IV

Title:	Sustaining Competitive and Responsible Enterprises (SCORE)
TC Code	Global SCORE (GLO/21/60/MUL) <ul style="list-style-type: none">• SCORE Myanmar (MMR/21/50/MUL)• SCORE Bolivia (BOL/21/50/MUL)• SCORE Tunisia (TUN/21/50/MUL)
Backstopping Unit	SME Unit
Type of Evaluation	Independent Mid-Term Evaluation
Evaluation manager	Suttida Chaikitsakol

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- Compliance with UN norms and standards for evaluation

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
DWT	Decent Work Technical Support Team
EM	Evaluation manager
EVAL	Evaluation office
HQ	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 an ILO global programme improving productivity and working conditions in SMEs, contributing to achieving outcome 4: Sustainable enterprises as generators of employment and promoters of innovation and decent work under the ILO's Programme & Budget 2022-2023¹². The key intervention of the global programme is support for the implementation of SCORE training, which combines practical classroom training with in-factory consulting. SCORE Training demonstrates best international practices in the manufacturing and service sectors and helps SMEs to participate in global supply chains.

The ILO 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 enterprises. 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.

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 (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 this project.

The project's performance will be reviewed with regards to the following evaluation criteria and will mainstream gender equality:

1. Relevance and strategic fit of the intervention, including validity of intervention design
2. Coherence of the intervention logic and whether it is realistic, including what needs to be adjusted, how plausible is the underlying hypotheses
3. Intervention progress and effectiveness, including effectiveness of management arrangements
4. Efficiency of resource usage
5. Impact orientation and sustainability of the intervention

The mid-term evaluation is expected to:

- Independently assess the progress of SCORE Phase IV against the log frame;
- Inform the ILO on whether the current project strategy (including sustainability strategy) is working, and provide recommendations on what could be changed to increase the likelihood that the project reaches its objectives;

¹² The Director-General's Programme and Budget proposals for 2022–23 (ilo.org)

- Identify good practices and lessons learned that would contribute to learning and knowledge development of the ILO and project stakeholders.

This evaluation will comply with the 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/ethical guidelines](http://www.unevaluation.org/ethical%20guidelines).

Background of the project 2009 to 2022

Project goals, objectives, and strategy

The development objectives of the SCORE Programme expanded from Phase I to Phase IV. During Phase I, the Program focused on strengthening the SMEs to be more sustainable through SCORE Training; during phase II, the Program supported national institutions to independently provide SCORE Training to SMEs; and Phase III expanded its intervention logic highlighting the importance of support from national and global supply chains as well as national institutions to improve productivity and working conditions in SMEs. In Phase IV, the SCORE Programme focuses on integration of SCORE Training in the national economic development framework and inclusion of SMEs in national and global supply chains, except for Myanmar. SCORE Myanmar operates as per UNCT guideline for Engagement issued in March 2021 and in line with the ILO Governing Body decisions with regards to Myanmar situation post military Coup d' etat from 2021 until to date.

The project is expected to achieve the following two outcomes:

- **Outcome 1.** SCORE is fully sustainable at the national level, being adapted to specific needs of local SMEs and fully integrated in the national economic development framework, including public and private implementation partners.
- **Outcome 2.** Small and Medium Enterprises have developed their capacity to link to national and global supply chains, thanks to improved productivity and access to lead buyers.

A global project document describes these objectives and outlines a project implementation framework. A performance plan with bi-annual milestones and the sustainability strategy in each country guide implementation of project activities.

Project activities are at different stages of implementation depending on their starting year of intervention and different country projects are offering the SCORE Training services in different economic sectors. The Program operates in Bolivia, Ethiopia, Myanmar, and Tunisia. Bolivia, Myanmar and Tunisia will be the target countries of this evaluation.

Institutional and management structure

The SCORE project started operations in September 2009 and is scheduled to end in December 2024. It is funded by the Swiss State Secretariat for Economic Affairs (SECO) and the Norwegian Agency for Development Cooperation (NORAD) with an overall budget of USD 9.7 Million in Phase I (topped up by USD 1.3 Million USD by NORAD), USD 19.4 Million in Phase II, USD 20.7 Million in Phase III and USD 6.7 Million in Phase IV.

The three SCORE country projects (Bolivia, Myanmar and Tunisia, with total budgets of USD 363,232 – USD 1,084,001 per country, 1 National Project Officer with an administrative support) report directly to the Director of the closest ILO Country Office and receive support from relevant Decent Work Technical Support Teams (DWT). A global component (Chief Technical Advisor, 2.5 technical officer and admin support) based in Geneva coordinates the project and serves as a knowledge hub.

In each country the project works with the relevant government agencies, industry associations and employers and workers organizations and supports the local Decent Work Country Programme (DWCP). The project is regularly advised by a Tripartite Advisory Committee (social partners and donors) at the national and global level.

Previous evaluations

Phase I

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.

Phase II

Between September 2015 and February 2016, the SCORE project Phase II underwent an independent mid-term evaluation following ILO EVAL standards and in line with donor agreements. The objectives of the evaluations were to assess the progress of the project, provide recommendations and lessons learned for the remaining phase II, and make suggestions for the design of a possible SCORE phase III. The evaluation covered the country projects in China, India, Indonesia, Viet Nam, Ghana, South Africa, Colombia and the global component.

Based on the agreement with donors, three impact evaluations in India, Ghana and Viet Nam were conducted at the end of the project Phase II, in lieu of a final evaluation. In 2016, a three-year impact evaluation in Peru was initiated. Two reports have been issued and a final report was issued in 2020.

Phase III

In September 2019 – February 2020, an independent mid-term evaluation was conducted, targeting SCORE Global, Bolivia, Colombia, China, Ghana, Indonesia, and Viet Nam components. Between November 2020 and January 2021, SCORE Myanmar went through a mid-term evaluation separately, due to the different project structure. From October 2021 to February 2022, SCORE Programme conducted the Phase III final evaluation. In 2021, SCORE Programme organized an impact assessment.

All evaluation reports will be made available to the evaluator.

Purpose and objectives of the independent mid-term evaluation

As the total budget of SCORE Phase III 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 IV against the logical framework;
- Inform the ILO on whether the current project strategy (including sustainability strategy at country level) 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:

- a) 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;
- b) The SCORE project staff, ILO Country Offices and other field and headquarter staff;
- c) Tripartite members of the global and national advisory committees, where applicable,
- d) and partner organizations in the evaluated countries.

The evaluation will be used in the following ways:

- a) Findings and recommendations will inform future project strategy and operations design;
- b) The evaluation report will be disseminated in the ILO for organisational learning through the EVAL's i-Track evaluation database. A summary of the evaluation will be made available in public through EVAL's and SCORE's websites.
- c) The donors will use the report for their performance report.

Evaluation scope

The evaluation will cover the period from January 2022 to present, to create an accurate and comprehensive picture of the global project's context and development.

Based on the statistics of women workers, gender components are mainstreamed throughout the project; therefore, the evaluation will integrate not only gender equality but also social inclusion and other non-discrimination issues as a crosscutting concern throughout the process.

The evaluation will evaluate the SCORE project components in Bolivia, Myanmar, Tunisia and Global components.

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

The evaluation will focus on, but will not be restricted to, the following areas.

- Review the deliverables, results and achievements thus far assessed against the appropriateness and validity of the project's strategy and design, hence, indicating the possibility of delivering the planned objectives.
 - Review the effectiveness of the performance plan and the monitoring mechanism that are in place. Review the contingency plan put in place and subsequent adjustments made as a result.
 - Review the strategic use and leverage of the funds in support of the ILO priorities.
- Review the effectiveness of the project implementation and management arrangements, including identify factors affecting project implementation (positively and negatively), and its linkages with other ILO intervention. If necessary, propose revisions to the expected level of achievement of the objectives.
- Review the impact thus far and sustainability, including the sustainability of outcomes under trouble and activities' restriction under COVID-19 expansion in target countries and region.
 - Develop a list of recommendations on mechanisms that should be put in place to improve the project's performance to enable it to reach desirable outcomes.

Attention placed also, on how the project's intervention is relevant to the ILO's programme and policy frameworks at the national levels (e.g. DWCPs) and regional levels, UNDAF (UNSCDF) and national sustainable development strategy or other relevant national development frameworks, including relevant sectoral policies and programmes.

Evaluation criteria and questions

The evaluation will examine the project along the following standard evaluation criteria, taking into account gender equality concerns¹³. A more detailed analytical framework of questions and sub-questions will be developed by the evaluator in agreement with the Evaluation Manager:

1) *Relevance and strategic fit of the intervention*

- Are the objectives of SCORE Phase IV intervention consistent with beneficiaries' requirements and country needs?
- Are the objectives of SCORE Phase IV intervention in line with Norad's and SECO's priorities?
- Is SCORE Phase IV intervention linked to national and ILO's development frameworks (Country's national development plan, UNDAF (UNSCDF, DWCP, P&B, SDG)?

2) *Validity of intervention design*

- Are the project strategy, objectives, and assumptions appropriate for achieving planned results?
- Do country level sustainability strategies contribute to the project objectives?
- What lessons can be learned for the design of future projects in the similar field of expertise, improving productivity and working conditions in SMEs?
- To what extent did the project design take into account specific gender equality and non-discrimination concerns relevant to the project context?

3) *Coherence on the intervention logic*

- Is the intervention logic coherent and realistic? What needs to be adjusted? How plausible are the underlying causal hypotheses.
- To what extent does the project interventions align with relevant ILO Conventions.

4) *Intervention progress and effectiveness*

- Is the project on track in delivering its outputs in all countries (mapped out in the performance plans)?
- To what extent has the project so far achieved its objectives and reached its target groups?
- Concerning the institutional level, how far has the capacity of partner organizations been built in relation to delivery of the outputs/objectives?
- Concerning the institutional level, how far has the capacity of partner organizations been built in relation to SCORE sustainability strategy?
- What obstacles did the project encounter in project implementation? What corrective action does the project need to take to achieve its objectives?
- Within its overall objectives and strategies, what specific measures were taken by the project to address issues relating to gender equality and non-discrimination?
- How well has the project complemented other ILO, SECO and NORAD projects in the country?

5) *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?

¹³ 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.

- Are the Global and National Tripartite Advisory Committees, where applicable, functioning and what value do they add?
- Is the project systematically and appropriately monitoring, documenting and communicating project results, including on gender, at the country and global level?
- Is the monitoring and evaluation system practical, useful and cost effective for project management?
- 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)?

6) *Efficiency of resource usage*

- 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?

7) *Impact orientation and sustainability of the intervention*

- How effectively has the project built national ownership and capacity of people and Institutions?
- 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?
- Is the lead buyer engagement strategy sustainable?
- Is the project a cost-effective way to improve productivity and working conditions in SMEs?
- To what extent the results of the intervention likely to have a long term, sustainable positive contribution to the SDG and relevant targets? (explicitly or implicitly)
- In each country, what other SME support and development activities can be provided in the future, to supplement SCORE project activities, results and outcomes?

Methodology

Open and transparent consultation will underpin this evaluation. The evaluation will apply a set of mixed-methods, analysing both quantitative and qualitative data, and will integrate gender equality other non-discrimination issues as a cross-cutting ILO concern throughout its methodology and all deliverables, including the final report. Data and information should be collected, presented and analysed with appropriate gender disaggregation even if project design did not take gender into account.

The evaluation methodology should allow 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 and SCORE project interventions.

The evaluator may adapt the methodology, subject to the agreement between the evaluation manager and the evaluator and reflected in the inception report.

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):
- Quarterly progress reports

- Training materials
- Performance plans
- Mid-term evaluation Phase I report
- Final independent evaluation Phase I report
- Mid-term evaluation Phase II report
- Four impact evaluations in India, Ghana, Viet Nam and Peru
- Mid-term evaluation Phase III report
- Final evaluation Phase III report
- Impact assessment conducted in 2021
- Any other documents 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 / Focus Group Discussions:

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 field offices who are involved in the management and implementation of the project;
- Selected individuals from the following groups:
 - a) Enterprises (workers and employers) who have participated in project activities;
 - b) Employers' organizations, trade unions, and ministry representatives that have received training or worked with the project;
 - c) Service providers/trainers;
 - d) Donor representatives from SECO and NORAD in HQ and embassies in project countries; and
 - e) 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(s) 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 the near completion of the report, the evaluator will take part in a teleconference to provide a debriefing to SECO, NORAD, relevant constituents/stakeholders 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 in SMEs poses many challenges. Many SMEs do not track performance indicators (KPIs) and thus cannot provide accurate 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 will not 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.

Deliverables by the contractor

The following deliverables are expected by the evaluator:

Outputs	Description	Approx. length	Tentative timeframe
0. Contracting	Signature of contract and code of conduct for evaluators are finalized		15 May 2023
1. Desk review and inception report	During the desk review, the evaluator is expected to review relevant documents related to the selected countries of the project i.e. Bolivia, Myanmar and Tunisia and the Global Component 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	16 June 2023
2. Interviews	The evaluator is required to visit or arrange interviews some of the SCORE projects in Bolivia, Myanmar and Tunisia and the global project component at ILO HQ in Geneva.		16 June to 31 July 2023
3. Draft evaluation report	The draft evaluation report describes the findings and recommendations for each project component (See Annex 3: 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), lessons learned and good practices (following the relevant template). The quality of the report will be determined based on conforming to the EVAL quality standards (See Annex 5: Rating the quality of evaluation reports);	50 pages +Annexes	31 July 2023
4. Validation of the findings	A debriefing presentation on the findings and recommendation will be presented to relevant stakeholders/ constituents, ILO, SECO and NORAD.	PowerPoint	1 September
5. Final evaluation report	A final evaluation report is to be submitted within one week after receiving final comments on the draft report. The final evaluation report is subject to approval by the ILO Evaluation Office	50 pages +Annexes	15 September 2023
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	20 September 2023
6. Distribution of the mid-term evaluation report	All reports are shared with the donors, NTAC and Global Donors		30 September 2023

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 necessary, at the ILO Geneva Office or other venues, on mutually agreed dates, in line with the work outlined in these ToRs.

Management arrangements

The mid-term 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 terms of references, for the preparation of the draft report of the evaluation, discussing it with the evaluator, beneficiaries and stakeholders;

Liaise with SCORE project staff wherever their engagement is needed to fulfil the requirements above.

Application requirements

Expressions of interest for undertaking the evaluation (as specified in section "Application requirements" of the TORs) should be sent to the evaluation manager Suttida Chaikitsakol (chaikitsakol@ilo.org) via email with the subject header "Evaluation of SCORE IV".

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:

Technical Proposal

- a) 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.
- b) A proposal on how the contractor intends to complete the work described in the ToRs.
- c) The CV(s) of the lead evaluator and other team members that will undertake the work.
- d) A timeline with proposed dates for contract start and end dates and tentative dates for country visits (taking into account visa processing process and time required).

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), number of work days per staff, and tentative travel costs per mission.

Requirements of the evaluating company and the evaluator(s)

The company

Evaluation should be part of the company's core services offer, who has evaluated one small private sector/ international organization development project in the past five years.

Projects handled by the company should include work with clients in international organizations and/or private sector. Minimum of 1 project with international clients in the past five years are expected.

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.

Lead evaluator

Knowledge, skills and experience (at least ten years) in the area of M&E and evaluation, particularly impact evaluations.

Knowledge and experience (at least five years) of private sector development with a special focus on small and medium enterprises in developing countries.

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 and French is required unless it is provided by another team member of the evaluation team.

Evaluation team members

The evaluation team proposed by the company should be composed of sufficient number of well-trained project team members to fulfil the obligation of the assignment. The following requirements apply to any team member leading a field visit to a project component:

Knowledge, skills, and experience (at least five years) in the area of M&E and independent evaluation.

Knowledge and experience (at least five years) of private sector development with a special focus on small and medium enterprises in developing countries.

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 the Terms and Conditions applicable to ILO Contracts for Services.

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.

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.

ANNEX 2: LIST OF PEOPLE CONSULTED

ILO – HQ

Stephan Ulrich	Program Manager, SCORE and Productivity Ecosystems	SME unit/Enterprises Department
Na Eun Meun	International SCORE project officer	SME unit/Enterprises Department
Sara Andersson	Technical officer productivity and working conditions	SME unit/ Enterprises Department
Cheril Chan	Technical Officer	SME Unit, Enterprises Department

ILO in SCORE Countries

Bolivia	Chandni Lanfranchi	Technical Officer for SME development and formalization
	Grecia Mitru	SCORE project assistant
	Carla de Gumucio	National SCORE project officer
Tunisia	Aymen Chaloul	National SCORE project officer
	Tarek Frikha	National project coordinator
Myanmar	Aye Pearl Hlaing	National SCORE project officer

Other ILO representatives international

Piyamal Pichaiwongse	Deputy Liaison Officer Myanmar	ILO Yangon (Duty Station in Bangkok)
Mauricio Dierxens	Employment Specialist	ILO Andes office in Peru

Donors

NORAD	Ragnhild Eitungjerde Høyvik	Senior Adviser Department for Partnerships and Shared Prosperity; Section for Private Sector & New Partnerships
SECO	Andri Meier	Policy Advisor International Labour Affairs

Donor country representatives in SCORE countries

Ian Archibald Hornsby	Programme officer	NORAD, Bolivia
Amparo Ergueta Tejerina	Technical staff	Swiss Embassy / SDC in Bolivia
Patrik Zimmerli	Dep. Director Cooperation	Swiss Embassy / SDC in Tunisia
Vigdis Aaslund Cristofoli	Dep Head of Mission	Norwegian Embassy to Tunisia (in Algeria)

Other Key stakeholders International

Judith Sargentini	EX-member of EU parliament	Previously engaged in Supply Chain Corporate Responsibility
Tori Nettelhorst Tveit	director of the International Cooperation Programme	NHO (Norwegian Employers Association)

Bolivia

Gerardo Velasco	Advisor	Confederación de Empresarios Privados (CEPB)
Lucía Sossa Aranibar	Director and previous CEPB focal point	Global Compact Bolivia and previously Confederación de Empresarios Privados (CEPB)

Javier Sandoval	Focal Point for SCORE	Confederación de Empresarios Privados (CEPB)
José Luis Valencia	Director of Programmes and Projects	Confederación de Empresarios Privados (CEPB)
Gabriela Ribera	SCORE coordinator and consultancy	Confederación de Empresarios Privados (CEPB)
Nelson Arequipa	Vice-Minister for Micro and Small Enterprises	Ministerio de Desarrollo Productivo y Economía Plural (MDPyEP)
Lesley Salazar	Technical staff	Movimiento de Integración Gastronómica Alimentario
Johan Vásquez	Officer Economic Empowerment	Escuelas Manq'a
Linda Giovanna Ramirez Gonzales	Chief of CSR and SAP	Laboratorios Bagó
Lucia Alejandra Flores Chumacero	Manager Industrial security and OSH and environment	Laboratorios Bagó
Grover Alvaro Vasquez Verasain	Administrative Coordinator	Laboratorios Bagó
Alvaro Mauricio Antezana Rojas	Sap assistant	Laboratorios Bagó
Dayana Echalar	Director innovation projects and logistics	Mamut
Paola Estevez	Chief marketing and sales	Mamut
Cynthia Aramayo Aguilar	Corporate and inter-institutional manager	Ferroviaria Andina (La Paz)
José Luis Mena	Officer	Ferroviaria Andina (La Paz)
Alejandra Arauz	Sustainable Projectas Analyst	Itacamba
Paulo Rojas	Consultant	SCORE trainer La Paz
Gabriela Pinaya	SCORE Expert Trainer	SCORE trainer in Santa Cruz
Maria Cristina Rojas	Score Trainer	SCORE trainer in Santa Cruz
Claudia Fernández	SCORE Trainer	SCORE trainer in Cochabamba
Marcel Mcfarren	SCORE Trainer	SCORE trainer in Cochabamba

Tunisia

Monia Trabelsi	Chief Medical Inspection and SCORE focal point and SCORE trainer	DIMST
Lotfi Mahjoub Lofti	DG	DIMST
El Mohsen Missaoui	DG	CETTEX
Dalila Ben Yahiya	Director Education and Competitive Development & SCORE focal point and Trainer	CETTEX
Sonia Dhrif	Chief of services and SCORE Dep. focal point and Trainer	CETTEX
Adel Manaa	Vice President and NTAC member	UTICA
Zied Charfi	Admin Officer and NTAC member	UTICA
Faycel Kadhkadhi	NTAC member of UGTT	UGTT
Bouchra Ben Moussa	Technical advisor of CQE Project	GIZ
Tarek Chelaifa	Senior Manager GSMA	GSMA
Neila Ben Hay Yahiya	Manager	Yahia Confection

Tarek Haj Ali	Founder and Chairman	Workman group
Ghazi Ben Ayed	Dep. General Director and EIT team leader	Workman group
Oussema Bel Hadj	CEO	AMC
members	EIT at AMC	AMC
Skander Haj Mabrouk	Score Trainer Candidate	Independent expert (business solutions)
Jean-Baptiste Paquereau	General and Managing Director	VEGE Motors
Karim Boudrigua	CEO	VEGE Motors
Omar El Sdjmi	Plant manager	VEGE Motors
members	EIT at VEGE Motors	VEGE Motors
Mounir Frija	SCORE candidate trainers	Independent expert
Ghazi Najjar	CEO	Univers Emballage
Najib Chorbel	Data Manager	Univers Emballage
members	EIT at Univers Emballage	Univers Emballage
Mohamed Zouari	Score Trainer	PACKTEC
Hate, Kouch	SCORE Focal point and trainer	PACKTEC
Nabil Meftah	CEO	Sodea
Tarek Sallami	SCORE Focal point and trainer	CTAA

Myanmar

Zar Zar Htay	SME Owner	Hman Cho Pharmaceutical Company
Jenny Lao Ni Mya Si	Managing Director of Jenko/ CEO of SIYB Myanmar/Consultant in SCORE Programme Myanmar	Jenko Group of Companies
May Bagyi Han	SCORE Expert Trainer	Freelance
Ngwe Nyunt Shin	SCORE Expert Trainer	Freelance
Wint Wint Naing	SME Owner	Nice Garment
Aung San	SME Owner/Representative	Café Yangon
Chaw Su Hlaing	SCORE HoCo Expert Trainer	Freelance
Thandar	SME Owner/Representative	8 Mile Hotel
Aung Aung Oo	SCORE Trainer	Freelance
Naw Julie Aung	Technical Expert Sustainable Waste Manage/ SCORE Expert Trainer	sequa gmbH Prevent Plastics Myanmar
Phyo Zar Zar Maung	SCORE Trainer	The Genius Training Center
Nay Chi Myat Tun	SME Owner/Managing Director	Power MawShan Co., Ltd. (Maw Shan green tea and laphet)

ANNEX 3: LIST OF DOCUMENTS CONSULTED

Michael Blowfield, Valerie Nelson, Ola Ogunyinka, Adrienne Martin, Andres Baquero, Endah Triastuti, Pham Van Hoi, Kwame Adaboh Twum. 2020. Mid-Term independent Evaluation of ILO's Sustaining Competitive and Responsible Enterprises (SCORE) programme, Phase III. ILO

ENTERPRISES/SME, 2021. SCORE - Sustaining Competitive and Responsible Enterprises. Going Forward for Sustainability in Tunisia, Ethiopia, Bolivia and Myanmar. Development Cooperation Project Document. ILO

ENTERPRISES/SME, 2022. SCORE Bolivia Phase IV Performance Plan (in excel). ILO

ENTERPRISES/SME, 2022. SCORE Myanmar Phase IV Performance Plan (in excel). ILO

ENTERPRISES/SME, 2022. SCORE Tunisia Phase IV Performance Plan (in excel). ILO

ENTERPRISES/SME, 2022. SCORE Bolivia Workplan 2022 (in excel). ILO

ENTERPRISES/SME, 2022. SCORE Myanmar Workplan 2022 (in excel). ILO

ENTERPRISES/SME, 2022. SCORE Tunisia Workplan 2022 (in excel). ILO

ENTERPRISES/SME, 2022. SCORE Phase IV Quarterly Report Forms (Q1,2&3) for Bolivia

ENTERPRISES/SME, 2022. SCORE Phase IV Quarterly Report Forms (Q1,2&3) for Myanmar

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ENTERPRISES/SME, 2023. SCORE Phase IV Country progress report 2022 (Q4) : Bolivia. ILO

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ENTERPRISES/SME, 2023. SCORE Annual Progress Report 2022. ILO

ENTERPRISES/SME, 2023. SCORE Bolivia – Phase IV Quarterly Report, Q1 2023: January- March. ILO

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ENTERPRISES/SME, 2023. SCORE Tunisia – Phase IV Quarterly Report, Q1 2023: January- March. ILO

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ENTERPRISES/SME, not dated. SCORE, Myanmar Project and Exit strategy. ILO (PowerPoint)

ENTERPRISES/SME, not dated. SCORE, Tunisia Project and Exit strategy. ILO (PowerPoint)

ILO/EVAL, 2022. Terms of Reference of SCORE (Sustaining Competitive and Responsible Enterprises) Programme Phase IV Independent Mid-Term Evaluation. ILO

ILO, 2022. SCORE Statement of Income and Expenditure as at 31-Dec-22 for Multi donor Swiss State Secretariat for Economic Affairs (SECO) & Norwegian Agency for Development Cooperation (Norad) for Agreement GLO/21/08/MUL (502815) - Donor Ref.: QZA-20/0186 ILO

Max Kuijpers, Michelle de Rijck, Johan Vonk, Mike Zuijderduin (MDF), 2021. ILO SCORE Institutional Impact Assessment Final Report. ILO

Maria Zarraga, Claude Hilfiker, Amel Fendri, Yichun Xu (ForWaves Consulting Sarl). 2022. Final independent evaluation of SCORE (Sustaining Competitive and Responsible Enterprises) Programme Phase III

NORAD, 2021. Norad's strategy towards 2030

SECO, 2021. For sustainable prosperity SECO's economic development cooperation 2021-2024

ANNEX 4: EVALUATION MATRIX

Relevance, strategic fit and alignment of SCORE Phase IV	Specific Questions and Lines of Inquiry	Sources of Information	Methods & tools
1. Are objectives of SCORE Phase IV in line with NORAD's and SECO's priorities and interventions at international and country level?	<ul style="list-style-type: none"> - Alignment SCORE objectives, interventions and modules with national and sectoral priorities of NORAD and SECO - Alignment and compliance of SCORE interventions with Gender and non-discrimination priorities of NORAD and SECO - Key areas of strategic fit of SCORE elements that are or can be aligned with other NORAD and SECO interventions at global level at present and in the near future 	<ul style="list-style-type: none"> - SCORE project documents - Contextual documents (global & in country) - ILO officers (global & in country) - NTAC members - SECO/NORAD global & in-country 	<ul style="list-style-type: none"> - Desk review - On-line KIIs - Country visits & KIIs - Debriefing & validation meeting
2. Is SCORE Phase IV linked to national and ILO's own development frameworks and interventions at country and international level?	<ul style="list-style-type: none"> - Areas of alignment of SCORE with UNDAF (UNSCDF, DWCP, P&B, SDG) at country level (Bolivia and Tunisia) and with private sector concerns (in Myanmar) - Extent to which ILO's cross-cutting issues (incl. gender equality and non-discrimination) concerns at country level were included in SCORE interventions? - Extent to which project interventions align with relevant ILO Conventions and other ILO projects at country and regional level - Extent to which SCORE is linked with national institutions and organisations working on strengthening productivity and sustainability of SMEs in the country 	<ul style="list-style-type: none"> - Govt. (Min. Labour) and Govt. institutions (Bolivia and Tunisia) - Other external stakeholders ((I) NGOs and UN) 	
Validity & coherence of intervention logic	Specific Questions and Lines of Inquiry	Sources of Information	Methods & tools
3. Are SCORE Phase IV strategy, objectives, and assumptions appropriate and realistic to achieve planned results?	<ul style="list-style-type: none"> - The quality and relevance of the global ToC of SCORE at country level, and the extent to which the global ToC (and its underlying causal hypotheses) is adapted to changing circumstances at country level - Budget, staffing, size and scope of SCORE at country level in the light of sector and national demands for SCORE services - External stakeholders' opinions on the visibility of SCORE (and the SCORE-brand) at country level 	<ul style="list-style-type: none"> - SCORE project documents - Contextual documents (global & in country) - ILO officers (global & in country) - NTAC members - Implementing partners in country 	<ul style="list-style-type: none"> - Desk review - On-line KIIs - Country visits & KIIs - Debriefing & validation meeting
Intervention progress & effectiveness	Specific Questions and Lines of Inquiry	Sources of Information	Methods & tools
4. Is SCORE Phase IV on track in delivering its outputs and outcomes in all countries?	<ul style="list-style-type: none"> - The extent to which actions have materialised as mapped out in SCORE performance plans and the quality of explanations of deviations; - Problems and challenges encountered in implementation of SCORE and respective mitigation strategies by ILO and implementing partners 	<ul style="list-style-type: none"> - SCORE project documents - SCORE M&E database - Contextual documents (global & in country) 	<ul style="list-style-type: none"> - Desk review - M&E database review - On-line KIIs

	<ul style="list-style-type: none"> - The extent to which SCORE has achieved its objectives and expected and unexpected and planned and unplanned results at the country-level, considering sector differences and contribution to ILO's cross-cutting issues (incl. gender and non-discrimination) 	<ul style="list-style-type: none"> - ILO officers (global & in country) - NTAC members - Implementing partners in country 	<ul style="list-style-type: none"> - Country visits & KIIs - SME visits - Online Survey
5. How far have capacities of partners been built to allow for sustainable delivery of SCORE's outputs and objectives at country level?	<ul style="list-style-type: none"> - The capacities SCORE partner organisations to continue to offer SCORE services, as assessed by: a) themselves, b) ILO; c) SMEs - The capacities of SCORE partner organisations and trainers to adhere and contribute to ILO's cross-cutting issues (incl. gender and non-discrimination) - Proof of arrangements and contracts with other partners and supports to continue to offer SCORE services in the country 	<ul style="list-style-type: none"> - Expert trainers & trainers in country - SMEs in country - SECO/NORAD global & in-country - Govt. (Min. Labour) and Govt. institutions (Bolivia and Tunisia) - Other external stakeholders ((I) NGOs and UN) 	<ul style="list-style-type: none"> - Debriefing & validation meeting
6. What obstacles/challenges did SCORE encounter during its implementation, how were these addressed by ILO and partners?	<ul style="list-style-type: none"> - Observed constraints and bottlenecks (also with respect to ILO's cross-cutting issues, incl. gender and non-discrimination) in capacities of partners by: a) themselves, b) ILO; c) SMEs - Mitigation and corrective actions to solve constraints and bottlenecks and the extent to which to have been successful by: a) ILO and b) partners 		
Effectiveness of management arrangements	Specific Questions and Lines of Inquiry	Sources of Information	Methods & tools
7. How have global, regional country ILO offices & actors been articulated to provide support to SCORE IV implementation at country and international level?	<ul style="list-style-type: none"> - The quality and intensity of relations between ILO departments and offices in SCORE implementation at country, regional and global level - Assessment of the quality of support received from country, regional and global offices by the national SCORE teams - Bottlenecks and problems in ILO-articulation around SCORE implementation and their mitigation 	<ul style="list-style-type: none"> - SCORE project documents - SCORE M&E database - ILO officers (global & in country) - NTAC members - Implementing partners in country 	<ul style="list-style-type: none"> - Desk review - M&E database review - On-line KIIs - Country visits & KIIs - Debriefing & validation meeting
8. Are Donor Meetings and National Tripartite Advisory Committees, to the extent applicable, functioning and what value have they added?	<ul style="list-style-type: none"> - Existence and quality of global donors and NTAC meetings and members interaction (only in Bolivia and Tunisia) - Assessment of influence on SCORE implementation by global donors and NTAC members (only in Bolivia and Tunisia) - Assessment of quality inputs of global donors and NTACs in SCORE by ILO SCORE staff 		
9. What is the quality and usefulness of SCORE phase IV M&E system for project implementation, generation and sharing of lessons learned and communication at national and international levels?	<ul style="list-style-type: none"> - Proof of use of M&E data in project planning and implementation - Frequency and timeliness of data inputs and extraction from M&E system - Inclusion of ILO's cross-cutting issues (incl. gender and non-discrimination) aspects in M&E system - Assessment of quality and usefulness of SCORE communication and lessons learned by partners and external stakeholders 	<ul style="list-style-type: none"> - SCORE M&E database - ILO officers (global & in country) - NTAC members - Implementing partners in country - Expert trainers & trainers in country - SMEs in country - SECO/NORAD global & in-country 	<ul style="list-style-type: none"> - Desk review - M&E database review - On-line KIIs - Country visits & KIIs - SME visits - Debriefing & validation meeting

		<ul style="list-style-type: none"> - Govt. (Min. Labour) and Govt. institutions (Bolivia and Tunisia) - Other external stakeholders ((I) NGOs and UN) 	
Efficiency of resource usage	Specific Questions and Lines of Inquiry	Sources of Information	Methods & tools
10. Does SCORE Phase IV make efficient use of its financial & human resources, in light of its ambitions & strategy?	<ul style="list-style-type: none"> - Budget depletion rates (overall and per sector/country); - Quality & quantity of human resources in SCORE team (global & in country) - Gender equality in implementation (and gender balance among trainers/SMEs) - Assessment of resources still needed for final exit phase SCORE 	<ul style="list-style-type: none"> - SCORE project documents - SCORE M&E database - ILO officers (global & in country) - NTAC members 	<ul style="list-style-type: none"> - Desk review - M&E database - On-line KIIs - Debriefing & validation meeting
Impact orientation and sustainability	Specific Questions and Lines of Inquiry	Sources of Information	Methods & tools
11. To what extent have national ownership and capacity of people and institutions been built (incl. links with productivity ecosystems) for continued delivery of SCORE services at country level?	<ul style="list-style-type: none"> - Degree of ownership of project results by national tri-partite partners (only Bolivia and Tunisia) and by key actors (in all countries) - Feasibility of business models for SCORE services applied in the countries in a comparative perspective - Other institutions and organisations that have incorporated SCORE modules and their sustainability - Willingness and interest of national Government and/or international partners to provide funding to enable partners and SMEs to access SCORE training 	<ul style="list-style-type: none"> - SCORE project documents - ILO officers (global & in country) - NTAC members - Implementing partners in country - Expert trainers & trainers in country - SMEs in country - SECO/NORAD global & in-country 	<ul style="list-style-type: none"> - Desk review - On-line KIIs - Country visits & KIIs - SME visits - Debriefing & validation meeting
12. To what extent have SMES' productivity and working conditions been enhanced and their integration in (inter)national supply chains strengthened?	<ul style="list-style-type: none"> - Changes reported in working conditions and productivity in SMEs by the project and by other sources - Specific ILO cross-cutting issues (incl. gender & non-discrimination) related outcomes that have occurred at SME-level and assessment of sustainability of these outcomes - Expected and unexpected results reported on SCORE's effects on involvement of key actors in supply chains - Assessment of extent to which SCORE training has contributed to stronger integration of SMEs in national and/or global supply chains (across sectors and countries) 	<ul style="list-style-type: none"> - Govt. (Min. Labour) and Govt. institutions (Bolivia and Tunisia) - Other external stakeholders ((I) NGOs and UN) 	

ANNEX 5: PROGRAMME FIELD VISITS TO BOLIVIA AND TUNISIA

Bolivia: from 26 June - 7 July 2023

Field Mission to Bolivia: 27-6-2023 to 6-7-2023			
Date	Location	AM	PM
Mon 26-6	Travel		Amsterdam-Madrid-Santa Cruz
Tue 27-6	La Paz	arrival	kick off with Score project team
Wed 28-6	La Paz	KIIs SCORE team/ILO	KIIs with key stakeholders & SME visits
Thu 29-6	La Paz	KIIs with key stakeholders & SME visits	
Fri 30-6	La Paz	Participation in planning workshop of ILO and CEPB	KIIs with key stakeholders & SME visits
Sat 1-7	La Paz	Travel	
Sun 2-7	Cochabamba	No programme	
Mon 3-7	Cochabamba	KIIs with regional stakeholders	SME visit (evening travel)
Tue 4-7	Santa Cruz	KIIs with regional stakeholders	SME visit
Wed 5-7	Santa Cruz	SME visit	remaining KIIs (also on-line in other regions)
Thu 6-7	Santa Cruz	Departure	
Fri 7-7	Travel	Santa Cruz-Madrid-Amsterdam	

Tunisia: from 10 - 15 July 2023

Field Mission to Tunisia: 10-7-2023 to 14-7-2023			
Date	Location	AM	PM
Mon 10-7	Tunis	arrival	KIIs with national level stakeholders
Tue 11-7	Tunis and Sousse	SME visits and KIIs with key informants	
Wed 12-7	Sousse	SME visits and KIIs with key informants	
Thu 13-7	Hammamet	SME visits and KIIs with key informants	
Fri 14-7	Tunis	SME visit and KIIs	Debriefing and travel
Sat 15-7	Travel	Tunis-Paris-Amsterdam	

ANNEX 6: ANALYSIS M&E DATA ON SCORE

SCORE Global and selected country reports 2022-2023 (Extracted 2-8-2023)

	Bolivia		Myanmar		Tunisia		Ethiopia		Global	
	Total Number	% Female	Total Number	% Female	Total Number	% Female	Total Number	% Female	Total Number	% Female
People trained in workshops										
Number of Trainers Trained	1	0%	25	44%	2	0%	0	0%	130	42%
Number of Certified Trainers	7	86%	54	52%	56	39%	10	40%	352	46%
Number of Expert Trainers	6	17%	8	88%	0	0%	5	60%	69	36%
Number of Formerly Certified Trainers	24	33%	23	57%	0	0%	7	29%	372	38%
Nr. of Government Representatives Trained	44	61%	0	0%	162	35%	373	33%	650	32%
Nr. of Employer/Industry Association Representatives Trained	542	58%	0	0%	6	33%	92	27%	973	51%
Nr. of Union Representatives Trained	45	56%	0	0%	1	0%	14	57%	60	55%
Nr. of Others Trained	256	57%	0	0%	105	23%	288	43%	686	45%

Enterprise Training	Bolivia	Myanmar	Tunisia	Ethiopia	Global
Number of Total Enterprises Trained	750	83	32	77	1219
Percentage Female-owned	46%	45%	13%	17%	38%
Percentage Male-owned	52%	54%	78%	68%	58%
Percentage Other-owned	1%	1%	9%	16%	4%
Percentage who are members of business organization *	0%	30%	22%	36%	16%
Percentage with staff union *	0%	10%	16%	32%	7%
Percentage with collective bargaining agreement *	0%	12%	19%	22%	5%
Percentage that are exporting *	0%	27%	53%	21%	10%
Percentage using digital wage payments *	0%	17%	19%	47%	14%

Total Staff of Enterprises Trained	150645	5283	4181	27425	224271
Number of Enterprises That Completed Training (Total)	750	59	37	52	1144
Number of enterprises that discontinue training	0	4	0	0	7
Number of enterprise staff trained in workshops	1513	2306	1914	3210	21712
Percentage of Female Staff Trained	50%	48%	76%	36%	38%
Percentage of Workers Trained	50%	74%	86%	83%	85%
Number of Enterprise Visits (Total)	0	495	290	1608	3732
Average Satisfaction with Training	0%	99%	87%	90%	94%
Enterprises Signing Up for More Than 1 Module (excluding specialized courses)	0%	35%	19%	71%	10%
Total number of modules delivered (M1 to M5 + specialized courses)	753	165	41	176	1507
Average number of modules taken per enterprise (excluding specialized courses)	1	1.64	1.21	2.34	1.21
Cost recovery per training (across countries)	82%	100%	100%	64%	0% - 100%
Average nr. of enterprises per ToE	501	1	1	6.7	8.5
Independence of partner organization in organizing the training (per module)					
Low	0	0	0	4	12
Medium	0	0	0	0	0
High	2	198	20	5	229

Module Type	Enterprises Trained					Enterprise Staff Trained					% of Female Staff Trained					% of Workers Trained					% of Online Training				
	Bolivia	Myanmar	Tunisia	Ethiopia	Global	Bolivia	Myanmar	Tunisia	Ethiopia	Global	Bolivia	Myanmar	Tunisia	Ethiopia	Global	Bolivia	Myanmar	Tunisia	Ethiopia	Global	Bolivia	Myanmar	Tunisia	Ethiopia	Global
SCORE Basics	2	-	-	4	146	4	-	-	23	198	50			26	34	50			39	85	100	0	0	0	4
Workplace Cooperation	748	61	31	67	995	149	996	141	138	700	50	53	76	38	51	50	72	87	84	76	97	20	0	0	76
Quality Improvement	-	27	4	44	98	-	401	424	545	413		43	80	35	33	0	78	86	77	91	0	26	0	0	8
Resource Efficiency	3	24	2	17	67	13	293	31	210	698	69	42	52	34	39	77	74	58	72	70	0	25	0	0	13

Workforce Management	-	10	-	1	29	-	73	-	7	257	9	62	29	27	64	43	97	0	20	0	0	14		
Safety & Health at Work	-	21	3	37	94	-	234	41	755	178	0	39	49	30	30	71	63	86	80	0	19	0	0	9
Hospitality Coaching	-	22	-	-	60	-	309	-	-	735	44	45	-	-	80	-	-	-	82	0	18	0	0	8
Gender Equality	-	-	-	-	4	-	-	-	-	25	64	-	-	-	-	-	-	-	64	0	0	0	0	75
Lean Manufacturing	-	-	1	6	14	-	-	8	283	276	4	63	48	27	75	93	96	0	0	0	0	0	0	

Module Type	Nr. of ToT					% of Online ToT					Nr. of ToE					% of Online ToE				
	Bol- via	Myan- mar	Tun- esia	Ethi- opia	Global	Bo- livia	Myan- mar	Tun- esia	Ethi- opia	Global	Bol- via	Myan- mar	Tun- esia	Ethi- opia	Global	Bo- livia	Myan- mar	Tun- esia	Ethi- opia	Global
SCORE Basics	0	0	0	3	5	0	0	0	0	0	0	1	0	0	7	0	0	0	0	0
Workplace Cooperation	0	10	0	0	15	0	90	0	0	87	2	63	18	1	88	100	24	0	0	19
Quality Improvement	0	6	0	0	6	0	100	0	0	100	0	29	1	0	30	0	24	0	0	23
Resource Efficiency	2	3	0	0	5	100	100	0	0	100	1	21	0	0	23	100	24	0	0	26
Workforce Management	0	2	0	0	2	0	100	0	0	100	0	7	0	1	8	0	14	0	0	13
Safety & Health at Work	0	3	0	0	4	0	100	0	0	100	0	23	1	0	24	0	30	0	0	29
Hospitality Coaching	0	2	0	0	2	0	100	0	0	100	0	20	0	0	21	0	10	0	0	14
Gender Equality	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	100
Lean Manufacturing	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0
Business Continuity Planning	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	100
Responsible Business	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Working Time	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
COVID-19 Safety & Health at Work	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Factory Improvement Toolset (FIT)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Food Safety	0	2	0	0	2	0	100	0	0	100	0	7	0	0	7	0	29	0	0	29

Others	0	0	0	1	1	0	0	0	0	0	0	0	0	0	1	1	0	0	0	0
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SCORE KPI reports (2010-2023)

Area of Impact	Global				Bolivia				Myanmar				Tunisia				Ethiopia			
	2010-2023		2022-2023		2010-2023		2022-2023		2010-2023		2022-2023		2010-2023		2022-2023		2010-2023		2022-2023	
	# Ent.	% Change	# Ent.	% Change	# Ent.	% C.	# Ent.	% C.	# Ent.	% C.	# Ent.	% C.	# Ent.	% C.	# Ent.	% C.	# Ent.	% C.	# Ent.	% C.
Increase in cost savings	2588	2E+05	219	503,3	42	-	0	-	36	-	2	-	46	-	17	-	38	164	14	28,57
Increase in productivity*	1883	113,9	224	116,9	34	-	0	-	57	-	6	-	60	67	28	-	45	51,4	16	43,57
Increase in on-time delivery*	733	53,92	123	55,85	1	-	0	-	3	-	2	-	13	67	4	-	27	46,3	9	51,9
Reduction in in-line defects*	310	50,54	114	58,45	5	-	0	-	1	-	1	-	9	-	2	-	37	48	17	55,51
Reduction in end-line defects	1950	64,09	110	66,44	43	-	0	-	50	-	1	-	13	-	5	-	41	61	15	53,72
Reduction in rework*	715	48,3	120	42,97	0	-	0	-	4	-	4	-	7	-	1	-	45	45,7	17	47,12
Reduction in energy consumption	1623	39,33	142	37,34	37	-	0	-	35	-	3	-	18	-	6	-	23	59	10	57,27
Reduction in materials usage	1816	39,66	160	40,37	42	-	0	-	68	-	10	-	27	-	10	-	29	51,1	11	56,79
Reduction in waste produced	1858	45,68	127	47,49	43	-	0	-	67	-	10	-	11	-	3	-	32	57,1	13	51,89
Reduction in worker complaints	1663	67,53	143	71,15	56	-	0	-	63	-	8	-	39	-	19	-	32	76,6	14	81,07
Reduction in accidents	1420	83,22	123	83,63	21	-	0	-	53	-	0	-	45	-	13	-	41	85,1	18	85,65
Increase in wages	1275	2900	69	2418	31	-	0	-	16	-	2	-	0	-	0	-	17	259	8	258,9
Reduction in absenteeism	1510	48,54	175	52	31	-	0	-	65	-	7	-	50	-	25	-	40	48	16	54,58
Reduction in labour turnover	1549	58,96	134	59,17	23	-	0	-	32	-	3	-	20	-	11	-	33	59,9	12	55,36

Increase in adoption of workers recommendations*	359	151,7	150	86,74	0	-	0	-	2	-	1	-	41	67	16	-	37	130	16	73,8
	K=3751		K=342		K=107		K=0		K=88		K=10		K=97		K=41		K=79		K=36	

Area of Impact	Global				Bolivia				Myanmar				Tunisia				Ethiopia			
	2010-2023		2022-2023		2010-2023		2022-2023		2010-2023		2022-2023		2010-2023		2022-2023		2010-2023		2022-2023	
	# Ent.	% change	# Ent.	% ch	# Ent.	% ch	# Ent.	% ch	# Ent.	% Ch	# Ent.	% Ch	# Ent.	% Ch	# Ent.	% Ch	# Ent.	% Ch	# Ent.	% Ch
Increase in cost savings	2588	69%	219	64%	42	39%	No data		36	41%	2	20%	46	47%	17	41%	38	48%	14	39%
Increase in productivity*	1883	50%	224	65%	34	32%			57	65%	6	60%	60	62%	28	68%	45	57%	16	44%
Increase in on-time delivery*	733	20%	123	36%	1	1%			3	3%	2	20%	13	13%	4	10%	27	34%	9	25%
Reduction in in-line defects*	310	8%	114	33%	5	5%			1	1%	1	10%	9	9%	2	5%	37	47%	17	47%
Reduction in end-line defects	1950	52%	110	32%	43	40%			50	57%	1	10%	13	13%	5	12%	41	52%	15	42%
Reduction in rework*	715	19%	120	35%	0	0%			4	5%	4	40%	7	7%	1	2%	45	57%	17	47%
Reduction in energy consumption	1623	43%	142	42%	37	35%			35	40%	3	30%	18	19%	6	15%	23	29%	10	28%
Reduction in materials usage	1816	48%	160	47%	42	39%			68	77%	10	100%	27	28%	10	24%	29	37%	11	31%
Reduction in waste produced	1858	50%	127	37%	43	40%			67	76%	10	100%	11	11%	3	7%	32	41%	13	36%
Reduction in worker complaints	1663	44%	143	42%	56	52%			63	72%	8	80%	39	40%	19	46%	32	41%	14	39%
Reduction in accidents	1420	38%	123	36%	21	20%			53	60%	0	0%	45	46%	13	32%	41	52%	18	50%
Increase in wages	1275	34%	69	20%	31	29%			16	18%	2	20%	0	0%	0	0%	17	22%	8	22%
Reduction in absenteeism	1510	40%	175	51%	31	29%			65	74%	7	70%	50	52%	25	61%	40	51%	16	44%
Reduction in labour turnover	1549	41%	134	39%	23	21%			32	36%	3	30%	20	21%	11	27%	33	42%	12	33%
Increase in adoption of workers recommendations*	359	10%	150	44%	0	0%			2	2%	1	10%	41	42%	16	39%	37	47%	16	44%
	K=3751		K=342		K=107		K=0		K=88		K=1		K=97		K=41		K=79		K=36	

Summary of Enterprise Improvements report (Extracted on 19-7-2023)

	Global				Bolivia				Myanmar				Tunisia				Ethiopia			
	2010-2023		2022-2023		2010-2023		2022-2023		2010-2023		2022-2023		2010-2023		2022-2023		2010-2023		2022-2023	
Changes management & working-condition practices	# Ent.	In place < Score	# Ent.	In place < Score	# Ent.	In place < Score	# Ent.	In place < Score	# Ent.	In place < Score	# Ent.	In place < Score	# Ent.	In place < Score	# Ent.	In place < Score	# Ent.	In place < Score	# Ent.	In place < Score
Number of Total Enterprises Trained	5177	-	1190	-	966	-	750	-	257	-	83	-	103	-	30	-	117	-	65	-
Nr, of Enterprises for which data is available	3751	-	342	-	107	-	0	-	88	-	10	-	97	-	41	-	79	-	36	-
Average nr, of improvement team meetings per module	7,25	-	6,34	-	4,32	-	0	-	11,68	-	21,3	-	7,92	-	4,86	-	6,21	-	6,2	-
Percentage of enterprises with women and men present in Improvement Teams	82%	-	74%	-	84%	-	0	-	77%	-	50%	-	84%	-	66%	-	86%	-	81%	-
Average nr, of improvement projects per module	17	-	12,72	-	6,75	-	0	-	17,13	-	33,1	-	2,59	-	2,85	-	4,26	-	3,89	-
Average nr, of gender-sensitive practices per module	1,23	-	1,31	-	0,68	-	0	-	0	-	0	-	1,15	-	1,15	-	1,42	-	1,57	-
Workplace Cooperation																				
Existence of daily w-m meetings	2027	1179	202	107	42	20	0	0	64	16	6	4	86	10	39	2	63	10	29	4
Use of notice boards*	1263	1123	181	128	14	36	0	0	61	17	4	6	40	53	15	23	53	20	26	6
Existence of ESS	1936	856	174	68	53	37	0	0	53	11	7	2	53	11	22	6	67	6	29	2
Application of 5s	2444	1048	264	39	59	37	0	0	73	8	9	0	61	2	23	1	68	9	31	3
Upgrade of worker facilities*	1142	848	163	103	18	25	0	0	42	25	3	6	42	6	17	4	38	20	17	11
Quality Management																				
Collect customer feedback*	826	1136	88	163	7	46	0	0	48	14	6	3	14	60	7	24	33	20	16	7
Existence of Quality Policy	764	1653	88	123	14	64	0	0	31	22	3	4	4	36	2	15	27	24	14	10
Systematic analysis of defect causes	1290	992	134	72	17	62	0	0	47	13	3	3	10	11	6	5	63	3	25	1
Quality info shared with employees	1483	873	154	63	35	34	0	0	25	11	5	3	20	7	3	4	56	8	23	3
Use of SOPs*	768	946	118	110	6	31	0	0	53	13	4	5	5	4	3	2	43	13	17	7

Clean/Lean Production																				
Monitoring of resource use*	830	937	105	150	10	28	0	0	43	30	3	6	18	36	6	13	26	13	11	7
Process to reduce materials usage*	862	808	108	119	12	31	0	0	50	10	1	3	7	5	4	2	30	9	12	4
Process to reduce energy consumption*	787	742	99	107	11	25	0	0	33	12	1	4	9	4	3	0	22	5	9	4
Existence of machine maintenance	840	1616	91	139	10	67	0	0	16	22	2	5	14	30	2	7	18	27	6	14
Productivity is measured*	280	572	96	86	1	1	0	0	0	0	0	0	29	45	6	24	32	19	12	9
Target established after measuring cycle time*	144	478	57	37	0	0	0	0	0	0	0	0	7	13	1	5	29	9	9	4
Concept of Takt Time is used*	524	44	46	21	0	0	0	0	0	0	0	0	7	2	0	0	30	1	9	1
Process followed to improve flow*	613	53	92	20	0	0	0	0	0	0	0	0	11	2	1	2	31	4	12	2
Line balancing is performed to even workload*	546	50	66	23	0	0	0	0	0	0	0	0	2	0	0	0	27	9	8	6
Human Resources																				
Rewards for good performance*	656	928	93	128	6	17	0	0	32	26	2	8	4	29	3	14	19	9	6	2
At least minimum wage is paid*	398	1700	31	213	0	52	0	0	28	51	1	9	3	40	2	9	8	29	2	14
Overtime is paid correctly*	463	1394	36	174	6	39	0	0	29	46	0	9	6	12	2	2	10	35	2	15
Working hours are within legal limits*	526	1440	42	191	3	41	0	0	30	47	1	9	1	48	1	15	8	38	2	15
Workers are trained regularly*	627	1013	108	95	8	37	0	0	41	23	4	3	22	9	3	2	21	8	8	2
Existence of complaint procedure*	810	702	103	91	14	16	0	0	28	13	1	5	14	12	2	6	16	20	6	6
Occupational Health and Safety																				
Existence of w-m OSH Committee	815	1092	91	81	20	63	0	0	24	3	3	2	35	15	8	6	24	17	9	7
Existence of OSH Policy	780	1272	75	100	29	51	0	0	20	5	6	1	20	12	7	3	22	15	9	7
Use of risk assessments*	1001	690	102	59	40	24	0	0	38	5	4	1	46	3	14	1	28	11	14	4
Emergency exit routes*	895	1132	76	156	25	31	0	0	37	14	3	5	40	25	10	12	22	17	10	5
Use of PPE*	619	1284	89	159	9	36	0	0	35	20	3	7	30	17	10	2	31	18	10	10
Accidents and near misses are tracked*	735	941	123	69	3	39	0	0	35	9	3	3	42	11	8	2	31	15	14	4
Root cause analysis of accidents*	644	757	106	56	5	31	0	0	37	7	5	2	19	3	6	0	34	5	16	3
	Global				Bolivia				Myanmar				Tunisia				Ethiopia			
	2010-2023		2022-2023		2010-2023		2022-2023		2010-2023		2022-2023		2010-2023		2022-2023		2010-2023		2022-2023	

Employment changes	Total	% Fem	Total	% Fem	Total	% Fem	Total	% Fem	Total	% Fem	Total	% Fem	Total	% Fem	Total	% Fem	Total	% Fem	Total	% Fem
Job creation in enterprises trained	16254	26,82	1188	68,6	149	10,74	0	0	350	28,86	0	0	79	75,95	31	74,19	387	57,62	293	46,42
Job losses in enterprises trained	11185	27,07	1178	62,22	569	32,86	0	0	506	50	17	47,06	0	0	0	0	621	72,62	213	55,87
Increase in temporary/contract workers *	8343	23,15	944	45,87	64	10,94	0	0	53	43,4	2	100	20	70	12	66,67	42	71,43	31	93,55
Decrease in temporary/contract workers *	16428	6,59	508	52,76	362	3,04	0	0	64	26,56	6	83,33	12	66,67	12	66,67	42	23,81	18	55,56

SCORE Gender Progress reports

	Global						Bolivia						Myanmar						Tunisia					
	2012-2023			2022-2023			2012-2023			2022-2023			2012-2023			2022-2023			2012-2023			2022-2023		
	Total #	# Female	% F	Total #	# Female	% F	Total #	# Female	% F	Total #	# Female	% F	Total #	# Female	% F	Total #	# Female	% F	Total #	# Female	% F	Total #	# Female	% F
# Trainers Trained	1490	610	41%	130	55	42%	50	22	44%	1	0	0%	109	57	52%	25	11	44%	66	28	42%	2	0	0%
# Certified Trainers	353	163	46%	353	163	46%	7	6	86%	7	6	86%	54	28	52%	54	28	52%	56	22	39%	56	22	39%
# Expert Trainers	69	25	36%	69	25	36%	6	1	17%	6	1	17%	8	7	88%	8	7	88%	0	0	0%	0	0	0%
# Formerly Certified Trainers	374	142	38%	374	142	38%	27	9	33%	27	9	33%	23	13	57%	23	13	57%	0	0	0%	0	0	0%
# enterprise staff trained in workshops	60831	25945	43%	13115	5906	45%	3089	1445	47%	1513	759	50%	6257	3089	49%	2306	1101	48%	9995	5941	59%	1848	1420	77%
# Government Representatives Trained	2394	937	39%	650	207	32%	149	86	58%	44	27	61%	0	0	0%	0	0	0%	223	87	39%	162	56	35%
# Employer/Industry Association Representatives Trained	2730	1374	50%	973	501	51%	741	426	57%	542	317	58%	0	0	0%	0	0	0%	14	2	14%	6	2	33%
# Union Representatives Trained	1429	693	48%	60	33	55%	99	31	31%	45	25	56%	0	0	0%	0	0	0%	2	0	0%	1	0	0%
# Total Enterprises Trained	5041			1191			966			750			257			83			103			30		
# Female-owned	1316		26%	466		39%	414		43%	347		46%	96		37%	37		45%	8		8%	4		13%

# Male-owned	2918		58%	684		57%	464		48%	393		52%	151		59%	45		54%	91		88%	25		83%
# Other-owned	807		16%	41		3%	88		9%	10		1%	10		4%	1		1%	4		4%	1		3%
Improvement teams	Tot #	# F	% F	Tot #	# F	% F	Tot #	# F	% F	Tot #	# F	% F	Tot #	# F	% F	Tot #	# F	% F	Tot #	# F	% F	Tot #	# F	% F
Average # gender-sensitive practices per module	1.23			1.31			.68			0			0			0			1.15			1.15		
# enterprises with women & men in Improvement Teams	2964		82%	252		74%	85		84%	0		0%	68		77%	5		50%	81		84%	27		66%

Employment changes	Total #	# Female	% F	Total #	# Female	% F	Total #	# Female	% F	Total #	# Female	% F
Total permanent staff of Enterprises trained	612225			19745			4782			12303		
Number of managers	17839	3975	22%	711	269	38%	222	88	40%	910	403	44%
Number of supervisors	19956	6917	35%	538	203	38%	258	118	46%	982	490	50%
Number of other permanent employees	379059	174995	46%	14933	5158	35%	2855	1696	59%	10415	6315	61%
Number of temporary/contract workers	130918	30413	23%	1813	955	53%	671	411	61%	970	569	59%
Job creation in enterprises trained	16254	4359	27%	149	16	10.74%	350	101	28.86%	79	60	75.95%
Job losses in enterprises trained	11185	3028	27%	569	187	32.86%	506	253	50%	0	118	0%
Increase in manager staff *	306	165	54%	1	1	100%	8	11	137.5%	11	8	72.73%
Decrease in manager staff *	234	83	35%	10	3	30%	30	13	43.33%	0	0	0%
Increase in supervisor staff *	857	420	49%	41	14	34.15%	16	12	75%	18	12	66.67%
Decrease in supervisor staff *	473	137	29%	46	17	36.96%	46	24	52.17%	0	0	0%
Increase in temporary/contract workers *	8343	1931	23%	64	7	10.94%	53	23	43.4%	20	14	70%
Decrease in temporary/contract workers *	16428	1082	7%	362	11	3.04%	64	17	26.56%	12	8	66.67%

ANNEX 7: SURVEY ANALYSIS

The surveys were sent out to all SMEs in the database of SCORE in Bolivia (966) and Tunisia (103). The response rate was very low with only 7 responses in Bolivia (<1 %) and 5 responses in Tunisia (5%).

The low response rate was anticipated, though the actual response was even lower than expected and therefore the results of the survey are not systematised and analysed for use in this evaluation report.

It was considered important to allow all SMEs that had participated in this evaluation to provide feedback on their experiences if they would wish to do so. And to do so in confidential way.

The results of the survey are summarised below:

	Bolivia	Tunisia
Sectors	3 manufacturing, construction, agri-food, services and other	2 Textile, 1 Industrial production, and 2 others
Gender of respondent	71 % (5) female	100% male
Key Training Modules taken	Workplace cooperation and OSH	Introduction, Workplace Cooperation and OSH
Average appreciation of quality of SCORE training (5-point scale)	4.3 (1 didn't know)	5.0 (2 didn't remember)
Most useful elements of SCORE training for company	5-S, OSH, Enterprise Improvement Teams, sustainable resource use	5-S, OSH and workplace cooperation
Likelihood of participation in new SCORE module (5-point scale)	4.25 (3 don't know)	4.6
Willingness to pay the cost of new SCORE training	3.3 (4 don't know)	4.5 (3 don't know)
Knowledge and awareness of ILO's role and mandate (5-point scale)	2.0	1.8
Goals of ILO in country as known by respondents	Improve labour conditions, security in work, cooperation are mentioned by 5 respondents, 1 respondent mentions BDS delivery as key and 1 doesn't know	2 state that ILO is working on productivity and competitiveness improvement; 2 don't know ILO and only 1 respondent refers to labour aspects dealt with by SCORE

ANNEX 8: LESSONS LEARNED

LESSON LEARNED 1 ELEMENT	TEXT
Brief description of lessons learned (link to specific action or task)	The experience of SCORE phase IV, as the final phase of a long-term project, particularly in Bolivia shows that it is very important to start a new project with planning for exiting and sustainability and not leave the actions directed at transfer and sustainability for the final phase of the project. This requires developing the governance and coordination structures in the beginning, so experience can be built with this, during the project implementation. And also the development of a business-plan for the transfer of SCORE training should have been an action at the start of Phase IV.
Context and any related preconditions	Planning of a final project phase needs a specific exit strategy and planning at the very start. This principle was not applied in Bolivia and Tunisia. In Tunisia there is still time to correct this to a considerable extent, as the project still has an additional year of implementation
Targeted users / Beneficiaries	SCORE team at SME-unit in Enterprises at ILO and SCORE teams in Bolivia and Tunisia
Challenges /negative lessons - Causal factors	Implementation challenges and stress in implementation are challenging proper and timely attention to plan and prepare for exiting.
Success / Positive Issues - Causal factors	Exiting and transfer actions in an intervention are more effective when they are designed and planned at an early phase
ILO Administrative Issues (staff, resources, design, implementation)	Possible extension of project period in Bolivia should be considered to strengthen transfer and exiting. And more attention to exiting-phase is needed in Tunisia
LESSON LEARNED 2 ELEMENT	TEXT
Brief description of lessons learned (link to specific action or task)	The experience of SCORE project in phase IV has shown that ILO's communication and marketing around SCORE project has not been strong and too much confined to ILO's own networks. ILO is not an SME development and BDS providing organisation and not well known in SME communities. Better communication and marketing of SCORE training should be done much more proactively in these sectors to ensure that the SCORE service provision is actually reaching the market. And at the same time, ILO should consider also communicating why and how SCORE fits with its own mandate as the International Labour Organisation.
Context and any related preconditions	ILO's visibility outside its direct tri-partite constituency is often challenged as ILO's mandate is very specific. In the private sector and in SME development, ILO needs to move beyond its usual

LESSON LEARNED 2 ELEMENT	TEXT
	circles to communicate its mandate and activities and the added value it can bring to enterprise development.
Targeted users / Beneficiaries	SME unit at Enterprises at ILO HQ and ILO-staff involved in all different countries, where SCORE activities are still being implemented
Challenges /negative lessons - Causal factors	Limited attention to communication and marketing is limiting reach of a potentially interesting and valuable services in private sector circles and sectors, where ILO is not known. Limited efforts of national partners to communicate and market SCORE services, further limit reach of SCORE
Success / Positive Issues - Causal factors	Those SMEs that know SCORE are very positive about its value added and therefore are strong ambassadors in communication efforts. More involvement of national partners and their trainer networks in developing marketing and communication plans have a strong potential for more reach of SCORE.
ILO Administrative Issues (staff, resources, design, implementation)	Good communication and marketing requires financial and human resources. And a clearly developed plan.

LESSON LEARNED 3 ELEMENT	TEXT
Brief description of lessons learned (link to specific action or task)	ILO in looking for sustainability for SCORE training has entered into an agreement with GiZ in Tunisia that is contradictory to the SCORE approach with respect to building ownership of SMEs and strengthening sustainability of SCORE delivery by asking payment for SCORE services. In new agreements, it is recommended to adhere more strongly to this approach, as there is ample proof that BDS services, while they can be offered against subsidised rate it should not be offered completely free.
Context and any related preconditions	Providing SME services for free is contradictory to enterprise development logic and to sustainability. Subsidizing services to SMEs is common practice and many countries provides such subsidy schemes to which SCORE can be linked (and which is also done regularly).
Targeted users / Beneficiaries	SME unit at Enterprises at ILO HQ and ILO-staff involved in all different countries, where SCORE activities are still being implemented
Challenges /negative lessons - Causal factors	The agreement with GiZ on SCORE delivery to SMEs in Tunisia goes against the sustainability approach of SCORE and can have negative consequences on the sustainability of SCORE results on these SMEs and subsequently it might hurt the image of SCORE in the country and beyond

LESSON LEARNED 3 ELEMENT	TEXT
Success / Positive Issues - Causal factors	<p>When SMEs see the value of BDS-delivery, they are willing to pay for it and otherwise they might benefit from national subsidy schemes.</p> <p>Those who pay for SCORE services also make better use of SCORE training and methods and in embedding enterprise improvement teams</p>
ILO Administrative Issues (staff, resources, design, implementation)	<p>There are no budgetary or administrative issues related to this challenge.</p> <p>Though caution is needed in preparing and negotiating new contracts with potential new donors of SCORE service delivery in specific countries.</p>

LESSON LEARNED 4 ELEMENT	TEXT
Brief description of lessons learned (link to specific action or task)	<p>In the past ILO has not been very successful in reaching out to supply chain lead buyers in promoting and advancing SCORE training in their supply chains. In phase this approach was deleted from the results framework. However, there are still examples of supply chain integration work, such as done in Bolivia, where more key actor engagement can be achieved. It may be that in the past SCORE has too much attempted to apply a supply chain lead buyer approach with financial support and sustainability in mind. This is not the best approach to interest these actors. However, when the approach is more on supply chain integration and governance and in due diligence requirements, the buy in of key actors in these supply chains may be stronger.</p>
Context and any related preconditions	<p>Enterprise improvement processes are intrinsically linked with supply chain integration and with SME efforts to improve their situation in these supply chains</p>
Targeted users / Beneficiaries	<p>ILO and SCORE implementing partners, as well as BDS service providers, governance bodies in supply chain organisations</p>
Challenges /negative lessons - Causal factors	<p>Reaching out to supply chain leaders by SCORE has not been very successful, among others, because the focus of involving them may have been too much on financing SCORE services for their suppliers. Another approach focusing more on their interest in improving governance, sustainability and quality in their supply chains may be more productive.</p>
Success / Positive Issues - Causal factors	<p>Alternative approaches in strengthening financial sustainability of SCORE services delivered in the context of Supply Chains are needed, looking for SME-subsidies from other sources, linking up with certification processes etc.</p>

LESSON LEARNED 4 ELEMENT	TEXT
ILO Administrative Issues (staff, resources, design, implementation)	No administrative issues are related with this lesson learned.

LESSON LEARNED 5 ELEMENT	TEXT
Brief description of lessons learned (link to specific action or task)	Bottlenecks and limitations in interpreting particularly the quantitative KPIs in the SCORE M&E database, show that not all quantitative indicators can be collected in a reliable way and subsequently aggregated and analysed. This may call for a simpler and more qualitative set up these KPIs. And particularly the employment related indicators, may not be appropriate to measure effects and impact of SCORE services at the specific enterprise level.
Context and any related preconditions	Results of enterprise improvements may take many different forms and require contextualised analysis. Agreement on interpretation of indicators is needed by the actors using these M&E data
Targeted users / Beneficiaries	ILO (also in the context of other productivity-ecosystems related projects) and SCORE implementing partners in countries of SCORE service-delivery
Challenges /negative lessons - Causal factors	Some of the indicators collected on enterprise improvement processes have not been clearly described and therefore can be interpreted in different ways. This is challenging comparative analysis of results of such improvement processes. Employment effects need to be interpreted against quality of work aspects and sustainability of production and service delivery aspects. Enterprise improvement processes may well mean a decrease of employment.
Success / Positive Issues - Causal factors	The SCORE M&E database is rich of information allowing interesting analytical work, though caution is needed in generating and use of data
ILO Administrative Issues (staff, resources, design, implementation)	With less means of project and administrative support for SCORE monitoring beyond the current project, it is desirable to simplify the system for central monitoring by ILO and allowing use of the systems by others according to their own needs and criteria (possibly against payment).

ANNEX 9: GOOD PRACTICES

GOOD PRACTICE 1 ELEMENT	TEXT
Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)	Many stakeholders in this evaluation, and particularly the SMEs and SCORE trainers mention that SCORE training and in-company technical assistance is unique in its participatory, hands-on and empowering approach, visualised by the enterprise improvement teams that usually remain in place also after SCORE trajectories. The good practice of SCORE training may be best illustrated by a quote that was frequently heard in this evaluation: While certification schemes of ISO and HACCP tell companies what is required to acquire certification, SCORE training and support tells you how to do it. This quote shows a strong complementarity of SCORE training and these other certifications, that may be explored more in strengthening sustainability of SCORE services in the future.
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	SMEs should be interested in SCORE services and see the value of these services. This is more likely among more formalised SMEs and SMEs that have a strong position or have plans to strengthen their position in supply chains.
Establish a clear cause-effect relationship	SMEs that have an interest in SCORE and want to improve productivity of their companies, in addition to technical assistance needs hands-on assistance in how to apply technical knowledge. This will strengthen final results
Indicate measurable impact and targeted beneficiaries	SCORE is achieving numerous specific enterprise (sustainability and productivity) improvements, particularly among somewhat more established SMEs
Potential for replication and by whom	Expansion and replication can be done among SMEs in specific supply chains and involving key actors in supply chains, including actors and networks supporting supply chain integration (and supply chain responsibility)
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)	DWCP, Productivity Ecosystems project (with SECO and NORAD), ILO strategic outcome 4
Other documents or relevant comments	none
GOOD PRACTICE 2 ELEMENT	TEXT
Brief summary of the good practice (link to project goal or specific	The SCORE phase IV project, building on experiences in previous SCORE phases has developed and nurtured good cooperation relations between SME staff at HQ , regional and country and project level. Through exchange of experiences and knowledge, different SCORE countries can easily mine upon other experiences. These synergies may be further

deliverable, background, purpose, etc.)	expanded to other areas of work of ILO in the area of corporate sustainability at supply chain level and in strengthening productive ecosystems projects, such as the new follow-up project supported by SECO and NORAD.
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	Good relations and exchange of information on projects between ILO offices at all levels (national, regional and global). Mechanisms for mutual support and exchange should exist in specific areas, such as enterprise development. In specific language regions there are specific possibilities for exchange in Spanish and French beyond the more universal English exchanges.
Establish a clear cause-effect relationship	Sharing and exchanging lessons learned and specific technical insights around the SCORE modules will be cost-efficient ways to expand the work and replicate modules in other contexts.
Indicate measurable impact and targeted beneficiaries	SMEs in different countries that have similar demands in their improvement processes can benefit from modules of SCORE that are developed in other contexts (possibly with contextualisation), such as climate change mitigation, digital development
Potential for replication and by whom	ILO offices worldwide, and their national partners (and particularly employers' organisations) that are interested in SME development.
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)	DWCP, Productivity Ecosystems project (with SECO and NORAD), ILO strategic outcome 4
Other documents or relevant comments	none

GOOD PRACTICE 3 ELEMENT	TEXT
Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)	SCORE countries and teams have consistently worked on developing and upgrading SCORE modules to ensure that the SCORE service delivery remains relevant in changing contexts. This is illustrated clearly in COVID-19 related innovations in training contents and modes of delivery. And after COVID-19, also more attention is given to respond to climate change challenges in modules focusing on climate change mitigation and on efficiency in resource use.
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	SCORE should closely follow trends and developments in SME development and in international trends in supply-chain development to keep its services well actualised and relevant. This also includes the methodology of service delivery (on-line and hybrid forms of SCORE delivery)

GOOD PRACTICE 3 ELEMENT	TEXT
Establish a clear cause-effect relationship	When SCORE follows-up closely with international trends and development it will have relevant services to offer to SME community and it will meet continuous demand. This will enable to further replicate SCORE training beyond the current project period
Indicate measurable impact and targeted beneficiaries	SMEs that are more and more interested, due to global trend in sustainability, energy use and climate change adaptation, show a strong demand in new services. These target groups may be targeted in specific sectors where these global trends are more strongly influencing and impacting.
Potential for replication and by whom	ILO/Enterprises- SME unit and national and regional offices with projects and services offered to the SME community
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)	DWCP, Productivity Ecosystems project (with SECO and NORAD), ILO strategic outcome 4
Other documents or relevant comments	none

GOOD PRACTICE 4 ELEMENT	TEXT
Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)	SCORE, where possible in phase IV, has consistently worked with national partners to implement the SCORE training delivery and to manage and coordinate the national trainer networks. This approach shows good potential for transferring SCORE training to national partners and ensure continuation of SCORE training delivery in ex SCORE countries. Ample proof of this is provided in the SCORE M&E database where more than 30 countries are included.
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	In countries where strong national partners of ILO exist and in case these partners have services and reach-out to SMEs, conditions for ILO exist to work on partnerships (and later) transfer of SCORE service delivery to SME communities in new sectors and new countries
Establish a clear cause-effect relationship	National partners are a crucial link in establishing a local sustainable institutional arrangement for continued service delivery. Particularly when national partners have a strong interest in SME-membership this potential for sustainability on the longer-term increases.

GOOD PRACTICE 4 ELEMENT	TEXT
Indicate measurable impact and targeted beneficiaries	National ILO partners among government, employers' and workers' organisation. SMEs in the membership of Employers Organisations may show SCORE related Improvements
Potential for replication and by whom	ILO offices at the regional and national level and their national partners (particularly employers' organisations)
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)	DWCP, Productivity Ecosystems project (with SECO and NORAD), ILO strategic outcome 4
Other documents or relevant comments	none

GOOD PRACTICE 5 ELEMENT	TEXT
Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)	The work with GSMA in a pilot project to provide SCORE services to enterprises in the platform economy in Tunisia is an important innovation of applying SCORE training in digital industries and in a sector where conditions of workers are often precarious. While it is too early to report results on this pilot, the experience seems very valuable for other initiatives in this rapidly growing sector worldwide.
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	Existence of growing platform economies in specific countries and interest of lead companies in these platforms to improve working conditions and relations is important to be able to provide relevant services.
Establish a clear cause-effect relationship	The platform economy enterprises feel a pressure to improve relations and conditions in their platform networks and hence they need instruments to tackle challenges in their networks. It will be important to establish if the drive to improve working conditions in these networks is genuine and not merely a response to external pressure.
Indicate measurable impact and targeted beneficiaries	The experience is still new. Further research will be needed to indicate impact and potential for replicability.
Potential for replication and by whom	GSMA and other sectoral umbrella organisation of social responsibility networks dealing with platform economies and/or NGOs providing social responsibility services to these networks and supply chain leaders in these networks

GOOD PRACTICE 5 ELEMENT	TEXT
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)	DWCP, Productivity Ecosystems project (with SECO and NORAD), ILO strategic outcome 4
Other documents or relevant comments	none

GOOD PRACTICE 6 ELEMENT	TEXT
Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)	One of the partners of ILO in SCORE project in Tunisia is the SME Finance Bank. This cooperation may lead to other alternative forms of providing finance to SMEs for technical assistance and training or possible to integrate such training in financial service delivery packages. This initiative is very relevant for other countries, where the productivity ecosystem is poorly developed and subsidy arrangements for SME development are not well developed and spread out.
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	SME banks need to exist and be present in specific sectors to reach out to SMEs. These banks need to see to the potential value of SCORE services in better SME performance and subsequently better loan-recovery rates. Banks could also be interested to include SCORE in their technical service delivery to loan-taking SMEs.
Establish a clear cause-effect relationship	When SCORE adds real value to SMEs it will improve their capacity to repay SME loans and this will allow to improve conditions for SME loans and a possible decrease of interest levels, which can be a mechanism for recovery of costs of SCORE training
Indicate measurable impact and targeted beneficiaries	More research will be needed to establish impact. This will need to be done among SMEs that have followed SCORE training and those who have not in their performance in SME loan repayment.
Potential for replication and by whom	ILO countries and SME Finance Banks
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)	DWCP, Productivity Ecosystems project (with SECO and NORAD), ILO strategic outcome 4
Other documents or relevant comments	none

GOOD PRACTICE 7 ELEMENT	TEXT
Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)	The work of SCORE project with partners in specific niche supply chains in Bolivia (coffee, Andean grains) shows promising leads to articulate SCORE service provision in the context of these specific supply chains and possibly the development of new partnerships that may provide technical and financial support to SMEs in these supply chains.
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	Existence of supply chains with a strong growth potential and with clear lead actors at national or international that are interested in improvements in supply chain governance issues.
Establish a clear cause-effect relationship	Within supply-chains often down-stream demands for social compliance, quality and sustainability, call for actors in these chains to improve conditions along the supply chains up to the up-stream level. In these cases collective approaches and projects can be considered to ensure that these improvements materialise. SCORE can link to these initiatives
Indicate measurable impact and targeted beneficiaries	SMEs and other supply chain actors in specific supply chains, where initiatives for collective improvements in supply chain governance and behaviour exist may express a demand for SCORE services. Particularly SMEs may show strong improvements if supported in a supply chain governance focused approach.
Potential for replication and by whom	ILO Enterprises/SME unit (at international supply chain level) and national ILO offices and their partners (at national level) together with social responsibility networks at international and national level and CSOs providing services to these networks. These actors can jointly identify promising sectors to work in.
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)	DWCP, Productivity Ecosystems project (with SECO and NORAD), ILO strategic outcome 4
Other documents or relevant comments	none

GOOD PRACTICE 8 ELEMENT	TEXT
Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)	The resilience of trainers and SMEs in Myanmar, serves as an example to many other countries. Even in the very difficult context of Myanmar, ILO has been able to continue SCORE service provision in spite of this difficult situation. And SMEs in Myanmar have shown capacity and commitment to pay for the SCORE service delivery, which has led to high cost-recovery of SCORE training in this country. Further exploration of mechanisms how SMEs in Myanmar can cope with the difficult political and economic

GOOD PRACTICE 8 ELEMENT	TEXT
	situation and even pay for SCORE services, may generate important insights for improving sustainability of SCORE service delivery in other countries.
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	This is a very specific situation. The approach may not be easy to replicate, though may be relevant in countries where rights of citizens and private sector operations are severely restricted
Establish a clear cause-effect relationship	Maintaining an international window and contacts for private sector support providers in Myanmar, provides moral support and it provides a better starting point to resume activities for support to the SME-sector if and when conditions change.
Indicate measurable impact and targeted beneficiaries	Not directly relevant to this good practice
Potential for replication and by whom	Limited and dependent on very specific contexts and presence of ILO in specific countries. If replicated the ILO regional and/or national office are responsible for replication
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)	DWCP, Productivity Ecosystems project (with SECO and NORAD), ILO strategic outcome 4
Other documents or relevant comments	none

ANNEX 10: ANALYSIS OF BUDGET AND EXPENDITURES

SCORE Global Budget and expenditures

		Global	Bolivia	Tunisia	Myanmar	Ethiopia	Total		
Original Budget (2022)	5.398.882,85	2.046.239,33	903.459,82	538.300,82	308.198,69	579.746,45	4.375.945,11	-1.022.937,74	Unallocated
<i>Changes in budget allocation during 2022/23</i>	<i>-10.444,80</i>	<i>460.932,72</i>	<i>180.541,18</i>	<i>152.084,18</i>	<i>52.033,31</i>	<i>166.901,55</i>		<i>1.012.492,94</i>	<i>Add. allocation prior to 3-7-2023</i>
	<i>5.388.438,05</i>	<i>2.507.172,05</i>	<i>1.084.001,00</i>	<i>690.385,00</i>	<i>360.232,00</i>	<i>746.648,00</i>			
<i>Additional Budget (3-7-2023)</i>	<i>884.955,75</i>	<i>540.290,75</i>	<i>0,00</i>	<i>146.489,00</i>	<i>0,00</i>	<i>198.176,00</i>		<i>884.955,75</i>	<i>per 3-7-2023</i>
New Budget (as per 3-7-2023)	6.273.393,80	3.047.462,80	1.084.001,00	836.874,00	360.232,00	944.824,00	6.273.393,80	0,00	
	Expend. (2022)	Global	Bolivia	Tunisia	Myanmar	Ethiopia			
International staff	808.128,50	663.731,57	144.396,93				808.128,50	0,00	41%
International consultants	38.192,39	30.800,00			7.392,39		38.192,39	0,00	2%
national staff	377.525,03	113.749,39	111.521,04	46.341,24	48.050,27	57.863,09	377.525,03	0,00	19%
national consultants	118.701,59		70.759,42	1.546,39	46.395,78		118.701,59	0,00	6%
Travel	18.316,12		210,48	9.446,56	870,00	7.789,08	18.316,12	0,00	1%
Subcontracts	275.851,22	51.416,89	52.654,18	84.191,89	35.384,57	52.203,69	275.851,22	0,00	14%
Operating expenses (general; communication; equipment)	64.364,52	9.239,89	18.202,51	16.888,77	7.294,43	12.738,92	64.364,52	0,00	3%
Seminars & training	55.101,06			1.281,50	8.920,20	44.899,36	55.101,06	0,00	3%
Grants	7.975,46		7.975,46				7.975,46	0,00	0%
Programme Support Costs	229.340,23	112.961,90	52.743,64	20.760,51	20.059,95	22.814,23	229.340,23	0,00	12%
Total	1.993.496,12	981.899,64	458.463,66	180.456,86	174.367,59	198.308,37	1.993.496,12	0,00	100%
Spent 31-12-2022 (as per original budget)	37%	48%	51%	34%	57%	34%	46%		
Spent 31-12-2022 (as per additional budget)	32%	32%	42%	22%	48%	21%	32%		