



## **Sustaining Competitive and Responsible Enterprises (SCORE) Programme Phase IV; and Support for Crisis Management for 100 SMEs in Tunisia (AGC Project)**

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

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This Final Evaluation was prepared for ILO by Ms. Iva Bernhardt as principal evaluator and team leader, and Mr. Mahmoud Chouchene, as senior thematic evaluation expert.

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The evaluation consultant hopes that the findings, conclusions and recommendations will contribute to the successful implementation of the expansion of the ILO's SCORE Programme and the Productivity Ecosystem approach in collaboration with SECO and NORAD, and the continuous improvement of similar projects in other countries and regions.

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## Brief consultant biography

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## List of acronyms and abbreviations

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APII	Agence de Promotion de l'Industrie et de l'Innovation
BDS	Business Development Services
BFPME	Banque de Financement des Petites et Moyennes Entreprises
BMZ	Bundesministerium fuer Zusammenarbeit (German Federal Ministry for Development Cooperation)
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
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
FE	Final Evaluation
FTE	Full Time Equivalent
FYB	Formalise Your Business
GIZ	German International Cooperation
GSMA	Global System for Mobile Communications Association
HACCP	Hazard Analysis and Critical Control Points
HQ	Headquarters
HRM	Human Resource Management
II	Individual Interview
ILO	International Labour Organization
INGO	International Non-Governmental Organization
ISO	International Organization for Standardization
ISST	Institut de Santé et Sécurité au Travail
KPIs	Key performance indicators
M	Million
M&E	Monitoring and evaluation
MISME	Ministère de l'Industrie, des Mines et de l'Energie
FGD	Focus-Group Discussion
FE	Final Evaluation
NGO	Non-Governmental Organization
NORAD	Norwegian Agency for Development Cooperation
NPC	National project coordinator
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	Union Générale Tunisienne du Travail
UTICA	Tunisian Union of Industry, Commerce and Handicraft



## Project Identification Table

<b>Title of project being evaluated</b>	Sustaining Competitive and Responsible Enterprises (SCORE) Programme Phase IV, and The AGC Project in Tunisia
<b>Project DC Code</b>	GLO/21/60/MUL, TUN/21/50/MUL, TUN/22/02/DEU
<b>Type of evaluation (e.g. independent, internal)</b>	Independent
<b>Timing of evaluation (e.g. midterm, final)</b>	Final
<b>Donor</b>	Multi-donor Swiss State Secretariat for Economic Affairs (SECO), Norwegian Agency for Development Cooperation (NORAD) and Federal Ministry for Economic Cooperation and Development (BMZ) of Germany through Deutsche Gesellschaft für Internationale Zusammenarbeit – German International Cooperation (GIZ)
<b>Administrative Unit in the ILO responsible for administrating the project</b>	MSME Branch, ENTERPRISES
<b>P&amp;B outcome (s) under evaluation</b>	Outcome 4
<b>SDG(s) under evaluation</b>	SDG 5, 7, 8, 9 and 12
<b>Budget</b>	Multi donor Swiss State Secretariat for Economic Affairs (SECO) & Norwegian Agency for Development Cooperation (NORAD). Budget: USD 6,939,682 for Global SCORE Phase IV AGC Project in Tunisia – Delivering SCORE Training to 100 SMEs – 2022 Donor, Federal Ministry for Economic Cooperation and Development (BMZ) of Germany provided USD 532,000 through Deutsche Gesellschaft für Internationale Zusammenarbeit – German International Cooperation (GIZ)
<b>Period of evaluation</b>	1 January 2022 to December 2024
<b>Evaluation Manager</b>	Neetu Lamba

## Executive Summary

<b>BACKGROUND &amp; CONTEXT</b>	
<b>Summary of the project purpose, logic and structure</b>	<p>This report presents the findings of the final independent evaluation of the projects: “Sustaining Competitive and Responsible Enterprises (SCORE) Programme Phase IV” and “Support for Crisis Management for 100 SMEs in Tunisia (AGC Project).”, implemented by International Labour Organization (ILO) Enterprises / Micro, Small and Medium Enterprises (MSME) Unit. The SCORE project was funded by the Swiss State Secretariat for Economic Affairs (SECO) and the Norwegian Agency for Development Cooperation through a grant amounting to USD 6,939,682, whereas the AGC project was funded by the Federal Ministry for Economic Cooperation and Development (BMZ) of Germany through the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) with USD 532,000. The anticipated impact of the global SCORE Programme Phase IV is to contribute to improved productivity and working conditions in SMEs in national and global supply chains in the four target countries. The strategy and interventions described below are expected to improve SMEs’ internal management practices, leading to higher productivity and improved working conditions. The overall objective of the Support for Crisis Management for SMEs (AGC) project in Tunisia is to enhance productivity and working conditions in 100 Tunisian SMEs. The project aimed to provide training and technical assistance to these SMEs through three SCORE modules: M1: Workplace Cooperation, M2: Business Continuity Planning, and M3: Gender Equality.</p>
<b>Present situation of the project</b>	<p>The International Labour Organization (ILO) has started the implementation of the SCORE project on 1 January 2022. At the time of the final evaluation, the project finished implementation on 31 December 2024 in three countries: Ethiopia, Bolivia, and Myanmar, and is still ongoing until June 2025 in Tunisia. The AGC project in Tunisia was implemented from December 2022 to November 2024. The results of the final evaluation of the projects will be used for measuring its impact to date and the level of achievement of the established projects’ objectives. For the SCORE project, this final evaluation has covered the project implementation period from January 2022 to 31 December 2024 for the SCORE Phase IV project. The final evaluation covered the entire duration of the AGC project in Tunisia.</p>
<b>Purpose, scope and clients of the evaluation</b>	<p>The final independent evaluation has mostly focused on accountability, problem solving and learning. Among other points, this final evaluation (FE) has identified what worked, what did not work at output, outcome and impact levels, what is sustainable, what is the legacy of the project and what are the recommendations for the future. The evaluation criteria were analyzed at the design stages, together with any mitigation measures that eventually were taken.</p>

The key tasks of the final evaluation were to: 1. Assess the SCORE and the AGC intervention in Tunisia, focusing on what has worked, what has not worked, and why this was the case; 2. Examine whether the best approach was taken and executed optimally; and 3. Provide a clear articulation of the 'lessons learned' and identify good practices to inform future project development and contribute to the knowledge development of the ILO and project stakeholders. The evaluation has covered the period from January 2022 to December 2024 to create an accurate and comprehensive picture of the global project's context and development. It has assessed the progress of the SCORE Programme Phase IV in Tunisia and the global components, as well as the AGC project in Tunisia. The evaluation has examined the linkages between the various country projects and generated findings on the six evaluation criteria, along with lessons learned that can be applied to current project countries and other initiatives that may wish to adopt a similar approach. The gender mainstreaming, non-discrimination, disability, environmental sustainability, social dialogue and International Labour Standards dimensions were considered a cross-cutting concern throughout the methodology, deliverables, and final report of the evaluation. The primary end users of the evaluation findings are donors SECO, NORAD and BMZ through GIZ; the SCORE project staff, ILO Country Offices, ILO's management (the project team, ENTERPRISES, MSME Unit and the Regional Offices for Africa, Asia and Latin America overseeing the implementation of the project and other field and headquarters staff; and Tripartite national advisory committees and partner organizations in the evaluated countries.

**Methodology of evaluation**

Different evaluation tools were combined to ensure an evidence-based qualitative and quantitative assessment. The evaluator emphasized the cross-validation of data through triangulation and an assessment of the plausibility of the results obtained.

The methodological approach included a desk review and semi-structured individual interviews and focus-group discussions. A field evaluation mission to Tunisia was conducted by the evaluators from 1 to 6 December 2024. Data was gathered from different sources, by different methods for each of the evaluation questions, and findings were triangulated to draw valid and reliable conclusions. Data was disaggregated, at a minimum, by sex and by other dimensions where available. Conclusions and recommendations were based on evaluation findings (deductive reasoning). The evaluation was conducted as an independent exercise from October 2024 to January 2025 in close coordination with ILO's Evaluation Office and the ILO's MSME Unit SCORE Project teams at HQs and Tunisia, donors, public and private project implementation partners, trainers and SMEs, and resulted in the following findings, conclusions, and recommendations.

**MAIN FINDINGS & CONCLUSIONS**

The key findings of this final evaluation are:

**1. Relevance and strategic fit of the intervention:** Overall, both SCORE IV programme and the AGC project significantly contribute to national development by improving productivity and working

conditions in SMEs. They align with global sustainable development agendas, as well as with national priorities outlined in 1) the SDGs, 2) local and national development policies in Tunisia, 3) donor priorities from SECO, NORAD, and BMZ/GIZ, and 4) the ILO's mandate and strategic objectives.

**2. Validity of intervention design:** The project's design was valid during the design phase, showing consistency between outputs and outcomes in the LogFrame, supported by a thorough baseline assessment, root causes, and barriers. Gender equality, labor standards, and social dialogue relevant to the context were fully integrated into the design.

**3. Project coherence:** The project coherence is satisfactory, as SCORE programmes have operated in fourteen plus an additional seventeen countries for fifteen years. They have fostered collaboration with similar initiatives to enhance productivity and improve SME working conditions at national, regional, and global levels. Additionally, the complementarity with other interventions and internal coherence among donors, implementing agencies, and countries is also satisfactory.

**4: Intervention progress and effectiveness:** The project outputs and direct outcomes evaluation across four countries met expectations. The six outputs from the two project outcomes were achieved satisfactorily in the SCORE Phase IV Programme. The AGC project reached its objectives and three outcomes by training 101 SMEs in three SCORE modules: Workplace Cooperation, Business Continuity Planning, and Gender Equality. The projects delivered high-quality outputs, demonstrating strong progress and effectiveness. They promoted collaboration among government agencies, industry associations, employers, workers, and key stakeholders to support SME development and improve working conditions. In Tunisia, diverse SCORE partners included two health inspection services, nine technical support centers, one SME financing bank, and many private sector trainers. A total of 57 trainers were trained in the SCORE methodology, with 22 (39%) being female. Foundations were established for SCORE to achieve sustainability on a national level, meeting local SMEs' needs and integrating into the national economic framework with both public and private partners. Many SMEs enhanced their capacity to connect with supply chains through improved productivity and access to leading buyers. The SCORE methodology can be replicated in countries without effective programs to sustain competitive and responsible enterprises, boosting productivity and improving working conditions in SMEs worldwide.

**5. Efficiency of resource usage:** The SCORE Phase IV programme and AGC project in Tunisia aimed for cost-effectiveness during implementation. Partners, trainers, and SMEs exceeded the expected output described in their ToRs. Project and financial management were generally efficient. The SCORE Phase IV programme was extended until June 30, 2025, to complete its activities, while the AGC project ended on November 30, 2024. According to the December 31,

2023, financial statement, of the total budget of USD 6,372,291, 67.8% (USD 4,317,838) was spent, leaving USD 2,054,453 remaining.

**6. Effectiveness of management arrangements:** ILO effectively supervises and manages projects. The M&E strategy for SCORE Phase IV and the AGC project in Tunisia was well-developed. Project and financial reports for all donors were satisfactory.

**7. Impact orientation and sustainability of the intervention:** ILO's expected long-term outcomes and contributions to the priorities of funding partners SECO, NORAD, and BMZ/GIZ are likely. Policymakers and stakeholders engaged in capacity-building to enhance SME productivity and improve working conditions in SCORE phase IV countries. In Tunisia, national ownership and institutional capacity have been strengthened to ensure ongoing SCORE service delivery, with partners committed to providing these services. The employers' organization, UTICA, maintains a cooperative relationship with the ILO. The SCORE programme in Tunisia has formed twelve partnerships with technical support centers and Occupational Safety & Health (OSH) inspection centers under the Ministry of Industry, housing SCORE trainers and delivering services to SMEs, along with self-employed trainers providing SCORE training. The AGC project, training 100 SMEs and funded by BMZ/GIZ, demonstrated the sustainability of SCORE service delivery, utilizing diverse social media for promotion and beneficiary identification. The SCORE Phase IV programme enhanced productivity and working conditions in SMEs, integrating them into supply chains by improving productivity, working conditions, and access to lead buyers. Trainers and SMEs report significant, lasting effects from SCORE training combined with technical assistance. Most notably, the establishment of Enterprise Improvement Teams (EITs), developing concrete improvement plans, has been crucial to the SCORE approach. EITs foster ownership among SMEs by involving workers, positively influencing dialogue and cooperation on the shop floor. These teams manage various performance improvement processes, empowering SMEs to resolve issues independently and effectively manage certification processes like ISO and HACCP. SCORE's effects are more pronounced in larger, structured enterprises integrated into supply chains.

**8. Gender Mainstreaming, non-discrimination, disability, environmental sustainability, International Labour Standards, and social dialogue:** were integrated throughout the project for all four countries, from design to implementation, and included in M&E systems and reporting. Gender-disaggregated data was consistently reported in the indicators. Environmental sustainability was promoted through the ILO SCORE4Climate training module, and projects emphasized international labor standards and social dialogue. In Tunisia's AGC project, the SCORE Module on Gender Equality (MIG) was applied to 101 SMEs, where women held roles in improvement teams and senior management. By 2024, female trainers in Tunisia reached 39%. Over six years, female permanent employees grew by 12% and temporary/contract workers by 19%, highlighting the potential of the female workforce in Tunisia and globally. The project also addressed the needs of women, men, and vulnerable groups, including persons with disabilities.

The key conclusions of this final evaluation are:

1. The SCORE programme in Tunisia achieved notable success, especially in educating government officials and ensuring a consistent supply of certified trainers. Nevertheless, challenges arise from a shortage of expert trainers and the insufficient representation of women in essential stakeholder groups. A project extension should aim to bridge these gaps, placing a strong emphasis on gender inclusivity, capacity development, and stakeholder engagement to guarantee the program's sustainability and its alignment with global standards.

2. The enterprise training initiatives in Tunisia, specifically those under the SCORE and the AGC projects, have exhibited notable success, particularly concerning gender inclusion, enterprise engagement, and financial sustainability. The lack of dropout rates and the elevated levels of satisfaction amongst participants further underscore the program's significance. Looking ahead, it is imperative to prioritize the expansion of outreach to smaller enterprises, enhance engagement with specialized training programs such as SCORE4Climate, implement digitalization modules, and promote eco-tourism. Additionally, reinforcing gender-focused initiatives should be regarded as a critical objective in any prospective project extension.

3. Tunisia's implementation of SCORE modules from 2019 to 2024 demonstrates a targeted strategy toward foundational workplace practices, especially via the Workplace Cooperation module. Although this has produced significant successes, particularly in its relevance to SMEs, the narrow variety of modules delivered indicates potential areas for growth and improvement in meeting broader enterprise requirements. A subsequent project should concentrate on the overall productivity ecosystem for decent work, which aligns with ILO's mandate. It's essential to diversify SCORE training content, enhance regional collaboration, and strengthen monitoring systems to achieve a more extensive and sustainable impact.

4. The SCORE programme and the AGC project have notably enhanced productivity, cost savings, and employee engagement. The modest advancements in energy efficiency and waste reduction reveal new opportunities for future interventions. Implementing a customized strategy to tackle these areas could further boost the program's effectiveness, leading to sustainable results for SMEs.

## RECOMMENDATIONS, LESSONS LEARNED AND GOOD PRACTICES

### Main recommendations

1. Enhance Gender Representation and Build on Gender Inclusivity by strengthening outreach and recruitment efforts to increase female participation across all categories, particularly among employer representatives, union representatives, and trainers. Gender-sensitive policies and incentives should be introduced to encourage more women to participate in the programme. Tunisia's success in training a high percentage of female staff

provides a strong foundation for further gender-sensitive initiatives. Expanding opportunities for women in leadership and technical roles within enterprises could be a key focus for future programming.

2. Strengthen the Monitoring and Sustainability system and Strengthen Data Systems by developing a robust monitoring and evaluation framework to track the progress of trainers and stakeholders beyond the project timeline. This will ensure that the project's impact is sustained and scalable. Ensure consistent and comprehensive data collection on training outcomes, including qualitative metrics (e.g., enterprise feedback on specific modules) and long-term impacts on productivity or workplace improvements. Provide additional training to trainers and partners on data collection and monitoring to improve the reliability and consistency of data.
3. Enhance Training Depth and Expand Module Diversity by introducing and adapting additional SCORE modules such as SCORE4Climate, Workforce Management, and Hospitality Coaching to address emerging needs in key sectors, particularly in the tourism and manufacturing industries. Diversifying module delivery could enhance the program's relevance and attract more enterprises. Additionally, deliver targeted modules that address sector-specific needs, such as Food Safety for the agribusiness sector or SCORE4Climate for industries focusing on sustainability. Encourage enterprises to participate in additional training modules, particularly specialized courses, to deepen their capacity-building and foster long-term organizational improvements.
4. Strengthen Regional Integration by exploring opportunities to expand SCORE coverage in West and French-speaking Africa, fostering regional exchanges and partnerships. This would enable Tunisia to benefit from shared experiences and best practices while contributing to the programme's growth in the region.
5. Leverage High Engagement with the Workplace Cooperation module by integrating complementary elements from other modules (e.g., Safety & Health or Workforce Management) to provide a more holistic training experience for enterprises.
6. Initiate another Phase of the AGC project in 2025 in Tunisia with new funding. As the SCORE project has ended globally, initiate another phase of the AGC project in Tunisia with a focus on Gender component, by sourcing for new funding. Introduce and adapt additional SCORE modules to existing and additional SMEs, such as SCORE4Climate, Workforce Management, and Hospitality Coaching to address emerging needs in key sectors, particularly in the tourism and manufacturing industries in Tunisia.

**Main lessons learned and good practices**

The following lessons were learned from the implementation of the project:

1. ILO's marketing and communication efforts in the frames of the SCORE project's phase IV have been weak and limited primarily to its networks. As the ILO is neither an SME development nor a business development services provider, it lacks recognition within SME communities. To ensure that the SCORE service reaches the market, it is essential to enhance and proactively engage in communication and marketing of SCORE training within these sectors.

2. Small and Medium-sized Enterprises (SMEs) that understand the importance and recognize the value of Business Development Services (BDS) are more inclined to invest in them. Otherwise, they may benefit from national subsidy programmes. Additionally, SMEs that pay for SCORE services tend to use SCORE training and methods more effectively, leading to a better integration of enterprise improvement teams within their organizations.

3. A revised approach that emphasizes supply chain leaders' interest in enhancing governance, sustainability, and the quality of their suppliers may prove to be more effective. The buy-in of key actors in supply chains may be more substantial if the approach focuses more on supply chain integration and governance and due diligence requirements, especially the certification processes of SMEs.

4. The baseline situation in a country for a certain development objective should be assessed well before project design phase.

5. The SCORE M&E database is rich of information allowing interesting analytical work, though caution is needed in generating and use of data.

6. The sectoral technical centers (CTS) in Tunisia were implementing SCORE programme in the targeted companies that were already their clients. SCORE offers a development of the human dimension and staff participation in the production processes and decision-making in the SMEs, as an addition to the Kaizen programme.

The following best practices were used during project implementation to date:

1. ALTUTEX, a company in the textile sector, has developed an innovative internal technological solution: a problem detection application that identifies and instantly alerts users to production issues directly resulting from the application of SCORE methodologies.

2. The establishment of Enterprise Improvement Teams (EITs), tasked with developing and implementing concrete improvement plans, has been the most significant feature of the SCORE approach and training. These EITs have fostered ownership among SMEs regarding their improvement initiatives by including workers at all



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levels, positively influencing management-worker dialogue and cooperation on the shop floor.

3. SMEs effectively utilized the SCORE workplace collaboration module by scheduling daily and weekly team meetings, installing noticeboards and letter boxes for writing improvement proposals to enhance internal communication.

4. The SCORE programme successfully created significant synergies between technical centers and private consultants / SCORE trainers.

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# 1 Introduction

1. The International Labour Organization's (ILO) Enterprises / Micro, Small and Medium Enterprises (MSME) Branch commissioned an independent final evaluation of its projects: "Sustaining Competitive and Responsible Enterprises (SCORE) Programme Phase IV" and "Support for Crisis Management for 100 SMEs in Tunisia (AGC Project)." The evaluation team, which included the principal evaluator and team leader, Ms. Iva Bernhardt, and the senior thematic evaluation expert, Mr. Mahmoud Chouchene, conducted the final evaluation.
2. Guided by the Terms of Reference (ToR), the independent evaluation was undertaken between November 2024 to January 2025 in close coordination with the ILO MSME Branch and the Evaluation Manager, Ms. Neetu Lamba, at ILO Headquarters in Geneva.
3. The project "Sustaining Competitive and Responsible Enterprises (SCORE) Programme Phase IV" was funded by the Swiss State Secretariat for Economic Affairs (SECO) and the Norwegian Agency for Development Cooperation through a grant amounting to USD 6,939,682.
4. The project "Support for Crisis Management for 100 SMEs in Tunisia (AGC Project)" was funded by the Federal Ministry for Economic Cooperation and Development (BMZ) of Germany through the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) with USD 532,000.
5. Both projects were implemented by the International Labour Organization (ILO). The International Labour Organization (ILO) formed a partnership with SECO and NORAD for the Sustaining Competitive and Responsible Enterprises (SCORE) Programme. The SCORE Programme consisted of four phases that started in September 2009. Its fourth and final phase started its implementation on 1 January 2022 and was scheduled to conclude on 31 December 2024. The SCORE Programme Phase IV for Tunisia and Ethiopia received a no-cost project extension until 30 June 2025.
6. The International Labour Organization (ILO) formed a partnership with BMZ / GIZ for the "Support for Crisis Management for 100 SMEs in Tunisia (AGC Project)". The AGC project has started in December 2022 and ended in November 2024. The results of the final evaluation (FE) of the projects will be used to measure their impacts to date and the level of achievement of the established project objectives.
7. This final evaluation has covered the project implementation period from January 2022 to 31 December 2024 for the SCORE Phase IV project, along with the entire duration of the AGC project in Tunisia.
8. The anticipated impact of the global SCORE Programme Phase IV is to contribute to improved productivity and working conditions in SMEs in national and global supply chains in the four target countries. The strategy and interventions described below are expected to improve SMEs' internal management practices, leading to higher productivity and improved working conditions.
9. The overall objective of the Support for Crisis Management for SMEs (AGC) project in Tunisia is to enhance productivity and working conditions in 100 Tunisian SMEs. The project aimed to provide training and technical assistance to these SMEs through three SCORE modules: Workplace Cooperation, Business Continuity Planning, and Gender Equality.
10. This final evaluation will draw lessons learned, recommendations, and best practices for further project implementation and future project formulations. The central learning agenda for the project is to better understand how the ILO's approach to sustaining competitive and responsible enterprises by enhancing productivity and improving working conditions in SMEs is working.

## 1.1 Purpose of the Evaluation

11. The International Labour Organization (ILO) considers evaluation as an integral part of the implementation of technical cooperation activities. As per ILO evaluation policy and procedures, all programmes and projects with a budget of more than USD 5 Million require a final independent evaluation, which should be managed by an ILO-certified evaluation manager and conducted by independent evaluators. The project document specified this requirement and agreed upon it with the donors.

12. The evaluation intends to be used for project accountability, project improvement, and institutional learning. The ILO considers evaluation to be an integral part of the implementation of development cooperation activities. The ILO applies the evaluation criteria established by the OECD / DAC Quality Standards for Development Evaluation and the UNEG Code of Conduct for Evaluation in the UN System. This evaluation has followed guidelines on results-based evaluation of the ILO Evaluation Department (EVAL) contained in the "ILO policy guidelines for results-based evaluation (4<sup>th</sup> edition)"<sup>1</sup> and, more specifically, the checklist "CHECKLIST 4.2: PREPARING THE EVALUATION REPORT".<sup>2</sup>

13. The objectives of the evaluation were to:

- Assess the SCORE and the AGC interventions in Tunisia, focusing on what has worked, what has not worked, and why this was the case;
- Examine whether the best approach was taken and executed optimally; and
- Provide a clear articulation of the 'lessons learned' and identify good practices to inform future project development and contribute to the knowledge development of the ILO and project stakeholders.

14. The recommendations will be utilized to enhance the implementation of future projects and programmes in enterprise development, improve accountability, and facilitate learning for both the ILO and key stakeholders.

15. The clients of the evaluation are: the donors SECO, NORAD and BMZ through GIZ; the SCORE project staff, ILO Country Offices, ILO's management (the project team, ENTERPRISES, MSME Unit and the Regional Offices for Africa, Asia and Latin America); and the Tripartite National Advisory Committees (TNACs) and partner organizations in the evaluated countries.

16. The knowledge generated by this evaluation will also benefit other stakeholders that may not be directly targeted by the project's intervention, such as key government institutions, civil society organizations, donors, UN agencies, international organizations that work in relevant fields, and other units within the ILO.

17. The evaluation will be used in the following ways:

- Findings and recommendations will inform future project strategy and operations design; and
- The evaluation report will be disseminated in the ILO for organizational learning through EVAL's i-Track evaluation database. An evaluation summary will be made available to the public through EVAL's website.

## 1.2 Scope of the Evaluation

18. The evaluation has covered the period from January 2022 to December 2024 to create an accurate and comprehensive picture of the global project's context and development. It has assessed the progress of the SCORE Programme Phase IV in Tunisia and the global components, as well as the AGC project in Tunisia, including conducting country visits (evaluation field mission to Tunisia) by the evaluators. The evaluation has examined the linkages between the various country projects and generated findings on the six evaluation criteria, along with lessons learned that can be applied to current project countries and other initiatives that may wish to adopt a similar approach.

19. The project's performance and conceptual framework were assessed in accordance with ILO's Results-Based Management (RBM) system with strict regard to the following six evaluation criteria along with the main evaluation questions, and will mainstream gender equality, as detailed in **Table 1**.

**Table 1** Key strategic evaluation questions according to the six OECD/DAC evaluation criteria for the final evaluation of ILO EVAL for the SCORE Phase IV programme<sup>1</sup>

<b>Relevance and strategic fit of the intervention</b>	<ul style="list-style-type: none"> <li>• How effectively have the objectives of the SCORE phase IV intervention been achieved in meeting the requirements and priorities of the beneficiaries?</li> <li>• To what extent do the objectives of the SCORE phase IV intervention align with the strategic priorities of Norad, SECO and GIZ, and how have these been reflected in the achieved outcomes?</li> <li>• How did the intervention contribute to the overarching development goals of the country and the ILO? In what ways does the intervention align with the ILO's strategic frameworks, including the DWCPs, P&amp;B, and the SDGs?</li> </ul>
<b>Validity of intervention design</b>	<ul style="list-style-type: none"> <li>• What key lessons have been learned from the project's approach to enhancing productivity and improving working conditions in SMEs? How can these insights inform future projects in similar domains?</li> <li>• To what extent did the project design integrate considerations of gender equality, international labor standards, and social dialogue relevant to the project context?</li> </ul>
<b>Intervention progress and effectiveness</b>	<ul style="list-style-type: none"> <li>• To what extent has the project achieved its objectives and reached its target groups?</li> <li>• How effectively has the project fostered collaboration and coordination among government agencies, industry associations, employers' and workers' organizations, and other key stakeholders to support SME development and enhance working conditions?</li> </ul>
<b>Effectiveness of management arrangements</b>	<ul style="list-style-type: none"> <li>• Are National Tripartite Advisory Committees functioning and what value do they add?</li> <li>• How effective is the project in sharing good practices and communicating success stories and disseminating knowledge internally and externally (including gender-related results and knowledge)?</li> </ul>
<b>Efficiency of resource usage</b>	<ul style="list-style-type: none"> <li>• Did the project effectively utilize its financial and human resources, ensure a cost-effective implementation strategy, optimize the distribution of resources between staff and activities?</li> <li>• Has the Project faced an unusually challenging operational environment that negatively affected project performance, such as: <ul style="list-style-type: none"> <li>- Conflicts or security issues?</li> <li>- Government instability?</li> <li>- Risks of natural disasters?</li> <li>- Covid-19 pandemics?</li> </ul> </li> </ul>

<sup>1</sup> Source: SCORE Phase IV Final Evaluation Terms of Reference, August 2024

<b>Impact orientation and Sustainability of the intervention</b>	<ul style="list-style-type: none"> <li>• How effectively has the project built national ownership and capacity of people and institutions?</li> <li>• To what extent have SMES' productivity and working conditions been enhanced and their integration in (inter)national supply chains strengthened?</li> </ul>
<b>Gender Mainstreaming<sup>2</sup>, non-discrimination, disability, and environmental sustainability International Labour Standards<sup>3</sup></b>	<ul style="list-style-type: none"> <li>• How did the project integrate gender equality, non-discrimination, disability, environmental sustainability considerations and International Labour Standards as cross-cutting drivers for ILO's work, especially with its SMEs focus?</li> </ul>

20. The set of evaluation criteria is grouped into seven categories: (A) Relevance; (B) Coherence; (C) Effectiveness, which comprises assessments of the availability of outputs, achievement of outcomes; (D) Efficiency; (E) Likelihood of impact; (E) Sustainability; and (G) Cross-Cutting Issues: Gender Mainstreaming / Consideration.

21. The details for all the evaluation questions to be answered during this final evaluation are given in the Evaluation Matrix in **Annex 4**.

22. A complete list of consulted documents for this Inception Report and a list of preliminary documents to be consulted for the final evaluation report are given in **Annex 2**.

23. **Annex 3** contains the stakeholders list of all stakeholders from International Labour Organization (ILO), the donors: Swiss State Secretariat for Economic Affairs (SECO), the Norwegian Agency for Development Cooperation (NORAD), the German Development Cooperation - Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), and the stakeholders and beneficiaries that were interviewed during the evaluation field mission in Tunisia.

## 2 Evaluation Methods and Analytical Framework

24. This chapter presents a description of the proposed methodological approach, including the final evaluation approach, main elements, and data collection tools. Further, it expands into a description of the reporting and dissemination phase.

25. A preliminary evaluation and assessment of all the related documents, as listed in **Annex 2** of this report, has been undertaken during the inception phase of this final evaluation. The documents reviewed include a wide range of documents like the original project document and its revisions, monitoring reports (such as progress and financial reports of ILO and other project implementation reports), output reports (publications, etc.) and relevant correspondence, ILO guidelines for evaluation, programmes, roadmaps, frameworks, implementation and evaluation documents as well as documents related to other climate change practices provided to the evaluator at the beginning of this assignment.

26. Preliminary consultations were conducted with the project management team in November 2024. A list of interviewees who were interviewed through virtual individual interviews and focus-group discussions is presented in **Annex 3** of this final evaluation report.

27. Necessary strategic documents and other related material for the preliminary assessment / desk evaluation were provided by the ILO Project management team. Additional information were

<sup>2</sup> [https://www.ilo.org/sites/default/files/wcmsp5/groups/public/@ed\\_mas/@eval/documents/publication/wcms\\_746716.pdf](https://www.ilo.org/sites/default/files/wcmsp5/groups/public/@ed_mas/@eval/documents/publication/wcms_746716.pdf)

<sup>3</sup> [https://www.ilo.org/sites/default/files/wcmsp5/groups/public/@ed\\_mas/@eval/documents/publication/wcms\\_746717.pdf](https://www.ilo.org/sites/default/files/wcmsp5/groups/public/@ed_mas/@eval/documents/publication/wcms_746717.pdf)

collected during the data collection phase of this final evaluation. Key additional questions to be explored included the compilation of relevant data, budget, project logical framework (LogFrame) and monitoring plans, including analyses of relevance.

## 2.1 Final Evaluation Approach and Methodology

28. The final evaluation of the SCORE Phase IV Programme and the AGC Project in Tunisia was conducted following the ILO Evaluation Policy using the OECD/DAC evaluation criteria: relevance and design, coherence, effectiveness, efficiency, impact, and sustainability. It was carried out as an independent, in-depth evaluation using a participatory approach whereby all key parties associated with the project are kept informed and regularly consulted throughout the evaluation. The evaluators have liaised with the evaluation and project managers regarding the evaluation and methodological issues.

29. The evaluators have used different methods to ensure that data gathering and analysis deliver evidence-based qualitative and quantitative information based on diverse sources: desk studies and literature evaluation, statistical analysis, individual face-to-face interviews with representatives of International Labour Organization (ILO) project management team, the donors: Swiss State Secretariat for Economic Affairs (SECO), the Norwegian Agency for Development Cooperation (NORAD), the German Development Cooperation - Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), and the stakeholders and beneficiaries that were interviewed during the evaluation field mission in Tunisia, focus group meetings and direct observation. The statistical analysis contained analyses of the M&E data from all companies accompanied within the scope of the SCORE and AGC projects in Tunisia. This approach not only enabled the evaluation to assess causality through quantitative means but also to provide reasons for why certain results were achieved or not and to triangulate information for higher reliability of findings.

30. The evaluation was conducted as a desk evaluation and was an independent exercise with oversight from the ILO, Evaluation Office in Geneva. There was an evaluation field mission to Tunisia, which was the main focus country for the SCORE Phase IV programme for this final evaluation.

31. The evaluators have developed interview guidelines. Interviews took place either in form of face-to-face semi-structured individual interviews or focus-group discussions.

32. The methodology was based on the following:

1. A desk evaluation of project documents including, but not limited to:
  - The original project document, monitoring reports (such as progress and financial reports of ILO and other project implementation reports), output reports (publications, etc.), previous evaluations: evaluations of Phase I, II and III of the SCORE Programme, and the final evaluation of the SCORE Phase IV programme and relevant correspondence.
  - Minutes from the meetings of committees involved in the project.
  - Other project-related material produced by the project.
2. The evaluators have used the available project logical framework (LogFrame) presented in **Annex 5**, the Theory of Change in **Annex 6**, and the project's time schedules.
3. Interviews with project management and technical support including staff and management at International Labour Organization (ILO), the donors: Swiss State Secretariat for Economic Affairs (SECO), the Norwegian Agency for Development Cooperation (NORAD), the German Development Cooperation - Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), and the stakeholders and beneficiaries that will be interviewed during the evaluation field mission in Tunisia, as shown in the Stakeholder Analysis Individual Interviews and Focus-Group Discussions in **Annex 4**.
4. Details on the methodology used by the evaluation team are included in the evaluation matrix, shown in **Annex 3** of this final evaluation report. The methodology is based on:

- Desk studies and literature evaluation;
- Individual face-to-face interviews with representatives of:
  - The International Labour Organization (ILO)'s project management team,
  - The donors: Swiss State Secretariat for Economic Affairs (SECO), the Norwegian Agency for Development Cooperation (NORAD), the German Development Cooperation - Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), and
  - The stakeholders and beneficiaries interviewed during the evaluation field mission in Tunisia.
    - \* The interviews were semi-structured individual face-to-face interviews with open-ended questions,
    - \* Focus-group discussions where possible and feasible, and
    - \* Direct observations in the visited SMEs.
- The statistical analysis contains analyses of the M&E data from all companies accompanied within the scope of the SCORE and AGC projects in Tunisia.

**Forward-looking approach and learning:** The evaluators have adapted the Results Based Management (RBM) principles, tools and indicators (i.e. the evaluation matrix), based on the needs and context of this Evaluation, with the aim of increasing the potential for learning and focus on the achievements of the programme and implementation of the SCORE training and embedding it in the national institutions. Lessons learned and recommendation for ILO, SECO, NORAD, GIZ, and the National Government Counterparts in Tunisia were one of the focuses of this final evaluation. This final evaluation focused on best practices and improvement mechanisms for plans and processes that did not function well in the form of lessons learned and recommendations to be used in similar ILO projects.

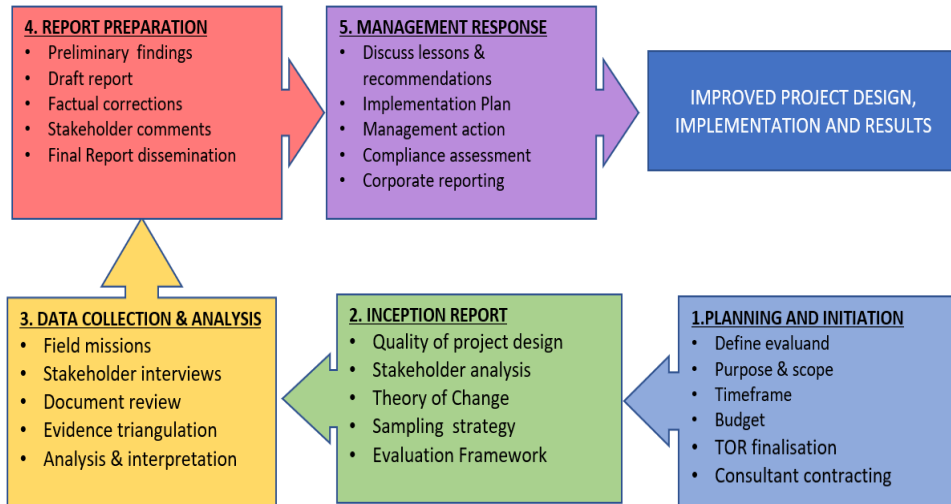
**Focus on results:** Expected results, key performance indicators, as well as potential risks were identified to ensure coherent and integrated results-based management to frame the final evaluation.

**Participatory approach:** The evaluation process has ensured a consultative and collaborative approach with the ILO project staff members, and other relevant counterparts and stakeholders who were kept informed and regularly consulted throughout the assessment.

**Evidence-based:** The Evaluation has aimed to gain insights and conclusions based on a variety of data and data collection methods, and, wherever possible, triangulating information to ensure the reliability and validity of evaluation analysis and conclusions.

**Figure 1** below is a representation of the Evaluation process in ILO.

**Figure 1** [Diagramme representing the evaluation process](#)



## 2.2 Analytical Framework

33. The analytical framework for this final evaluation of the ILO-SECO and NORAD SCORE programme Phase IV and the ILO-GIZ AGC Project in Tunisia defines a set of key issues and criteria that frame this evaluation. As described earlier in this chapter, the two main analytical tools for this evaluation will be the Evaluation Matrix (EM) presented in **Annex 4**, containing all the Evaluation Questions (EQs) presented in **Table 1**, and the Project Logical Framework (LogFrame), as shown in **Annex 5** of this final evaluation report.

### Evaluation matrix

34. The Evaluation Matrix (EM) has structured the evaluation process, framing the Evaluation Questions (EQs) detailed in the Terms of Reference (ToRs) that the evaluators adapted to the specific context of the project, the indicators to be set for each evaluation question, information sources, and data collection methods. The evaluation matrix has been elaborated on the basis of the questions, information, and structure proposed in the final evaluation's ToR. Therefore, it is divided into seven main sections corresponding to the following evaluation criteria: relevance, validity of project design, coherence, effectiveness, efficiency, impact, and sustainability.

35. The evaluation matrix was designed to answer questions specific to the needs for the final evaluation of this project, and the methods used to obtain the necessary evidence were mainly qualitative and inductive. Objectivity and accuracy are presumed to be achieved through the design of the right questions and through triangulation. Quantitative metrics were used where they have added value and where reliable information may not be obtained. To elaborate the Evaluation Matrix (EM) that is presented in **Annex 4**, the evaluators first developed the Evaluation Questions (EQs) for this Final evaluation from the ToR and the Project Logical Frameworks (LogFrame) in **Annex 5** and **Annex 6** for this final project evaluation.

### Evaluation criteria and questions (including Cross-cutting issues/ issues of special interest to the ILO)

36. This final evaluation was based on the following evaluation criteria: strategic relevance, coherence, validity of project design, effectiveness, efficiency, impact, and sustainability. Relevant data were sex-disaggregated, and the different experiences and perspectives of women and men were considered throughout the evaluation process. The evaluation integrated gender equality and non-discrimination, international labour standards, social dialogue, and a just transition to environmental



sustainability as crosscutting themes throughout its deliverables and process. These were addressed in line with EVAL Guidance Note 3.1: Integrating gender equality in Monitoring and Evaluation<sup>4</sup> and Guidance Note 4.5: Stakeholder Engagement<sup>5</sup>.

37. **Table 1** was streamlined with the detailed questions detailed in the Evaluation Matrix in **Annex 4**. These evaluation questions were guiding and facilitating the evaluation.

### 2.3 Evaluation Phases

38. The evaluation process is structured in three phases: the inception phase; data collection, gathering, and analyzing phase of information from individual interviews and focus-group discussions, including a field evaluation mission; and the evaluation reporting and dissemination phase.

39. The evaluation team has compiled and analyzed all collected data on the SCORE Phase IV Programme and the AGC Project in Tunisia achievements towards results. The evaluation matrix, as shown in **Annex 4**, has served as a guiding framework through which the evaluators has analyzed information, ensured verification of data, and formulated key findings, conclusions, and recommendations, as well as lessons learned.

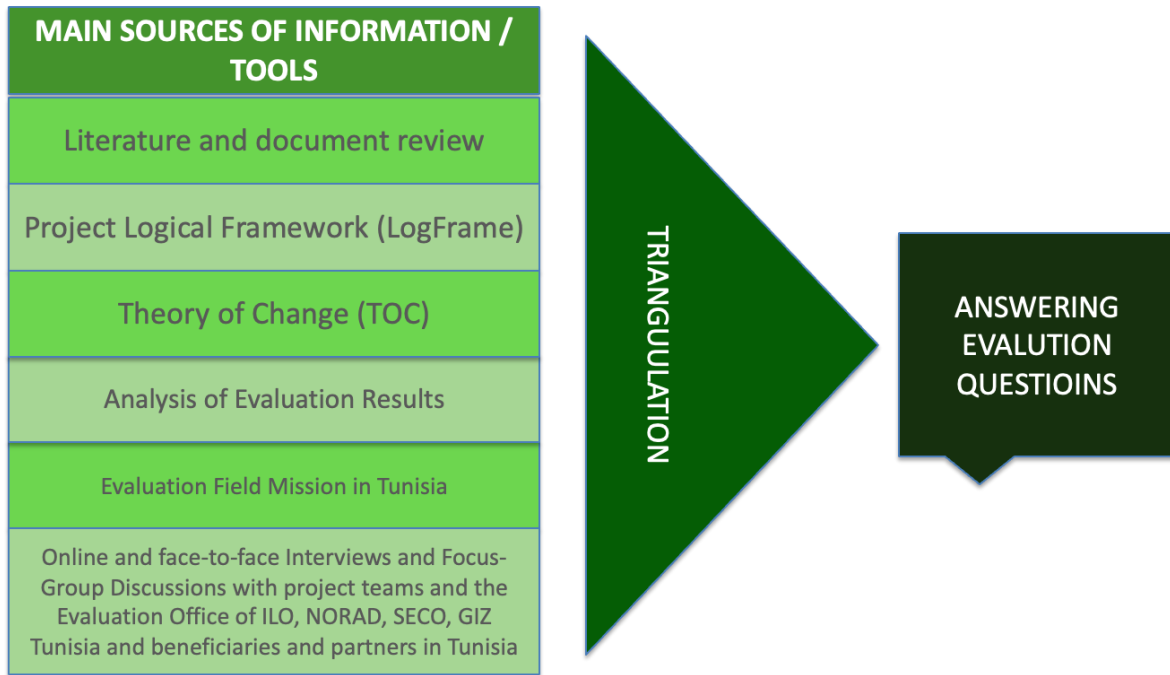
40. Evaluation analysis is valid if it derives from several sources of information. It requires cross-verification and demonstration of the evidence on which an assessment is based. As seen in **Figure 2**, triangulation is a key factor in an evaluation to the extent that it fosters quality and soundness and ensures that clear and multiple lines of evidence support the findings; it entails confirmation, enrichment, and explanation, and triangulation is finally used as a tool for answering evaluation questions. Three levels of triangulation were used for this evaluation: the evaluator's level, the methodological level, and the data level. The evaluator has applied both deductive and inductive logic for interpretive analysis of findings in relation to key evaluative criteria.

**Figure 2** Main sources of information and tools, triangulation as a tool for answering evaluation questions for the final evaluation of the SCORE Phase IV Programme and the AGC Project in Tunisia

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<sup>4</sup> Available at: [https://www.ilo.org/wcmsp5/groups/public/---ed\\_mas/---eval/documents/publication/wcms\\_746716.pdf](https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_746716.pdf)

<sup>5</sup> Available at: [https://www.ilo.org/wcmsp5/groups/public/---ed\\_mas/---eval/documents/publication/wcms\\_746724.pdf](https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_746724.pdf)



41. A presentation of preliminary findings from the final evaluation will be made to the ILO Evaluation Office, the projects’ donors NORAD, SECO and GIZ, the project management team, and other project parties on 12 February 2025.

42. Based on these exchanges, in the report drafting and finalization stage, findings were triangulated, and conclusions and recommendations were refined and agreed upon in the final evaluation report.

## 2.4 Limitations

43. Various risks and limitations were identified in the methodological proposal and during the inception, data collection analysis and individual interviews phases. The evaluation team, with kind support of the ILO Evaluation Office and project management team found ways how to mitigate them.

44. The risk of the language barrier during the field evaluation mission in Tunisia was mitigated by choosing the senior thematic evaluation expert to be of Tunisian origin.

45. In most other cases, they were addressed or mitigated by triangulating information gathered from various sources to provide evidence-based conclusions pertaining to the evaluation questions.

## 3 The Projects

### 3.1 Context and background of the SCORE Programme

46. The International Labour Organization (ILO) global programme “Sustaining Competitive and Responsible Enterprises (SCORE)” aims to improve productivity and working conditions in Small and Medium Enterprises (SMEs). The project contributes to achieving ILO Programme & Budget Policy Outcome 4: Sustainable enterprises as generators of employment and promoters of innovation and decent work under the ILO’s Programme & Budget for 2024-2025.

47. The critical development intervention of the global programme supports the implementation of the SCORE training, which combines practical classroom training with in-factory consulting. The SCORE Training demonstrates best international practices in the manufacturing and service sectors and helps SMEs participate in global supply chains.

48. The development objectives of the SCORE Programme have evolved from Phase I (2009 – 2014) to Phase IV (2022–2024), as presented in the Theory of Change (TOC) for the SCORE Programme in **Annex 6**. The development objectives of the SCORE project have gradually shifted and expanded from Phase I to Phase III, while Phase IV focused more on the consolidation and sustainability of SCORE. During Phase I, the Programme focused on strengthening SMEs to become more sustainable through SCORE Training. In Phase II (2014 – 2017), the Programme supported national institutions in independently providing SCORE Training to SMEs. Phase III (2017 – 2021) expanded its intervention logic, emphasizing the importance of support from national and global supply chains, as well as national institutions, to enhance productivity and working conditions in SMEs.

49. During its previous and present phases, the SCORE project has reached out to partners in 14 different countries. With the 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 Vietnam. SCORE was implemented in Bosnia and Hercegovina using ILO’s own resources. In Brazil, the Government provided funding to SCORE Training. SCORE services were provided without specific project funding in an additional 17 countries.<sup>6</sup>

50. 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.

51. During 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. In Phase IV (2022 – 2024), the SCORE Programme emphasizes the integration of SCORE Training into the national economic development framework and the inclusion of SMEs in national and global supply chains. The ILO has assisted 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. The budget of SCORE Phase IV is USD 6.7 Million. In 2022, Federal Ministry for Economic Cooperation and Development (BMZ) of Germany provided USD 532,000 through Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) for a project named "Appui à la Gestion des Crises pour les PME (AGC)" in Tunisia, aimed at delivering SCORE Training to 100 SMEs.

52. A performance plan with bi-annual milestones and sustainability strategies in each country has guided the implementation of project activities. Project activities are at various stages of implementation depending on their start year of intervention, and different country projects offer

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<sup>6</sup> 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.

SCORE Training services in different economic sectors. During Phase IV, the programme operates in Bolivia, Ethiopia, Myanmar, and Tunisia. The SCORE Phase IV mid-term evaluation covered activities until August 2023, and the two components (Myanmar and Bolivia) completed their interventions in December 2023; both donors agreed not to evaluate these two components in the scope of this final evaluation.

53. Hence, this final evaluation will focus on Tunisia and Global SCORE Phase IV component, as well as evaluating the GIZ-funded AGC project to 100 SMEs in Tunisia.

### 3.2 Project implementation structure and partners

54. The International Labour Organization (ILO) was responsible for implementing the projects SCORE Phase IV Programme and the AGC Project in Tunisia under evaluation, through the delivery of the planned outputs and achievement of the expected outcomes and impact. Administrative Unit in the ILO responsible for administering the project was the Micro, Small and Medium Enterprises (MSME) Branch, ENTERPRISES.

55. The SCORE project commenced operations in September 2009 (Phase I) and was scheduled to be concluded in December 2024. The donors SECO and NORAD have granted a no-cost extension for the SCORE Phase IV program until 30 June 2025. The overall budget, funded by SECO and NORAD is USD 6.7 Million in Phase IV for the Global SCORE Phase IV program. The three SCORE country projects (Bolivia, Myanmar, and Tunisia), each allocated budgets ranging from USD 363,232 to USD 1,084,001, report directly to the Director of the closest ILO Country Office and receive support from regional Decent Work Country Teams.

56. To increase the outreach and impact of the SCORE training in Tunisia, the Federal Ministry for Economic Cooperation and Development (BMZ) of Germany provided USD 532,000 through Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) in 2022. The project named "Appui à la Gestion des Crises pour les PME (AGC)" or "Support for Crisis Management for SMEs (AGC)" in Tunisia, aimed to deliver the SCORE Training to 100 SMEs. The donor for the AGC Project in Tunisia, GIZ has granted a non-cost extension of the project until 30 November 2024.

57. The SCORE global component is managed by a programme management team, comprising of a Chief Technical Advisor (CTA), 2.5 technical officers, and administrative support based at the ILO Headquarters in Geneva. The team coordinates the programme and functions as a knowledge hub. In each country, the project collaborates with relevant government agencies, industry associations, employers, and workers' organizations and supports the local Decent Work Country Programme (DWCP). The project receives regular guidance from a Tripartite Advisory Committee, encompassing social partners and donors, at a national level.

### 3.3 Project Logical Framework: Project outputs, outcomes and impact

58. The project logical framework (LogFrame) is shown in **Annex 5**.

59. The following impact, outputs and outcomes have been identified shown in the adjusted Project Logical Framework (LogFrame) in **Annex 5**. The targets from the LogFrame for all the project components that have been met can be found in the text below under the Effectiveness section.

60. The foreseen impact of global SCORE Phase IV (as presented in the adjusted LogFrame in **Annex 5**) is to contribute to improved productivity and working conditions in SMEs in national and global supply chains in the four target countries. As a result of the strategy and interventions described below, SMEs are expected to improve their internal management practices, leading to higher levels of productivity, coupled with improved working conditions.

61. To reach the foreseen impact, and in alignment with the Theory of Change described below, SCORE Phase IV was organized around two key outcomes. Outcome 1 focuses on ensuring that SCORE training is embedded in existing national SME development programmes, while Outcome 2 concentrates on developing collaboration with lead buyers to disseminate the key concepts of SCORE to their supply chains, including second and third-tier suppliers:

**Outcome 1. SCORE is fully sustainable at the national level, being adapted to the specific needs of local SMEs and fully integrated into the national economic development framework, including public and private implementation partners.**

This Outcome 1 had four main outputs:

- Output 1.1. Implementation partners and service providers have business plans to independently market, sell and organize SCORE Training and to identify and apply for public subsidies.
- Output 1.2. Relevant aspects of SCORE Training have been embedded in existing public training programmes
- Output 1.3. National trainer certification systems and quality assurance systems are in place
- Output 1.4. Policy-makers and social partners have increased knowledge on productivity, working conditions including international labour standards and gender equality, and SME policies

**Outcome 2. Small and Medium Enterprises have developed their capacity to link to national and global supply chains, thanks to improved productivity and working conditions and better access to lead buyers.**

This Outcome 2 had four main outputs according to the original project document:

- Output 2.1. Target SMEs and informal production units have access to specific support services and training to link to large national and international buyers and link to global value chains
- Output 2.2. Lead buyers and other supply chain actors are knowledgeable about SME productivity, working conditions and gender equality through promotional materials and guidance notes
- Output 2.3. Implementation partners and social partners have been capacitated to develop supply chains by involving lead buyers and MNEs using different engagement models
- Output 2.4. Lead buyers and other supply chain actors have an enhanced understanding of advanced supplier development practices, incorporating concepts of cooperation in the workspace, gender equality and working conditions.

62. In March 2022, both donors approved the changes to the output statements and revise the Outputs 2.1. and 2.2.. The revised output statements are as follows:

- Output 2.1: Implementing partners develop business support services and training for SMEs and informal production units on participation in national and global supply chains, utilizing different engagement models.
- Output 2.2: Lead buyers and other supply chain actors gain an enhanced understanding of advanced supplier development practices, incorporating concepts of workplace cooperation, gender equality, and improved working conditions.

63. This project did not include a separate Theory of Change (TOC) during its design phase. However, it was contained in the TOC for the global SCORE project with all phases shown in **Annex 6**.

64. To now, the project has prepared three annual progress reports for Tunisia for 2022, 2023 and 2024, and quarterly reports for all the quarters from 2022 to 2024. The scope of the evaluation will include the activities reported in these progress reports.

### 3.4 Project Stakeholders

65. The following stakeholder groups in the global SCORE IV project are included in the stakeholder map in **Figure 3** below:

- I. Donors (green in the map below): SECO and NORAD are historically the key donors of the SCORE project, including for phase IV. Both donors have indicated an interest in working in productivity ecosystems and expect that the SCORE project and its training provision in the future can be integrated into 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. Included in the figure is also the donor BMZ through GIZ in Tunisia, that was the donor for the Tunisian AGC project.
- II. 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 MSME branch, which 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 that are involved in project implementation. At this level, ILO is concerned with the 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.
- III. Tri-partite Advisory Committees (yellow): These National Tri-partite Advisory Committees (NTACs) exist in Bolivia and Tunisia, but not in Myanmar. In Tunisia, the evaluation data-collection has involved the tri-partite partners.
- IV. 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.
- V. 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 KIs in this evaluation have shown that the 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.
- VI. 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 organizations exist in these key sectors, these will be involved in the evaluation research activities.

66. 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.

67. SCORE Tunisia is part of the ILO's global programme, jointly funded by the Swiss State Secretariat for Economic Affairs (SECO) and the Norwegian Agency for Development Cooperation (NORAD), and is being implemented from September 2019 to 30 June 2025.

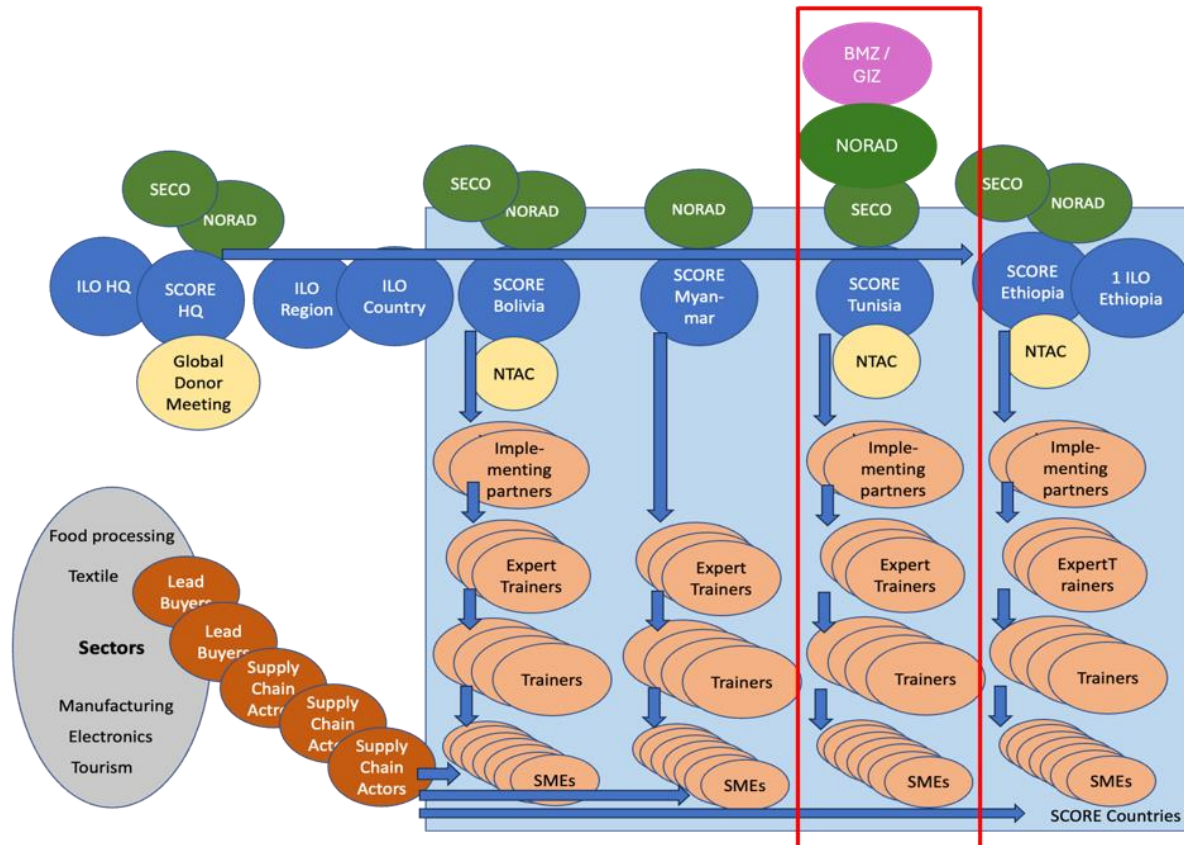
68. The SCORE Tunisia Government project partners include:

- Ministry of Social Affairs;
- Ministry of Industry, Energy, and Mines;
- Tunisian Confederation of Industry, Trade and Handicrafts (UTICA); and
- Tunisian General Labour Union (UGTT).

69. Other SCORE Tunisia partners from the public and the private sector include:

- Certified SCORE trainers from Government Institutions like the Centre Technique des Industries Mécaniques et Électriques (CETIME), Direction de l'Inspection Médicale et de la Sécurité (DIMST) etc., or the private sector like IGTS, Business Solutions etc.;
- Tunisian SMEs;
- Tunisian national partners incorporated SCORE training into their service offerings for SMEs; and
- Employees from beneficiary SMEs were trained and supported

**Figure 3** Stakeholders of the SCORE Phase IV Programme and the AGC Project in Tunisia<sup>7</sup>



70. **Annex 3** provides a detailed Stakeholder Analysis. All project stakeholders were interviewed virtually or face to face (during the field evaluation mission in Tunisia), as well as through individual interviews and focus-group discussions.

### 3.5 Project financing

71. The project “Sustaining Competitive and Responsible Enterprises (SCORE) Programme Phase IV” was funded by the Swiss State Secretariat for Economic Affairs (SECO) and the Norwegian Agency for Development Cooperation through a grant agreement with USD 6,939,682, as presented in **Table 2**.

<sup>7</sup> Mid-term Evaluation of SCORE IV Programme, based on the SCORE project document and its annual report on 2022, p. 7, with distinguishing Tunisia (by the evaluation team)

**Table 2** Budget summary for the SCORE Phase IV Programme<sup>8</sup>

Country	Outcome no.	PRODOC amount	Allocation				Proposed amount
			2022 (Actuals)	2023 (Actuals)	2024 (Expected expenditure)	2025 (Proposed budget)	
Global	01	153'000	34'344	18'143	100'000	30'000	182'487
	02	105'000	37'498	15'219	80'000	20'000	152'717
	10	2'550'134	797'096	780'893	957'539	200'898	2'736'426
	99 (PSC + PCI)	505'466	112'962	105'853	150'000	45'500	414'315
	Total	3'313'600	981'900	920'108	1'287'539	296'398	3'485'945
Tunisia	01	279'500	73'061	139'471	70'000	50'000	332'532
	02	206'000	18'073	15'380	120'000	30'000	183'453
	10	326'692	68'563	99'656	120'000	55'000	343'219
	99 (PSC + PCI)	146'198	20'761	30'664	45'857	12'350	109'631
	Total	958'390	180'457	285'171	355'857	147'350	968'835
Ethiopia	Total allocation	1'040'669	198'308	346'286	350'000	146'075	1'040'669
Bolivia	Total allocation	1'084'001	458'998	625'003	-	-	1'084'001
Myanmar	Total allocation	360'232	177'827	182'405	-	-	360'232
Total		6'756'892	1'997'490	2'358'974	1'993'396	589'823	6'939'682

### 3.6 Context, background, financing, and implementation arrangements of the AGC Project in Tunisia

72. The International Labour Organization (ILO) formed a partnership with BMZ / GIZ for the "Support for Crisis Management for 100 SMEs in Tunisia (AGC Project)". The AGC project has started in December 2022 and ended in November 2024. The results of the final evaluation (FE) of the projects will be used to measure their impacts to date and the level of achievement of the established project objectives.

73. The project "Support for Crisis Management for 100 SMEs in Tunisia (AGC Project)" was funded by the Federal Ministry for Economic Cooperation and Development (BMZ) of Germany through the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) with USD 532,000.

74. The overall objective of the Support for Crisis Management for SMEs (AGC) project in Tunisia is to enhance productivity and working conditions in 100 Tunisian SMEs. The project aimed to provide training and technical assistance to these SMEs through three SCORE modules: Workplace Cooperation, Business Continuity Planning, and Gender Equality.

75. The project overall objective was expected to be achieved through the following outcomes:

**Outcome 1.1:** The 100 SMEs will have strengthened capacities in terms of workplace cooperation and continuous improvement:

- Establish better communication and information sharing within the company.
- Set the foundations for continuous improvement through initiatives like 5S, TQM (Total Quality Management), etc.

<sup>8</sup> ILO's SCORE Phase IV Programme Manager



- Implement a systematic approach to making improvements in the company and tracking progress.
- Improve the knowledge, skills, and abilities of SME leaders and workers in terms of workplace cooperation and continuous improvement.
- Strengthen economic performance and improve the quality of jobs.

**Outcome 1.2:** The 100 SMEs will have strengthened capacities in terms of business continuity planning:

- Develop business continuity plans.
- Improve SMEs' compliance with current legal and regulatory frameworks.
- Reduce risks in the workplace and improve accident management procedures.
- Restore productivity and ensure the sustainability of SMEs.

**Outcome 1.3:** The 100 SMEs will have strengthened capacities in terms of gender equality:

- Inform SME leaders and employees about the regulatory framework on gender equality.
- Raise awareness among SME leaders and employees and establish tools for preventing harassment.
- Implement tools to promote gender equality.

Selection process of the beneficiaries SMEs for the AGC project

76. The Selection and Identification of 100 Beneficiary SMEs was planned to be executed by ILO in two stages, with two cohorts of 50 SMEs each. Information sessions were held in advance to present the methodology and finalize the implementation schedules. Experience-sharing sessions and certificate distribution were organized at the end of each batch to gather feedback from beneficiaries and communicate the results achieved.

Implementation Arrangements for the AGC project

77. The three SCORE modules were executed by certified SCORE trainers. Each beneficiary SME had a dedicated SCORE trainer for one or more of the above modules. The expert has accompanied, trained, and delivered the SCORE module(s) in accordance with the SCORE methodology. Each SCORE trainer, in agreement with the responsible person of the beneficiary SME, has established a schedule for the implementation of the modules under their responsibility. The SCORE trainer has submit to the project's technical committee, for each module by SME under their responsibility: an implementation schedule, a diagnostic report, and a final report. The SCORE trainers were executing the tasks assigned to them under the technical and administrative supervision of the AGC SCORE project manager or their representative.

78. The ILO recruited the SCORE AGC Coordinator for the duration of the project. The AGC project coordinator had to ensure the implementation, monitoring, and progress of technical activities as well as the project management within the set timelines, in close communication with the AGC SCORE project manager, achieve the planned results, including organizing meetings, workshops, seminars, and training sessions, while ensuring proper allocation of resources in accordance with ILO rules and procedures. Moreover, he had to plan and manage the necessary administrative and financial operations, manage and guide the SCORE trainers involved in implementing the project, provide regular feedback to the AGC SCORE project manager based on the pre-established monitoring indicators, and ensure compliance with the SCORE methodology.

## 4 Reconstructed Theory of Change (TOC) and LogFrame from Intervention to Results for ILO SCORE Programme Phase IV

79. Phase IV of the SCORE Programme, has focused on extending the implementation of SCORE in four countries: Ethiopia and Tunisia until 30 June 2025, and Bolivia and Myanmar until 2023. The global SCORE Phase IV TOC for all four phases of the SCORE Programme can be seen in **Annex 6**. 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. The ToC includes three waves of changes.

80. A new TOC for Phase IV was never developed. However, the Theory of Change is included in the Phase IV project document presented in **Annex 6**, has been approved by both donors. There have been limited changes to the ToC, as the concept was validated during Phase III, and both donors and the ILO agreed to continue the same approach in all countries to facilitate the successful handover of the project to national ownership. During the final evaluation inception phase, it was agreed not to develop a reconstructed TOC for SCORE Phase IV.

81. An updated strategic plan for these four countries with a new programme logical framework (LogFrame) and performance plans, and clear exit and handover strategy were developed. The LogFrame is presented in **Annex 5**.

82. ILO's vision for the global SCORE Phase IV programme is: "SCORE Training is the intervention of choice of national governments, social partners and lead buyers for promoting SME productivity and working conditions in selected industries and supply chains".

83. Phase IV of SCORE will concentrate its efforts on this wave of the Theory of Change: as all 4 target countries already have active trainers and established implementation partners, the focus was to be on supporting the partners in becoming autonomous in the delivery of the training, and integrating SCORE Training and its concepts in the national productivity frameworks. The theory of Change translates into the expected results: outcomes and outputs.

84. 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.

85. 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 into the longer-term effects of SCORE training at the SME level, though, more importantly, regular impact evaluations of the SCORE project in the past phases and the ex-post impact evaluation conducted in December 2024 have provided more insight into impacts obtained at the SME and systems-level on the longer term. In the findings section of this final evaluation report a detailed analysis of effects that have been obtained in SCORE service delivery to SMEs is presented.

86. Under the second wave, SCORE phase IV has continued to strengthen its working relationship with implementing partners and with networks of expert trainers and trainers. Continued efforts were made to consolidate and expand the network of trainers further. In Tunisia, the SCORE Programme has been able to institutionalize training networks at the level of national institutions. Additionally, networks and trainers are engaged as individual consultants, are directly engaged by the SCORE project, and are contracted and paid directly by the SMEs with subventions from the Tunisian Government. The extent

to which these skills have proved to be effective and to what extent institutional sustainability of the provision of SCORE Training in Tunisia is achieved will be further discussed in the findings section of this final evaluation report.

## 5 Evaluation findings / Project assessment

### 5.1 Relevance and Strategic Fit of the Intervention

87. The assessment of project relevance takes into consideration the project's contribution to the achievement of national objectives in the four implementing countries, Tunisia, Ethiopia, Bolivia and Myanmar, regarding improved productivity and working conditions in SMEs in national and global supply chains through improving their internal management practices, leading to higher levels of productivity, coupled with improved working conditions. The four countries are expected to fulfill their obligation within the SDGs. Furthermore, consideration was taken of the project's relevance to ILO's mandate, and the strategic priorities of the Swiss State Secretariat for Economic Affairs (SECO), Norwegian Agency for Development Cooperation (NORAD), and the Federal Ministry for Economic Cooperation and Development (BMZ) of Germany through Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) policies.

**88. Summary of findings:** Overall, both the SCORE IV programme and the SCORE project are highly relevant to national development, enhancing productivity and working conditions in SMEs, along with the strategies of the governments in SCORE Phase IV countries: Tunisia, Ethiopia, Myanmar, and Bolivia, as well as to regional and sub-regional enterprise development, productivity improvement, and decent work priorities. They were aligned with global sustainable development agendas and local and national priorities, as outlined in 1) the SDGs, 2) local and national sustainable development policies and strategies in Tunisia, 3) the strategic priorities and objectives of donors SECO, NORAD, and BMZ/GIZ, and 4) the ILO's mandate, its P&B outcomes, and strategic priorities. Overall, the project is of significant relevance.

#### 5.1.1 Alignment to ILO's P&B and strategic priorities

Overall, the project is highly relevant to the International Labour Organization's (ILO's) mandate, its programme and budget outcomes, and strategic priorities.

89. The project is fully in line with ILO's mandate, national developments, United Nations Sustainable Development Cooperation Framework (UNSDCF), ILO's Programme and Budget (P&B) - ) for the Biennium 2020-2021 Outcome 4: "Promoting sustainable enterprises", particularly 4.2.1 - , Decent Work Country Programmes (DWCP), and Country Programme Outcomes (CPO). The SCORE project phase IV benefited from the core competencies and ILO's comparative advantage as SECO's, NORAD's, and GIZ's Implementing Agency in the sustaining competitive and responsible enterprises with improved productivity and working conditions in SMEs domain, as well as with ILO's work in Tunisia, Ethiopia, Bolivia, and Myanmar.

90. Furthermore, the project demonstrated connections to Decent Work Country Programmes (DWCP), Country Programme Outcomes (CPOs), and the UN Development Assistance Framework (UNDAF). In Tunisia, the project contributed to the primary focus of the 2017-2022 Decent Work Country Programme: "Economic Growth and Regional Development, global, sustainable, balanced, and fair growth among regions," and to Country Programme Outcome TUN103, which promotes "employment for youth and women through entrepreneurship, value chain development, green enterprises, social enterprises, cooperatives, and business development programs."

### 5.1.2 Alignment to Donor / Partner strategic priorities

The projects “Sustaining Competitive and Responsible Enterprises (SCORE) Programme Phase IV” and “Support for Crisis Management for 100 SMEs in Tunisia (AGC Project)” are highly relevant to their donors’ strategic priorities: SECO, NORAD, and BMZ/GIZ.

91. The SCORE project is one of the longest-running projects in the ILO. In the past fifteen years, the project has been implemented in fourteen countries on all continents. SCORE services were also delivered in an additional seventeen countries. In total, the project has reached almost 6,000 SMEs<sup>9</sup> worldwide since 2010. SECO and NORAD have been the two key donors who have consistently funded the SCORE project through all its phases.

92. The SCORE project of ILO is 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. In the longer term, this should lead to improvement of access of people and companies to markets and opportunities, create employment opportunities, and offer future perspectives locally. The ILO’s SCORE project is relevant to multiple SECO business lines<sup>10</sup>: at the systems, policy, and enterprise levels.

93. The SCORE project is also relevant and strategic to NORAD’s development policies and strategies<sup>11</sup>. 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.

94. The AGC project in Tunisia is relevant and strategic to BMZ’s / GIZ’s development policies and strategies. The German development policy implemented by the Federal Ministry for Economic Cooperation and Development (BMZ) is guided by the goal of improving living conditions for people in developing countries and emerging economies.

95. The AGC project in Tunisia is in line with BMZ’s priorities for its international support interventions<sup>12</sup> by pushing back poverty, hunger, and inequality. The accent was to develop and expand social protection systems together with partners such as the International Labour Organization (ILO) as important key to effective poverty reduction and social justice, and actively foster decent work, living wages, and fair and sustainable supply chains and support training and employment for young people in particular. Forging ahead with a just transition is important by pursuing a feminist development policy, the BMZ wants to lead the way in achieving equal opportunities for all people, overcoming discriminatory power structures, and delivering human rights-based policies for all people. The focus is on gender equality.

96. BMZ chose GIZ to channel the USD 532,000 grant for the implementation of the AGC project in Tunisia, as GIZ is a partner in implementing the BMZ’s Africa Strategy. Both for BMZ and GIZ, it was important to implement the feminist development policy of BMZ mentioned above. ILO’s SCORE Gender Equality Model was a perfect match for its implementation in Tunisia. This Gender Equality module contains all priority focuses of the BMZ/GIZ by concentrating on five key issues: voice equality; inclusive hiring; equal pay for work of equal value; work climate, and work-life harmony.

<sup>9</sup> Number of total enterprises trained: 5,938 on 7 January 2024. (Source: <https://www.ilo.org/dyn/f?p=48974:22:8042582677755>)

<sup>10</sup> SECO, 2021. For sustainable prosperity SECO’s economic development cooperation 2021-2024

<sup>11</sup> NORAD, 2021. Norad’s strategy towards 2030

<sup>12</sup> BMZ, A world in transition: The priority areas of our development policy, March 2023

97. ILO's mandate to promote decent work and ensure adherence to labor laws and standards, which is integrated into the SCORE modules, is relevant to all three donors in light of their cross-cutting priorities regarding gender, human rights, and sustainability.

98. The ILO, SECO, and NORAD jointly selected the countries and sectors for SCORE implementation in previous phases and in the current Phase IV. This enabled the project to align with the specific regional and sectoral interests of both donors while also being based on the ILO's previous experience and networks in these countries. Both partners shared an interest in Tunisia and the textile and garment sector.

### **5.1.3 Relevance to global, regional, sub-regional, and national priorities**

Overall, both the SCORE IV programme and the SCORE project are highly relevant to national development, enhancing productivity and working conditions in SMEs, along with the strategies of the governments in SCORE Phase IV countries: Tunisia, Ethiopia, Myanmar, and Bolivia, as well as to regional and sub-regional enterprise development, productivity improvement, and decent work priorities. They were aligned with global sustainable development agendas and local and national priorities, as outlined in 1) the SDGs, 2) local and national sustainable development policies and strategies in Tunisia, 3) the strategic priorities and objectives of donors SECO, NORAD, and BMZ/GIZ, and 4) the ILO's mandate, its P&B outcomes, and strategic priorities. Overall, the project is of significant relevance.

99. The project "Sustaining Competitive and Responsible Enterprises (SCORE) Programme Phase IV" has contributed to improved productivity and working conditions in SMEs in national and global supply chains. SMEs are expected to improve their internal management practices, leading to higher productivity and improved working conditions in the four target countries.

100. Moreover, the project "Support for Crisis Management for 100 SMEs in Tunisia (AGC Project)" has contributed to Tunisia's improvement in mainstreaming feminist core principles in projects and explicitly promoting gender equality by implementing the ILO's SCORE Gender Equality Module.

101. The project aligns with national priorities in Tunisia but did not aim to contribute directly to them. The relevance and strategic importance of SCORE Training are clearly highlighted by the government's active participation in the project, both at the National Technical Advisory Committee (NTAC) level and as an implementing partner. Moreover, the Tunisian government has consistent policies and instruments to support the development of the private sector and SMEs in the country. State-supported programs and entities are established to provide technical assistance to key sectors within Tunisian economic development strategies. Sectoral technical support centers are co-managed by the private sector through a public-private partnership.

102. Furthermore, different subsidy arrangements are in place for SMEs, allowing them access to training and technical assistance for enterprise development. SCORE is recognized and eligible for these subsidies. These examples clearly show that SCORE Training is relevant to Tunisia's economic development strategies.

103. Furthermore, Tunisia's proximity to EU markets is providing strong opportunities for growth of the private and SME sectors in the country, and many companies are exploring exporting to the EU and becoming 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) increases the strategic value of SCORE Training for the Tunisian private sector to a significant extent.

104. The SCORE programme supported the achievement of the 2030 Agenda for Sustainable Development. It shares the vision of the Sustainable Development Goals<sup>13</sup> (SDGs) for 2030, which is to create a better, more inclusive world, particularly in relation to the world of work. SCORE helps SMEs improve working conditions and processes, particularly by mainstreaming gender, promoting decent work, achieving cleaner and more sustainable production patterns, and enabling SMEs to participate in global supply chains. The project is fully aligned with its objectives and interventions to meet relevant SDG targets and indicators. The project goals and interventions are notably aligned with the following SDG targets, particularly SDG 5: "Achieving gender equality and empowering women and girls.", especially 5.1 and 5.2; SDG 8: "Promoting productive employment and decent work for both men and women, with 8.2, 8.3, 8.4 and 8.; SDG 9: "Build resilient infrastructure, promote inclusive and sustainable industrialization, and foster innovation," with 9.3 and 9.4; and SDG 12: "Ensure sustainable consumption and production patterns" with 12.2 and 12.5.

105. The UN Guiding Principles on Business and Human Rights (UNGPs) serve as a high-level instrument for the protection, respect, and remedy of human rights. The UNGPs are aimed at governments and companies of all sizes; however, in practice, their application is most suitable for consortiums of companies, multinational corporations, or large enterprises. Nevertheless, there are a few areas where SCORE, which targets SMEs, connects to the UNGPs, as the UNGPs call on businesses to uphold human rights, particularly those outlined in the International Bill of Human Rights and the ILO Declaration on Fundamental Principles and Rights at Work (FPRW). The SCORE Program promotes the ILO's FPRW and adherence to national labor and environmental regulations, some of which are based on international human rights treaties.

## 5.2 Validity of Project Design

**Summary of key findings:** The project design's validity was satisfactory during the design phase, as there was a solid consistency between the project's description and what was included in the project LogFrame. All recommendations were consistently implemented, and lessons learned from numerous evaluations of previous SCORE programs were applied. The project design demonstrated a thorough understanding of outputs and outcomes based on a solid and comprehensive presentation of the baseline situation, root causes, and barriers. In April 2022, the SCORE Programme's Phase IV adjusted the logical framework in response to recommendations from the Institutional Impact Assessment and the final evaluation of SCORE Phase III. Considerations of gender equality, international labour standards, and social dialogue relevant to the project context were fully integrated into the project design.

106. The project design fully incorporates considerations of gender equality, international labor standards, and social dialogue pertinent to the project contexts in all four countries.

107. The evaluation of project design examines the project's suitability for the thematically focused development objectives established by SECO, NORAD, BMZ/GIZ, and ILO, the achievement of which can be measured by a set of verifiable indicators. The project was developed in a participatory manner, incorporating the contributions of national stakeholders and target beneficiaries. The design adhered to the requirement of framing the project based on a logical framework approach. The project documents for ILO SCORE's programme phase IV and the AGC project in Tunisia were prepared based on the results of previous evaluations, various research and studies, and the active involvement of diverse stakeholders in the project design. Overall, the intervention was an appropriate solution for enhancing productivity and improving working conditions in SMEs.

108. The Project was identified and prepared in cooperation with diverse stakeholders. A theory of Change (TOC) was developed for this project at the design phase, as part of the TOC for all SCORE

<sup>13</sup> UN Resolution adopted by the General Assembly on 25 September 2015; "Transforming our world: the 2030 Agenda for Sustainable Development"; 21 October 2015; Available at: [http://www.un.org/ga/search/view\\_doc.asp?symbol=A/RES/70/1&Lang=E](http://www.un.org/ga/search/view_doc.asp?symbol=A/RES/70/1&Lang=E)

phases, which can be found in **Annex 6**. The ILO's approach to enhancing productivity and improving working conditions in SME projects focuses not only on technical training and assistance or tools for SMEs, but also on improvements in policy, management, gender mainstreaming strategy, operations, and financing. The overall project design is relevant, with strong participation from various stakeholders in project identification.

**109.** The original LogFrame, with its outcomes, outputs, and target indicators, was developed at the project design phase and adequately measured with SMART (Specific, Measurable, Achievable, Relevant, and Time-bound) indicators. SMART indicators allow for proper adaptive management and monitoring of project results. The revised SCORE LogFrame is presented in **Annex 5**.

**110.** During project design, SECO insisted on including 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." This outcome would have been more effective in countries with robust national and global supply chains, such as China, India, and VietNam. The key lesson learned from the project's approach to enhancing productivity and improving working conditions in SMEs, particularly from outcome 2 regarding the connection between improved productivity and access to lead buyers in national and global supply chains, is that a substantial baseline study should be conducted to assess the feasibility of implementing an activity at the project's onset. For future projects in similar fields, it should be noted that if the baseline study insights indicate that this action is very challenging to implement, it should be excluded from the project. The donor(s) must be informed that the requested activity is not feasible.

**111.** The project design was based on a solid and comprehensive presentation of the baseline situation, root causes, and barriers. The problem analysis was substantiated by thorough data analysis on all aspects of enhancing productivity and improving working conditions in SMEs.

**112.** The analysis shows three main strengths of the project design:

- i. There was a very good monitoring framework, and a budget was allocated for M&E activities. SCORE has its own very detailed multilingual M&E platform containing key indicators and data of all SCORE projects from the start of project implementation in 2010 to date: <https://wwwex.ilo.org/dyn/f?p=48974:22:16526522878095::NO:RP:::>; and
- ii. The project defined a strategy related to gender and discrimination issues. Based on desk review and interviews, the project had particular concerns about these matters. This was especially visible in the AGC project in Tunisia, which has implemented the SCORE Gender Equality module in 101 Tunisian enterprises.

### 5.3 Project Coherence

**Summary of findings:** Project coherence was very satisfactory, as the SCORE programmes have been running in fourteen (plus an additional seventeen) countries for the past fifteen years. They have developed coherence and collaboration with similar initiatives to enhance productivity and improve working conditions in SMEs on a national, regional, and global scale. In addition, the complementarity with other relevant existing interventions and the internal coherence at the donor, implementation agency, and country levels in all four countries are satisfactory.

**113.** SECO and NORAD have established strong internal coherence for the SCORE Phase IV program. They collaborate closely with their headquarters in Bern and Oslo, the ILO's Enterprises Department, the MSME Branch at the ILO's Headquarters in Geneva, and the ILO's Country Office in Algiers. BMZ, through GIZ Tunisia, has also established durable coherence and collaboration for the AGC Project in Tunisia with ILO's Enterprises Department, MSME Branch at ILO's Headquarters in Geneva, as well as ILO's project office in Tunisia.

**114.** At the national level, the Theory of Change (TOC) for the SCORE Phase IV program is well-developed regarding the first two 'Waves of Change': "Finding the institution and proving the concept"

and “further adoption and adaptation of SCORE by other actors.” All previous evaluations, along with this final evaluation of SCORE Phase IV, confirm that in the four countries included in this assessment, the proof of concept for SCORE has been substantiated by verified results and impacts at the enterprise level. Meanwhile, in Tunisia, partner institutions have been observed continuing to provide SCORE services. SCORE has been widely embraced by participating partners, trainers, and SMEs. Several updates and adaptations of SCORE have been implemented to ensure its ongoing relevance at the country level.

115. The third wave of change, titled “Government policy reforms in productivity,” aimed to integrate its training methodologies and tools into national SME support services for sustainable and scalable results. Due to the SCORE project’s limited timeframe, direct engagement in policy reform and development was outside its bounds. Nevertheless, the SCORE project has played a crucial role by increasing awareness, enhancing the capacities of key stakeholders—including three ministries: the Ministry of Industry and Small and Medium Enterprises (MISME), the Ministry of Social Affairs (MAS), and the Ministry of Emergency Management (MEM)—and stimulating dialogue on productivity policies with key players such as UTICA and UGTT. These initiatives have indirectly contributed to a more favorable environment for policy discussions and set the stage for government-led efforts to pursue more substantial policy interventions independently. By concentrating on integrating its training into national systems, SCORE Tunisia optimizes its impact given the practical constraints of the project’s duration.

116. During the evaluation field mission in Tunisia, it was observed that supply chain development approaches remain relevant and could enhance results and impacts among SMEs in specific supply chains, such as those exporting to the EU across various sectors in Tunisia. EU companies have approached some Tunisian metalworking enterprises to become their suppliers. The number of partnerships may increase in the near future, given the significant pressure on EU companies to reduce production costs, particularly labour costs. From a transfer and sustainability standpoint, it may still be important to engage with the key actors with whom contacts have already been established, even if this effort is no longer included in the SCORE results framework.

117. There was no particular coherence among the existing GIZ projects in Tunisia, such as the BMZ-funded project, “Job Partnerships and Promotion of Small and Medium-Sized Enterprises in Tunisia II,” which aims to create quality jobs through business support, along with the AGC project in the country. If the SCORE programme continues in any capacity, such as the SCORE Academy, the AGC project in Tunisia, or the Productivity Ecosystems for Decent Work, these projects could benefit from a coherent co-implementation approach.

118. On a general level, UN Member States have indicated a strong commitment to sustainable development through the adoption of the Sustainable Development Goals (SDGs). This project utilized South-South cooperation as its primary delivery mechanism. The knowledge-sharing aspect of this project represented another significant area of South-South cooperation aimed at enhancing productivity and improving working conditions in SMEs.

## 5.4 Intervention Progress and Effectiveness

**Summary of findings:** The availability of project outputs and the achievement of direct outcomes during the final evaluation of project implementation across the four countries have met expectations. Overall, the six outputs from the two project outcomes were achieved to a very satisfactory extent for the SCORE Phase IV Program. The AGC project also reached its objectives and three outcomes by providing training and technical assistance to 101 SMEs (three above target) through three SCORE modules: Workplace Cooperation, Business Continuity Planning, and Gender Equality. The projects have delivered their outputs to date with high quality, demonstrating strong intervention progress and effectiveness. Both projects promoted collaboration and coordination among government agencies, industry associations, employers’ and workers’ organizations, and other key stakeholders to effectively support SME development and improve working conditions. In Tunisia, the SCORE implementing partners were quite diverse, including two national health inspection services, nine national and sectoral technical



support centres, one SME financing bank, and numerous individual trainers from the private sector. The total number of trainers trained in the SCORE methodology was 57, of which 22 (39%) were female. Foundations were established for SCORE to become fully sustainable at the national level, adapting to the specific needs of local SMEs and integrating into the national economic development framework, including both public and private implementation partners. Moreover, many SMEs have improved their capacity to connect with national and global supply chains, thanks to enhanced productivity and access to leading buyers. Finally, the SCORE methodology can be replicated in countries that lack effective programs and approaches to sustaining competitive and responsible enterprises by boosting productivity and improving working conditions in SMEs worldwide.

119. Achievement of direct outcomes is satisfactory, as the project has progressed towards establishing firm foundations for SCORE to become fully sustainable at the national level, adapting to the specific needs of local Small and Medium Enterprises (SMEs) and integrating fully into the national economic development framework, including public and private implementation partners. Moreover, many SMEs have enhanced their capacity to connect to national and global supply chains, thanks to improved productivity and access to leading buyers.

120. Project effectiveness assesses to what extent the intervention's immediate objectives were achieved, or are expected to be achieved, taking into account their relative importance.

121. This section focuses on the project's effectiveness within the evaluation scope until the end of the project implementation course. This means the extent to which the projects have achieved their results to date in terms of stated outputs, short- to medium-term outcomes, and progress towards longer-term impacts contributing to improved productivity and working conditions in SMEs in national and global supply chains in the four target countries, as well as replication effects. Furthermore, this chapter contains the targets and the results achieved to date in Tunisia and, where possible, includes comparisons to the SCORE Phase IV global program. Other elements that contribute to the effectiveness of programs, including the implementation approach, are discussed in later sections on project coordination and management in this final evaluation report.

#### **5.4.1 Global and Tunisian project achievement of SCORE Phase IV Project (2022-2024)**

122. In Phase IV, the SCORE project focused on integrating SCORE Training into national economic development frameworks and including SMEs in national and global supply chains.

123. In each country, the SCORE Project collaborates with relevant government agencies, industry associations, and worker and employer organizations to support the local Decent Work Country Programme (DWCP). The project is overseen by a National Tripartite Advisory Committee (NTAC), which includes social partners and donors at the national level. Globally, because the project is small and in its phase-out stage, the International Advisory Committee has been replaced by regular meetings between the SCORE team and SECO and NORAD.

124. The SCORE project phase IV began in January 2022 and is set to conclude on 30 June 2025. The SCORE interventions in Bolivia and Myanmar were completed earlier in December 2023, while the implementation in Tunisia and Ethiopia will extend until June 2025.

125. The traditional SCORE six modules that are still in use include SCORE Basics, Workplace Cooperation, Safety & Health at Work, Quality Improvement, Resource Efficiency, and Workforce Management. In Phase III, new modules were launched that included COVID-19 Occupational Safety and Health (OSH), COVID-19 Business Continuity, Lean Manufacturing, Hospitality Coaching, Gender Equality, and Responsible Business. For Phase IV, an additional module focused on climate change was introduced, which was piloted in Bolivia, Ethiopia, Pakistan, and Tunisia under the name SCORE4Climate.

126. In Phase IV, the SCORE Programme has shifted from its previous strong sectoral focus to a more flexible approach, encompassing a wider range of sectors when engaging with SMEs. However,

it still maintains emphasis on several key sectors across different countries. The extent of SCORE's reach in phase IV, as detailed in its monitoring and evaluation system, is illustrated in the table below.

**Table 3** Reach of SCORE phase IV to SMEs and Key Sectors in Tunisia (2019-2024)<sup>14</sup>

Country	# SMEs	Key Sectors
Tunisia	255	Textile & Garments, Agri-food processing, Metal work, Leather & Shoes, Electronics and Pharmaceutical

127. The overall reach of the SCORE Program to date in phase IV, is 1,587 SMEs participants who have engaged in one or more different SCORE modules across the four countries involved in SCORE phase IV. In Tunisia, as shown in **Table 3** above, 255 SMEs have participated in the SCORE programs across the following key sectors: Textile & Garments, Agri-food Processing, Metal Work, Leather & Shoes, Electronics, and Pharmaceuticals.

128. Interviews and focus group discussions with key informants during this evaluation indicate that the emphasis of phase IV centered on the second 'wave of change' of SCORE: "Further adoption and adaptation of SCORE by other actors at the country level," as outlined in the SCORE phase IV project document. This has primarily involved expanding networks and collaboration with implementing partners, as well as expert trainers in the respective countries. Throughout phase IV in all SCORE countries, there has been a concerted effort to increase the pool of expert trainers, addressing the issue of many past trainers becoming inactive or decertified.

129. The current reach of SCORE in Tunisia through implementing partners, expert trainers and trainers is summarized in **Table 4** below.

**Table 4** SCORE Implementation Partners and Trainers in Tunisia<sup>15</sup>

Country	Implementing partners	Trainers Trained in SCORE Methodology	Certification
Tunisia	2 National Health Inspection Services, 9 National and Sectoral Technical Support Centres, 1 SME financing bank, Individual trainers from the private sector	Male: 35 Female: 22	Number of Trainers Trained: 57 (22 female, 35 male)  Number of Expert Trainers: 21 (25% female)  Number of Certified trainers: 38 (14 female, 24 male)

130. As seen in **Table 4**, the Tunisian SCORE implementing partners were very diverse, including National Health Inspection Services, National and Sectoral Technical Support Centres, SME financing bank, and Individual trainers from the private sector. Total number of trainers trained in the SCORE methodology was 57, out of which 22 trainers were female (39%).

131. The COVID-19 pandemic has presented certain opportunities for the SCORE Programme by enabling the development of new training modules focusing on business continuity and occupational safety and health (OSH) that effectively address the challenges posed by the pandemic. Additionally,

<sup>14</sup> Source: SCORE M&E system and Progress Report for Tunisia from December 2024

<sup>15</sup> Source: SCORE M&E system and Progress Report for Tunisia from December 2024

there has been a shift in training delivery towards more digital and hybrid formats, allowing for greater flexibility and reduced costs.

#### 5.4.2 Availability of Outputs and Achievement of Direct Outcomes

132. The achievement of the project's outcomes was evaluated based on the TOC's causal pathways between outputs and outcomes shown in **Annex 6**, and the key evaluation questions as they can be found in the Evaluation Matrix in **Annex 4**. The achievement of project outcomes is difficult to evaluate at this Final project implementation stage.

133. The progress report containing results from the two outcomes and six outputs for Tunisia from December 2024 can be seen in **Table 5** below. Notable, there was overperformance in almost all indicators. Details on the outputs and indicators are explained in the section below.

134. **The first project Outcome** intended to make SCORE fully sustainable at the national level, adapting to the specific needs of local SMEs and fully integrated into the national economic development framework, including public and private implementation partners. **The second project Outcome** deliberated to support Small and Medium Enterprises in developing their capacity to link to national and global supply chains, thanks to improved productivity and access to lead buyers. Details for the achievement of the outputs in the project outcomes can be found in **Annex 12**.

135. The M&E database of SCORE provides good and interesting datasets on the progress of SCORE training in the different countries of Phase IV. Some key data from the M&E system on Tunisia versus globally, including all countries of the SCORE Phase IV: Bolivia, Myanmar, Tunisia, and Ethiopia, are provided below.

**Table 5** SCORE Phase IV Programme progress report in Tunisia<sup>16</sup>

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<sup>16</sup> Source: SCORE Phase IV Programme progress report in Tunisia, December 2024

Result and indicators	Target Dec 2024	Actual Dec 2024
<b>Outcome 1. SCORE is fully sustainable at the national level, being adapted to specific needs of local SMEs and fully integrated in the national</b>		
Nr. of private sector development programmes adopted parts of SCORE Training (including supplier development activities)	12	17
Nr. of SMEs trained in SCORE modules (% Female-owned)	250 (10%)	255 (11%)
Nr. of workers and managers trained (% Female)	9200 (50%)	12005 (59%)
Average nr. of gender-sensitive practices per module per enterprise	1.5	1.02
Nr. of SMEs trained in implementation partners' SCORE-inspired SME productivity working conditions improvement trainings	110	375
% of independence of partners	100%	93%
% of cost-recovery of SCORE Training	70%	95%
<b>Output 1.1. Implementation partners have business plans to independently market, sell and organize SCORE Training and to identify and</b>		
Nr. of funding proposals of implementation partners for public subsidies/programmes submitted	2	15
Nr. of implementation partner's business plans developed	12	17
<b>Output 1.2. Implementation partners have improved SME service portfolio by adapting and modifying SCORE training based on market</b>		
Nr. of updated/modified SCORE (-like) training module	3	11
<b>Output 1.3. Implementing partners have put in place national SCORE trainer certification and quality assurance systems for continuous</b>		
Nr. of implementation partners equipped with SCORE Training quality assurance system	2	17
Nr. of active SCORE trainers certified (% Female)	40 (50%)	57 (39%)
Nr. of SCORE expert trainers active (% Female)	8 (25%)	21 (25%)
<b>Output 1.4. Policymakers and social partners have increased knowledge on productivity, working conditions including international labour</b>		
Nr. of policymakers and social partners trained (% Female)	130 (50%)	486 (36%)
Nr. of follow-up initiatives developed, after the advocacy efforts and workshops organized by SCORE Programme	3	35
<b>Outcome 2. Small and Medium Enterprises have developed their capacity to link to national and global supply chains, thanks to improved</b>		
Nr. of SMEs benefitted from SCORE Training sponsored by lead buyers	30	65
Percentage of SMEs who export their goods after SCORE Training	45%	47%
<b>Output 2.1. Implementing partners develop business support services and training on participation in national and global supply chains for</b>		
Nr. of proposals submitted to supply chain actors to promote SCORE Training to suppliers	15	52
Nr. of supply chain actors that have included SCORE concepts in their supplier development activities	7	18
<b>Output 2.2. Lead buyers and other supply chain actors have an enhanced understanding of advanced supplier development practices,</b>		
Nr. of promotional materials/guidance note developed	45	52
Nr. of promotional/knowledge sharing events organized for supply chain actors	2	30

136. During the field evaluation mission in Tunisia, interviews and focus group discussions revealed that SCORE services are frequently bundled together, combining various modules. Trainers often integrate SCORE services with other Technical Assistance (TA) related to ISO and HACCP certification processes. As a result, it becomes challenging to directly link specific changes in companies to individual SCORE services and modules. Nevertheless, interviewees consistently express that the SCORE approach, along with the training and TA, has been the most impactful and valuable intervention at the company level, resulting in significant and enduring changes. Companies also report that their involvement in SCORE training has proven to be a worthwhile investment in terms of time, money, and effort, indicating improved performance since participating in SCORE training, even if this improvement cannot be quantified with specific hard indicators.

137. In Tunisia, the capacity of partners for sustainable delivery of SCORE's outputs and objectives was built at the country level. The SCORE project in Tunisia works with multiple local partners, and significant progress has been made in capacity development of these partners to prepare for handing over the SCORE service delivery once the project is phased out.

138. In Tunisia, SCORE works with multiple partners, and the 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.

139. The project works with a group of twelve implementing partners. Three implementing partners are 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). Most importantly, SCORE works with eight sectoral technical support centres (under tutorship of the MISME and comanaged with UTICA and the Sectoral Enterprise Associations (Centres Techniques): 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 in Tunisia works additionally with individual private service providers (individual self-employed trainers).

140. The organizational set-up in Tunisia ensures a widespread across sectors and close linkages with specific sectors. These partners employ a considerable number of trainers and, as such, can ensure good access to knowledge and relevant expertise at the sector level.

141. The SCORE project is in discussions with UTICA to develop a governance and coordination model for training provision to SMEs, with all these partners involved, led by UTICA as the Employers' confederation representing all sectors in the country. Although UTICA has shown a clear interest in taking over SCORE training, the specific governance and coordination model has yet to be finalized. Creating this model will be challenging due to the diverse range of partners and individual trainers participating in the SCORE training delivery in Tunisia, each having their own interests to consider. There is still time to finalize this model before the project concludes in Tunisia; however, the complexity of the task requires urgent and ongoing attention during the remaining project period. During the evaluation mission, a SCORE Training Academy model, similar to the SCORE Academy in China, was discussed with UTICA. A significant challenge in Tunisia is the limited number of companies integrated into global supply chains, which raises concerns about the sustainability of ongoing SCORE training.

142. The intervention progress and effectiveness of the AGC project will not be discussed separately in details, as the 101 beneficiaries' SMEs have used the SCORE M&E system to report their results. Hence, the AGC project results are covered above. In short, these are the main results and qualitative analysis of the AGC project in Tunisia<sup>17</sup>:

- 101 SMEs have committed to the AGC project and the SCORE training;
- There was compliance with delivery deadlines has increased in 49% of SMEs;
- 41% of companies have reduced their end-of-line defects and rework;
- Reduction in energy consumption were noticed in 29% of SMEs;
- Reduction in the use of materials in 35% of SMEs;
- Reduction in waste production in 36% of SMEs;
- Increase in cost savings in 55% of SMEs;
- Increase in productivity in 72% of SMEs; and
- Improvements in working conditions have been noted in SMEs.

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<sup>17</sup> Source: AGC Project Final Presentation, 27 November 2024, Slide 14

143. AGC performed a satisfaction survey of the SCORE teams in the SMEs where the project was implemented. The improvement proposals and recommendations of the team members were<sup>18</sup>: to extend the duration of training and allow more time for each module; to intensify practical activities and field coaching; to maintain a high level of professionalism of trainers; to broaden the themes covered according to the specific needs of companies; and to strengthen post-training monitoring to maximize the impact of the actions undertaken.

## 5.5 Efficiency of Resources Used

**Summary of findings:** The SCORE Phase IV program and the AGC project in Tunisia focused on achieving cost-effectiveness (efficiency of results delivered) during implementation. Project partner institutions, trainers, and SMEs exceeded the delivery prevised in their ToRs. The final evaluation indicates that project management and financial management results were generally viewed as efficient and cost-effective. The SCORE Phase IV program in Tunisia was extended until 30 June 2025, to complete all its activities. The AGC project concluded its implementation on 30 November 2024. According to the latest annual financial statement from December 31, 2023, out of a total budget of USD 6,372,291, 67.8% (USD 4,317,838) was spent, leaving USD 2,054,453 remaining in the budget.

144. This subchapter gives an overview of the extent to which the Project has produced the results (outputs and outcomes) within the expected time frame and funding envelope. Efficiency is a measure of how cost-effectively resources/inputs (funds, expertise, time, etc.) are converted to results. The efficiency assessment answers whether the project was implemented cost-effectively and presents the lowest-cost option. It considers whether the project was delayed and whether the delay affected cost-effectiveness. Efficiency also considers the adequacy of government contributions and the national executing partners' contributions to project implementation.

145. The project's progress was evaluated against the existing LogFrame along with the corresponding targets and indicators, as well as the submitted annual progress reports that reflected progress against the planned timeline of targets. A non-cost extension of six months was granted for the SCORE Phase IV program in Tunisia to ensure all planned project activities could be completed.

### 5.5.1 The lowest cost option for the demonstration project solution

146. The cost-effectiveness of both projects has been assessed through the perception of the stakeholders interviewed and is assessed as being good. The resources and inputs (funds, expertise, time, etc.) were allocated efficiently and used strategically to achieve the expected results.

147. Regarding cost-effectiveness and timely project execution, the project utilized and built upon existing experiences, institutions, agreements, partnerships, data sources, etc. from the previous SCORE program phases I, II, and III with the same project donors to enhance project efficiency.

148. The original budget for SCORE Phase III, provided by SECO and NORAD, was USD 5.4 million. In 2023, SECO awarded an additional budget of slightly over USD 1 million, bringing the total new budget to almost USD 6.3 million in July 2023. This overall budget covers the three-year duration of SCORE phase IV until the end of 2024.

149. Finally, the project "Sustaining Competitive and Responsible Enterprises (SCORE) Programme Phase IV" received funding from the Swiss State Secretariat for Economic Affairs (SECO) and the Norwegian Agency for Development Cooperation through a grant agreement totalling USD 6,939,682, as shown in **Table 2**.

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<sup>18</sup> Source: AGC Project Final Presentation, 27 November 2024, Slide 26

150. Globally, according to the latest annual financial statement from December 31, 2023, out of a total budget of USD 6,372,291 for SCORE Phase IV programme, 67.8% (USD 4,317,838) was spent, leaving USD 2,054,453 remaining in the budget.

151. Overall, the annual expenditures for the project in the country are very modest, which is reflected in the small teams managing and implementing the SCORE project at the country level. During the evaluation field mission to Tunisia, it was observed that the small team was under considerable stress to achieve all the anticipated results outlined in the country-level results frameworks. The implementation of some key actions faced delays, primarily concerning the training and (re)certification of trainers. There was also a delay in updating the M&E data in the third year of the project. **Annex 10** provides an overview of the budget and expenditures for SCORE Phase IV in Tunisia. Nearly 50% of the SCORE budget is allocated to global and central SCORE expenses. The budget for Tunisia, at USD 836,874, is notably low at 12% of the total SCORE Phase IV budget, especially considering that the project's duration is three years.

152. **Annex 11** provides details of the expenditures in SCORE phase IV in Tunisia. On 31 December 2023, the overall expenditure rate in Tunisia was USD 446,995, which represented 53.4% of the total budget. Staff costs, subcontracts, and national consultants were the main costs in Tunisia.

153. The national project staff in Tunisia indicated that the support and follow-up provided by the SCORE team at HQ in Geneva, along with assistance from colleagues in regional offices, is of high quality and generally timely. No specific bottlenecks were reported by the national SCORE teams in this regard.

154. The cost recovery rates for delivering SCORE training modules are consistently monitored in the SCORE M&E database. From 2019 to 2024, there was a 95% cost recovery rate in Tunisia. This high rate of cost recovery for SCORE training not only indicates the efficiency of SCORE project implementation but also significantly enhances the commitment and ownership of enterprises regarding the SCORE services they have received.

155. The project "Support for Crisis Management for 100 SMEs in Tunisia (AGC Project)" was funded by the Federal Ministry for Economic Cooperation and Development (BMZ) of Germany through Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) with USD 532,000.

## 5.5.2 No-cost project extensions in Tunisia

156. Tunisia's external operating context (the prevalence of conflict, natural disasters, and political upheaval) was favourable and peaceful, unlike Myanmar, Ethiopia, and Bolivia. The project in Tunisia did not face an unusually challenging operational environment that negatively affected project performance, such as conflicts or security issues. The Government was stable, and no natural disasters affected project performance. However, it was decided to grant a no-cost project extension until 30 June 2025.

## 5.6 Effectiveness of Management Arrangements

**Summary of findings:** Project supervision and management by the ILO is very satisfactory. The M&E strategy for the SCORE Phase IV programme and the AGC project in Tunisia was well-developed. Project reporting, including annual reports and financial reporting for all donors, was satisfactory.

157. The SCORE Programme is one of the longest-running initiatives in the ILO's portfolio, boasting nearly 15 years of successful history. This longevity has transformed SCORE project management into a highly efficient and well-oiled operation, ensuring smooth and effective practices. Over time, the connections between national SCORE teams, headquarters, and relevant regional ILO offices have significantly strengthened. Country-level SCORE project officers commend the robust support they receive from headquarters.

158. The SCORE teams at the country level during phase IV are small, which, on one hand, allows for cost-efficient delivery of activities, but, on the other hand, creates organizational stress in managing the expected results within the results frameworks. Country teams must prioritize actions, leading to delays in realizing other activities. In Tunisia, challenges were faced in producing timely monitoring and evaluation (M&E) data for the SCORE M&E database.

159. An important management arrangement for securing ownership and providing proper strategic guidance for the implementation of the SCORE project at both global and country levels has been the Tripartite Advisory Committee, which was originally envisioned at the global and national levels (as in previous SCORE phases). At the global level, strategic guidance for the project occurred during regular meetings of the SCORE team with project donors, SECO and NORAD. At the national level, the National Tri-Partite Advisory Committees (NTAC) are operational in Tunisia. The tri-partite advisory model has performed best in Tunisia, where all tri-partite ILO partners are actively engaged in guiding and implementing SCORE.

160. Overall, the multi-stakeholder engagement in the SCORE project in Tunisia, at both the steering committee and implementation levels, has been good for local embedding and supporting SCORE training, though less functional in redefining the project's course and scope. Proactive guidance and steering were mostly done in the donor meetings at the central SCORE project level.

161. The SCORE Phase IV M&E system for project implementation, the generation and sharing of lessons learned, and communication at both national and international levels was of high quality and useful for all stakeholders. Both the SCORE Phase IV program and the AGC project SMEs had access to the SCORE M&E System in Tunisia.

162. The M&E database of the SCORE programme is not just extensive; it is an invaluable resource meticulously curated to drive impactful change. It is populated by trainers and partners at the country level, with data being verified at the central level, and comprises four essential types of reports that are consistently updated, ensuring that stakeholders have access to the latest insights. The global and country reports, along with summaries of enterprise improvement and gender progress, encapsulate the performance and progress of all trainers and enterprises involved in SCORE. Significantly, the Key Performance Indicator (KPI) reports dive deeper, focusing on a select group of participating enterprises, allowing for the collection of more comprehensive data that yields actionable insights. Overall, data for 32 countries, including the 14 SCORE countries, is available.

163. All main reports for the donors SECO, NORAD, and BMZ/GIZ were completed to a satisfactory standard, especially the annual reports and financial documentation. The reporting was highly detailed, consistently updating current results against the LogFrame. It also included the challenges encountered during implementation and the management actions taken to address them.

## 5.7 Impact Orientation and Sustainability of the Intervention Progress

**Summary of findings:** At the final evaluation, ILO's expected long-term accomplishments (impact orientation) and its contribution to sustainably realizing the strategic priorities of the funding partners SECO, NORAD, and BMZ/GIZ are considered likely. Policymakers and stakeholders were willing to engage in capacity-building activities to enhance productivity and improve working conditions in SMEs in SCORE phase IV programme countries.

In Tunisia, national ownership and the capacity of individuals and institutions—along with connections to the project on productivity ecosystems and decent work—have been strengthened to ensure the ongoing delivery of SCORE services, with national partners demonstrating a strong commitment to continue providing these services. The employers' organization, UTICA, is well-positioned to maintain its cooperative relationship with the ILO. The concept of establishing a SCORE Academy, which has the potential to serve the Maghreb region, requires further refinement and assessment by UTICA and the ILO until the project concludes in Tunisia on June 30, 2025. The SCORE project in Tunisia has established twelve partnerships with sectoral technical support centers and Occupational Safety &



Health (OSH) inspection centers under the Ministry of Industry and Small and Medium Enterprises. These centers now host SCORE trainers and offer SCORE services to SMEs at designated locations.

Furthermore, SCORE has trained several self-employed trainers who are actively delivering SCORE training in the market. UTICA, a member of the NTAC and the ILO's national employers' partner, focuses on coordinating SCORE service delivery, while sectoral enterprise associations also participate in the governance of the technical support centers. This has created a robust and promising network of key partners capable of implementing the ILO Tunisia exit strategy, ensuring SCORE service provision and continuity after the project concludes at the end of June 2025. The AGC project, which aims to provide training to 100 SMEs and is financed by BMZ/GIZ, proved the sustainability of SCORE service delivery. The AGC project employed a more effective communication strategy, utilizing diverse social media channels, including the GIZ Tunisia and GIZ websites, for project promotion and identification of beneficiaries for SCORE training.

The SCORE Phase IV programme has enhanced productivity and working conditions in SMEs and has influenced their integration into (inter)national supply chains by improving productivity, working conditions, and access to lead buyers. Trainers and SMEs consistently report that SCORE training, combined with in-company technical assistance, has significantly and lasting effects on enhancing productivity and improving working conditions in their respective SMEs. These impacts affect multiple aspects of business performance. Most importantly, SMEs indicate that the establishment of Enterprise Improvement Teams (EITs), tasked with developing and implementing concrete improvement plans, has been the most significant feature of the SCORE approach and training. These EITs have fostered ownership among SMEs regarding their improvement initiatives by including workers at all levels, positively influencing management-worker dialogue and cooperation on the shop floor. With the EITs, a long-term capacity has been established to manage various performance improvement processes, empowering SMEs staff to address and resolve problems independently. The teams are also effective in managing other certification processes within the companies, such as ISO and HACCP, and SCORE training is often used as a foundation for SME preparation for various certification or renewal processes. The effects of SCORE tend to be more pronounced and enduring in larger, more structured enterprises that are integrated into supply chains.

164. Impact orientation assesses to what extent was the project strategic orientation towards making a significant contribution to broader, long-term, sustainable development changes. The likelihood that the results of the intervention are sustainable and durable and can be maintained or even scaled up and replicated by intervention partners after major assistance has been completed.

165. The assessment of sustainability at the time of the final evaluation should explain how the risks to project outcomes will affect the continuation of benefits after the project ends, including both exogenous and endogenous risks.

166. The "Sustaining Competitive and Responsible Enterprises (SCORE) Programme Phase IV" was developed with the intended **Impact** (general objective) to contribute to improved productivity and working conditions in SMEs in national and global supply chains in the four target countries. As a result of the strategy and interventions described below, SMEs are expected to improve their internal management practices, leading to higher levels of productivity coupled with improved working conditions.

167. SCORE Phase IV was organized around two key outcomes to achieve the foreseen impact and align with the programme's Theory of Change. Outcome 1 focused on ensuring that SCORE training is embedded in existing national SME development programmes, while Outcome 2 concentrated on developing collaboration with lead buyers to disseminate the key concepts of SCORE to their supply chains, including second and third-tier suppliers.

168. **In Tunisia, national ownership and the capacity of individuals and institutions—along with connections to the project on productivity ecosystems and decent work—have been strengthened to ensure the ongoing delivery of SCORE services**, with national partners in Tunisia demonstrating a strong commitment to continue providing these services. The employers' organization, UTICA, is well-

positioned to maintain its cooperative relationship with the ILO, extending beyond the specific support of individual projects, as it is comprised of the national employers' constituents of ILO. Although there are promising prospects for transferring SCORE responsibilities to national partners, further development of specific arrangements and agreements regarding the coordination and governance of SCORE service provision is necessary.

169. Notably, the concept of establishing a SCORE Academy, which has the potential to serve the Maghreb region, requires further refinement and assessment by UTICA and the ILO until the project's conclusion in Tunisia on June 30, 2025. With twelve public and private sector implementing partners and a network of individual trainers, along with UTICA as the national employers' federation, these arrangements and the produced exit strategy will need to cover a wider range of interests.

170. In Tunisia, the SCORE project has established twelve partnerships with sectoral technical support centers and Occupational Safety & Health (OSH) inspection centers under the Ministry of Industry and Small and Medium Enterprises. These centers now host SCORE trainers and offer SCORE services to SMEs at designated locations. Furthermore, SCORE has trained several self-employed trainers who are actively delivering SCORE training on the market. UTICA, a member of the NTAC and the ILO's national employers' partner, is focused on coordinating SCORE service delivery, while sectoral enterprise associations also participate in the governance of the technical support centers. This creates a robust and promising network of key partners capable of assuming SCORE service provision and ensuring continuity after the project concludes at the end of June 2025.

171. Tunisia boasts a well-established productivity ecosystem, highlighted by its dedicated Ministry for Small and Medium Enterprises (SME) development. A specific institutional framework exists that offers both technical and financial assistance to the SME sector. This support is facilitated through sectoral technical support centers, which are already collaborating with the SCORE project. A significant policy and financial structure are implemented to subsidize SME access to training and technical assistance (TA) services, providing subsidies that cover up to 70% of the training and TA costs. SCORE training is included within these subsidy programs, greatly enhancing the potential for financial sustainability in SCORE's service delivery. The 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.

172. The SCORE team in Tunisia has achieved an intriguing outcome with a new cooperative arrangement at the supply chain level in the mobile phone services and platform economy sector. In collaboration with the international GSM Association (GSMA), the International Labour Organization (ILO) has launched a pilot project aimed at partnering with companies involved in Tunisia's digital platform economy. This partnership with GSMA showcases a potential model for cooperation with stakeholders within specific supply chains looking to enhance their supply chain management and governance. Such collaborative efforts may also be pursued in other sectors. Furthermore, the pilot project, which engages small and medium-sized enterprises (SMEs) in the platform economy sector, holds significant importance in light of the ILO's mission to promote decent work conditions. The digital platform economy often presents challenging labour conditions globally, making the insights gained from this pilot project in Tunisia highly pertinent for other ILO initiatives aimed at fostering decent work in this sector.

173. The Tunisian SCORE team has successfully implemented the "Support for Crisis Management for 100 SMEs in Tunisia (AGC Project)" project from December 2022 to November 2024. This project to provide training to 100 SMEs, financed by BMZ/GIZ proved the sustainability of SCORE service delivery. The AGC project was an important success. The AGC project had a more successful communication strategy, using diverse social media channels, including the GIZ Tunisia and GIZ websites, for project promotion and identification of beneficiaries for the SCORE training.

174. The SCORE phase IV programme has **enhanced productivity and working conditions in SMEs and effects on their integration in (inter)national supply chains, thanks to improved productivity and working conditions and better access to lead buyers.**

175. Trainers and SMEs consistently report that SCORE training, combined with in-company technical assistance, has had significant and lasting effects, as demonstrated through the SCORE M&E database. These effects impact multiple aspects of business performance. However, most importantly, SMEs indicate that the establishment of the Enterprise Improvement Teams (EITs), to develop and implement concrete improvement plans has been the most significant feature of the SCORE approach and training. These EITs have fostered ownership among SMEs regarding their improvement initiatives. Furthermore, the enterprise improvement teams, which include workers from all levels within the SMEs, positively influence management-worker dialogue and cooperation on the shop floor. Last but not least, SMEs report that these EITs have empowered them to address and solve problems independently. With the EITs, a long-term capacity has been established to manage performance improvement processes of all kinds. The teams are also effective in handling other certification processes within the companies, such as ISO and HACCP. During company visits conducted in Tunisia, these effects were consistently observed, even over a longer period following the last SCORE training course.

176. The effects of SCORE are typically more pronounced and enduring in larger, more structured enterprises that are integrated into supply chains. These organizations are often involved in certification processes and other due diligence activities requested by their primary buyers, or they are actively pursuing market expansion on both national and international scales. SCORE training is viewed as a valuable, practical resource that assists companies in preparing for or upholding their certifications. The ILO does not serve as a certifying body and has maintained a degree of distance from certification processes and accrediting organizations. With the exclusion of lead buyers' engagement in the SCORE project results framework at the beginning of phase IV, potential collaboration opportunities were not further investigated, despite their relevance. These could still create new avenues to enhance the value of SCORE training for SMEs within specific supply chains and offer support from key stakeholders in these networks.

177. A crucial condition for the lasting impact and sustainability of SCORE training at the SME level is the continuous updating of its services and the adaptation of its training to meet new contexts and needs. In Tunisia, SMEs and other stakeholders have expressed that their service demands have evolved over time and will continue to change in the future. The adaptations made in response to the COVID-19 pandemic, including the introduction of the COVID-19 Occupational Safety and Health and Business Continuity modules, were well received and met significant demand. Currently, amid the inflation and energy crisis, SMEs are rapidly growing in demand for sustainable resource management and addressing climate change. There is no SME that has implemented the SCORE4Climate module in Tunisia yet. Additionally, there is uncertainty regarding how the ILO at the central level can effectively promote and accelerate the development and adaptation of new modules beyond the current SCORE project, given the limited resources and capacity available. Equally, many innovations and adaptations arise from specific demands within particular sectors and countries, necessitating an efficient mechanism for exchange, replication, and adaptation to different languages and context.

## 5.8 Cross-Cutting Issues

### 5.8.1 Gender mainstreaming, non-discrimination, disability, environmental sustainability, International Labour Standards, and social dialogue

**Summary of findings:** The considerations of gender equality, international labour standards, and social dialogue relevant to the project context for all four countries were fully integrated throughout the entire project cycle, starting with project design, continuing through implementation, and merged into all M&E systems and project reporting. Gender mainstreaming was also embedded in the indicators, underscoring the need for gender-disaggregated data to be reported in these metrics, which occurred consistently. A just transition to environmental sustainability was incorporated through the ILO SCORE4Climate training module, and the projects consistently promoted the use of international labour standards and social dialogue. In the AGC project in Tunisia, a key focus was the SCORE Module on Gender Equality (MIG), which was implemented across all 101 SMEs. Women were consistently represented in both the improvement teams for SCORE and senior management positions across all Tunisian SMEs. The percentage of female trainers in Tunisia reached 50 percent by 2024. There was a

12 percent growth in female permanent employees over six years and a 19 percent increase in female temporary/contract workers, showcasing the untapped potential that exists within the female workforce in Tunisia and worldwide. During its implementation in Tunisia's SMEs, the project effectively addressed the specific needs of women, men, and vulnerable groups, including persons with disabilities.

178. The ILO developed a specific Gender Mainstreaming Approach in the project design phase. Gender equality is a priority for the ILO. The policy on equality between women and men, expressed in the Director-General's Circular no. 564 from 1999, calls for integrating gender equality into all aspects of ILO work. Challenges in impact insurance and microinsurance and in specific countries go beyond ensuring an equal number of men and women participate in ILO interventions.

179. ILO should be encouraged to continue mainstreaming gender and disability in future interventions, working with other ILO departments and organizations, and defining tailor-made strategies. The latter should be aligned with existing national strategies and policies, taking also into consideration if project countries have ratified the UN Convention on the Rights of Persons with Disabilities (UNCRPD).

180. Gender mainstreaming, equality and non-discrimination, international labour standards, social dialogue, and a just transition to environmental sustainability have been assessed through interviews and desk evaluation of reporting of the gender balance in beneficiaries and the perception of gender balance, as well as the extent to which gender was considered during the design and implementation of the project. Based on the statistics of women workers, gender components are mainstreamed throughout the project; therefore, the evaluation has integrated not only gender equality but also social inclusion and other non-discrimination issues as a cross-cutting concern throughout the process.

181. The just transition to environmental sustainability was mainstreamed through the ILO SCORE4Climate Training module. In the past, this was the cleaner production module.

182. In both the SCORE phase IV programme and the AGC project, gender was well mainstreamed, combined with equality and non-discrimination. The projects always advocated the use of international labour standards and social dialogue. These were the strong points that all key informants pointed out during the interviews. They reiterated that staff satisfaction was increased and absenteeism was reduced due to advancing social justice through social dialogue and promoting decent work in the SMEs. More information and analysis on gender mainstreaming is found in **Annex 12**.

## 6 Conclusions and Recommendations

### 6.1 Conclusions

183. The SCORE programme in Tunisia was very successful, particularly in training government representatives and maintaining a stable pool of certified trainers. However, the lack of expert trainers and the underrepresentation of women in key stakeholder groups present significant challenges that require further focus. A project extension should focus on addressing these gaps, with a strong emphasis on gender inclusivity, capacity-building, and stakeholder engagement to ensure the program's sustainability and alignment with global benchmarks.

184. Tunisia's enterprise training efforts under the SCORE and the AGC projects have been highly successful, particularly regarding gender inclusion, enterprise engagement, and financial sustainability. The absence of dropouts and the high satisfaction rates further highlight the programme's relevance. For the future, expanding outreach to smaller enterprises, increasing engagement with specialized

training like SCORE4Climate, digitalization modules, eco-tourism etc., and further strengthening gender-focused initiatives should be key priorities in any potential project extension.

185. Tunisia's delivery of SCORE modules from 2019 to 2024 highlights a focused approach to foundational workplace practices, particularly through the Workplace Cooperation module. While this has yielded notable successes, including high relevance for SMEs, the limited diversity of modules delivered room for growth and improvement possibilities in addressing broader enterprise needs. A follow-up project should focus on the productivity ecosystem for decent work as a whole as a key of ILO's mandate. SCORE training content should be diversified, regional collaboration enhanced, and monitoring systems strengthened to ensure a more comprehensive and sustainable impact.

186. The SCORE programme and the AGC project have significantly improved productivity, cost savings, and worker engagement. The limited progress in areas like energy efficiency and waste reduction highlights opens new window opportunities for future interventions. A tailored strategy addressing these gaps could further amplify the program's impact, ensuring sustainable outcomes for SMEs.

## 6.2 Recommendations

187. Based on the findings of this report, the evaluator prepared several recommendations that can contribute to sustaining competitive and responsible enterprises and increase the productivity of ecosystems for decent work in Tunisia and globally, which were derived from the implementation of the projects.

<b>Recommendation #1:</b>	Enhance Gender Representation and Build on Gender Inclusivity by strengthening outreach and recruitment efforts to increase female participation across all categories, particularly among employer representatives, union representatives, and trainers. Gender-sensitive policies and incentives should be introduced to encourage more women to participate in the programme. Tunisia's success in training a high percentage of female staff provides a strong foundation for further gender-sensitive initiatives. Expanding opportunities for women in leadership and technical roles within enterprises could be a key focus for future programming.
<b>Priority Level:</b>	Medium
<b>Type of Recommendation:</b>	Public and private partners
<b>Responsibility:</b>	Private and public sector enterprises
<b>Resource implications</b>	Medium
<b>Proposed implementation time-frame:</b>	Immediately

<b>Recommendation #2</b>	Strengthen the Monitoring and Sustainability system and Strengthen Data Systems by developing a robust monitoring and evaluation framework to track the progress of trainers and stakeholders beyond the project timeline. This will ensure that the project's impact is sustained and scalable. Ensure consistent and comprehensive data collection on training outcomes, including qualitative metrics (e.g., enterprise feedback on specific modules) and long-term impacts on productivity or workplace improvements. Provide additional training to trainers and partners on
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	data collection and monitoring to improve the reliability and consistency of data.
<b>Priority Level:</b>	High
<b>Type of Recommendation:</b>	ILO Department of Enterprises, MSME Branch; Public and private partners
<b>Responsibility:</b>	ILO Department of Enterprises, MSME Branch; Public and private partners
<b>Resource implications</b>	Medium
<b>Proposed implementation time-frame:</b>	Immediately

<b>Recommendation #3:</b>	Enhance Training Depth and Expand Module Diversity by introducing and adapting additional SCORE modules such as <b>SCORE4Climate, Workforce Management, and Hospitality Coaching</b> to address emerging needs in key sectors, particularly in the tourism and manufacturing industries. Diversifying module delivery could enhance the program's relevance and attract more enterprises. Additionally, deliver targeted modules that address sector-specific needs, such as Food Safety for the agribusiness sector or SCORE4Climate for industries focusing on sustainability. Encourage enterprises to participate in additional training modules, particularly specialized courses, to deepen their capacity-building and foster long-term organizational improvements.
<b>Priority Level:</b>	High
<b>Type of Recommendation:</b>	ILO Department of Enterprises, MSME Branch; Public and private partners
<b>Responsibility:</b>	ILO Department of Enterprises, MSME Branch; Public and private partners
<b>Resource implications</b>	High
<b>Proposed implementation time-frame:</b>	Near future

<b>Recommendation #4:</b>	Strengthen Regional Integration by exploring opportunities to expand SCORE coverage in West and French-speaking Africa, fostering regional exchanges and partnerships. This would enable Tunisia to benefit from shared experiences and best practices while contributing to the programme's growth in the region.
<b>Priority Level:</b>	High
<b>Type of Recommendation:</b>	ILO Department of Enterprises, MSME Branch; Public partners
<b>Responsibility:</b>	ILO Department of Enterprises, MSME Branch; National Governments
<b>Resource implications</b>	High

<b>Proposed implementation time-frame:</b>	Immediately
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<b>Recommendation #5:</b>	Leverage High Engagement with the Workplace Cooperation module by integrating complementary elements from other modules (e.g., Safety & Health or Workforce Management) to provide a more holistic training experience for enterprises.
<b>Priority Level:</b>	Medium
<b>Type of Recommendation:</b>	ILO Department of Enterprises, MSME Branch
<b>Responsibility:</b>	ILO Department of Enterprises, MSME Branch
<b>Resource implications</b>	Medium
<b>Proposed implementation time-frame:</b>	Near future

<b>Recommendation #6:</b>	Initiate another Phase of the AGC project in 2025 in Tunisia with new funding. As the SCORE project has ended globally, initiate another phase of the AGC project in Tunisia with a focus on Gender component, by sourcing for new funding. Introduce and adapt additional SCORE modules to existing and additional SMEs, such as SCORE4Climate, Workforce Management, and Hospitality Coaching to address emerging needs in key sectors, particularly in the tourism and manufacturing industries in Tunisia.
<b>Priority Level:</b>	High
<b>Type of Recommendation:</b>	ILO Department of Enterprises, MSME Branch; International Donor Community; Public partners
<b>Responsibility:</b>	ILO Department of Enterprises, MSME Branch; International Donor Community; National Government
<b>Resource implications</b>	Medium
<b>Proposed implementation time-frame:</b>	During 2025

### 6.3 Lessons Learned

188. Lessons learned are used to bring together any insights gained during the project that can be usefully applied in the further course of project implementation until project closure and future projects. Capturing lessons learned from the project implementation is of extreme importance, as it may result in more effective and efficient future rollout of project activities and organizational learning. Seizing lessons learned and turning that hindsight into best practices will achieve far greater long-term project

success, which can be captured and possibly replicated within ILO and broader. The following lessons were learned from the implementation of this project:

<b>Lesson Learned #1:</b>	ILO's marketing and communication efforts in the frames of the SCORE project's phase IV have been weak and limited primarily to its networks. As the ILO is neither an SME development nor a business development services provider, it lacks recognition within SME communities. To ensure that the SCORE service reaches the market, it is essential to enhance and proactively engage in communication and marketing of SCORE training within these sectors.
Context/comment:	<p>The ILO's mandate is very specific, so its visibility outside its direct tri-partite constituency is often challenged. In the private sector and SME development, the ILO needs to move beyond its usual circles to effectively convey its mandate and activities and the added value it can bring to enterprise development.</p> <p>SMEs that know SCORE are very positive about its value added. Hence, they are strong ambassadors in communication efforts.</p> <p>More involvement of national partners and their trainer networks in developing marketing and communication plans have a strong potential for more outreach of SCORE.</p>
<b>Lesson Learned #2:</b>	Small and Medium-sized Enterprises (SMEs) that understand the importance and recognize the value of Business Development Services (BDS) are more inclined to invest in them. Otherwise, they may benefit from national subsidy programmes. Additionally, SMEs that pay for SCORE services tend to use SCORE training and methods more effectively, leading to a better integration of enterprise improvement teams within their organizations.
Context/comment:	Experience from SCORE in Tunisia has shown that most of the SMEs have used the Government subsidy of 70% to implement the SCORE programmes. However, if these subsidies are cut, it is likely for the enterprises that see the value added of SCORE to continue using SCORE services.
<b>Lesson Learned #3:</b>	A revised approach that emphasizes supply chain leaders' interest in enhancing governance, sustainability, and the quality of their suppliers may prove to be more effective. The buy-in of key actors in supply chains may be more substantial if the approach focuses more on supply chain integration and governance and due diligence requirements, especially the certification processes of SMEs.
Context/comment:	Enterprise improvement processes are inherently linked to supply chain integration and to SMEs' efforts to strengthen their positions within these supply chains. In the past, the ILO has faced challenges in effectively engaging lead buyers in the supply chain to promote and advance SCORE training within their networks.
<b>Lesson Learned #4:</b>	The baseline situation in a country for a certain development objective should be assessed well before project design phase.



Context/comment:	Concerning the outcome 2 (SMEs developing their capacity to link to national and global supply chains, thanks to improved productivity and working conditions and better access to lead buyers): If there are insufficient regional and global supply chain players or SMEs that participate in the same in the country, this outcome should not be planned since the beginning of the project.
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<b>Lesson Learned #5:</b>	The SCORE M&E database is rich of information allowing interesting analytical work, though caution is needed in generating and use of data.
Context/comment:	A simpler and more qualitative set up of regularly updated KPIs can be used in the SCORE M&E database. Not all quantitative indicators can be collected in a reliable way and subsequently aggregated and analyzed. This can cause bottlenecks and limitations in interpreting particularly the quantitative KPIs.

<b>Lesson Learned #6:</b>	The sectoral technical centers (CTS) in Tunisia were implementing SCORE Training in the targeted companies that were already their clients. SCORE offers a development of the human dimension and staff participation in the production processes and decision-making in the SMEs, as an addition to the Kaizen programme.
Context/comment:	The main implementation partners in Tunisia were the sectoral technical centers, such as CETTEX, PACKTEC, and CETIME. These centers possess recognized expertise in supporting businesses. They considered the SCORE programme complementary to the Kaizen programme (developed in cooperation with JICA over the past 20 years). The SCORE programme introduced a human dimension to its training, which Kaizen does not address.

## 6.4 Emerging Good Practices

189. The following good practices have emerged as a result of this project's implementation to date:

<b>Good Practice #1:</b>	ALTUTEX, a company in the textile sector, has developed an innovative internal technological solution: a problem detection application that identifies and instantly alerts users to production issues directly resulting from the application of SCORE methodologies.
Context/comment:	ALTUTEX developed an IT technological solution to detect problems during the production process in real time and instantly alert employees about production issues. This innovation is directly linked to the implementation of collaborative practices promoted by the SCORE programme.

<b>Good Practice #2:</b>	The establishment of Enterprise Improvement Teams (EITs), tasked with developing and implementing concrete improvement plans, has been the most significant feature of the SCORE approach and training. These EITs have fostered ownership among SMEs regarding their improvement
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	initiatives by including workers at all levels, positively influencing management-worker dialogue and cooperation on the shop floor.
Context/comment:	With the EITs, a long-term capacity has been established to manage various performance improvement processes, empowering SMEs staff to address and resolve problems independently. The teams are also effective in managing other certification processes within the companies, such as ISO and HACCP, and SCORE training is often used as a foundation for SME preparation for various certification or renewal processes.

<b>Good Practice #3:</b>	SMEs effectively utilized the SCORE Workplace Cooperation module by scheduling daily and weekly team meetings, installing noticeboards and letter boxes for writing improvement proposals to enhance internal communication.
Context/comment:	Daily and weekly team meetings at the SMEs, installing noticeboards and letter boxes for writing improvement proposals have enhance internal communication within the SMEs, and have created a quality improvement culture. Additionally, they contributed for all the staff members to feel valued, and their voice to be heard. Staff know now how to contribute to improving the productivity of their enterprise and avoid claims. They also feel empowered to use their voice for quality improvement, as this is highly appreciated and rewarded by their management.

<b>Good Practice #4:</b>	The SCORE programme successfully created significant synergies between technical centers and private consultants / SCORE trainers.
Context/comment:	Private consultants / SCORE trainers established strong collaborative ties with the technical centers. This collaboration facilitated companies' access to technical centers to address complex and specialized technical issues. These interactions combined institutional and private expertise, enriching the support provided to companies.

## **7 Annexes**

**Annex 1** Terms of Reference (ToR) for the Final Evaluation of the ILO Project: “Stimulating innovation and impact insurance in Africa”

**Call for Expression of Interest: Independent  
Evaluator for ILO SCORE Programme  
Phase IV Final evaluation**

Organization: Evaluation Office of the International Labour

Organization (ILO) Position: Independent Evaluator

Evaluation Period: 5 September 2024 to 28 February 2025

Application Deadline: **9 August 2024**

The Evaluation Office of the International Labour Organization (ILO) is seeking an independent evaluator to conduct the final evaluation of the ILO SCORE Programme. Interested candidates are encouraged to review the Terms of Reference for detailed information.

How to Apply:

Expressions of interest should be submitted as specified in the "Application Requirements" section of the Terms of Reference. Please send your application to the evaluation manager, Neetu Lamba, at [lamba@ilo.org](mailto:lamba@ilo.org), cc [scoreglobal@ilo.org](mailto:scoreglobal@ilo.org), with the subject header "Evaluation of SCORE IV."

 [Terms of Reference](#)

## Final independent evaluation of ILO SCORE (Sustaining Competitive and Responsible Enterprises) Programme Phase IV

▶ Key facts

<b>Title:</b>	<b>Sustaining Competitive and Responsible Enterprises (SCORE) Programme Phase IV</b>
<b>TC Code:</b>	GLO/21/60/MUL, TUN/21/50/MUL, TUN/22/02/DEU, BOL/21/50/MUL, MMR/21/50/MUL (this evaluation is for the first three projects)
<b>Backstopping unit</b>	MSME Unit
<b>Type of evaluation</b>	Independent Final Evaluation
<b>Evaluation Manager</b>	Neetu Lamba

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► List of Acronyms

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DWCP	Decent Work Country Programme
EM	Evaluation Manager
EVAL	Evaluation Office
HQ	Headquarters
ILO	International Labour Organization
KPIs	Key Performance Indicators
M&E	Monitoring and Evaluation
NORAD	Norwegian Agency for Development Cooperation
P&B	Programme and Budget
SECO	Swiss State Secretariat for Economic Affairs
SMEs	Small and Medium Enterprises
TAC	Tripartite Advisory Committee
TO	Technical Officer
UN	United Nations
UNDAF	United Nations Development Assistance Framework
UNEG	United Nations Evaluation Group
USD	United States Dollar

## ▶ Introduction

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Sustaining Competitive and Responsible Enterprises (SCORE) is an ILO global program aimed at improving productivity and working conditions in SMEs. The project contributes to achieving [ILO Programme & Budget Policy Outcome 4: Sustainable enterprises as generators of employment and promoters of innovation and decent work](#) under the ILO's Programme & Budget for 2024-2025. The key intervention of the global program 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 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. In 2022, Federal Ministry for Economic Cooperation and Development (BMZ) of Germany provided USD 532,000 through Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) for a project named "Appui à la Gestion des Crises pour les PME (AGC)" in Tunisia, aimed at delivering SCORE Training to 100 SMEs.

This document describes the Terms of Reference (ToR) for the independent final 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 strict regard to the following six evaluation criteria and will mainstream gender equality:

Relevance and strategic fit of the intervention

Validity of intervention design

Intervention progress and effectiveness

Effectiveness of management arrangements

Efficiency of resource usage

Impact orientation and Sustainability of the intervention



## ► Background information

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### Project objectives and theory of change

The development objectives of the SCORE Programme have evolved from Phase I (2009 – 2014) to Phase IV (2022 – 2024).

During Phase I, the Program focused on strengthening SMEs to become more sustainable through SCORE Training. In Phase II (2014 – 2017), the Program supported national institutions in independently providing SCORE Training to SMEs. Phase III (2017 – 2021) expanded its intervention logic, emphasizing the importance of support from national and global supply chains, as well as national institutions, to enhance productivity and working conditions in SMEs. In Phase IV (2022 – 2024), the SCORE Programme emphasizes the integration of SCORE Training into the national economic development framework and the inclusion of SMEs in national and global supply chains.

The project is expected to achieve the following two outcomes:

**Outcome 1:** SCORE is fully sustainable at the national level, adapted to the specific needs of local SMEs, and fully integrated into the national economic development framework, including public and private implementation partners.

**Outcome 2:** Small and Medium Enterprises have developed their capacity to connect to national and global supply chains, thanks to improved productivity and access to lead buyers.

A performance plan with bi-annual milestones and sustainability strategies in each country guide the implementation of project activities. Project activities are at various stages of implementation depending on their start year of intervention, and different country projects offer SCORE Training services in different economic sectors. The program operates in Bolivia, Ethiopia, Myanmar, and Tunisia during Phase IV. As the SCORE Phase IV mid-term evaluation covers activities until August 2023 and the two components (Myanmar and Bolivia) completed their interventions in December 2023, both donors agreed not to evaluate these two components for this final evaluation. Therefore, this evaluation will focus on Tunisia and Global component.

### Institutional and management structure

The SCORE project commenced operations in September 2009 (Phase I) and is scheduled to conclude in December 2024. The overall budget is USD 6.7 Million in Phase IV. The three SCORE country projects (Bolivia, Myanmar, and Tunisia), each allocated budgets ranging from USD 363,232 to USD 1,084,001, report directly to the Director of the closest ILO Country Office and receive support from regional Decent Work Country Teams. A global component, comprising a Chief Technical Advisor, 2.5 technical officers, and administrative support, based in Geneva, coordinates the project and functions as a knowledge hub. In each country, the project collaborates with relevant government agencies, industry associations, employers' and workers' organizations, and supports the local Decent Work Country Programme (DWCP). The project receives regular guidance from a Tripartite Advisory Committee, comprising social partners and donors, at national level.

### Previous evaluations

The SCORE Programme has undergone the following evaluations, from Phase I to Phase IV:

Mid-term evaluation Phase I report (June 2011).

Final evaluation Phase I report (November 2012).

Mid-term evaluation Phase II report (February 2016).

Four impact evaluations in India, Ghana, Vietnam, and Peru (2017).

Mid-term evaluation Phase III report (January 2020).

Final evaluation Phase III report (December 2021).

Implementation partners' impact assessment. (2021)

Mid-term evaluation of Phase IV (August 2023).

Currently, the SCORE Programme is conducting an ex-post impact assessment to evaluate its impact and the sustainability of interventions in countries where the SCORE Programme's interventions were completed during Phase III.

## ► Objectives and scope of the independent final evaluation

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### Objectives of the evaluation

As the total budget of the SCORE Programme Phase IV is over USD 5 million, the ILO evaluation policy requires that it goes through an independent final evaluation. This requirement was specified in the project document and agreed on with the donors.

The objective of the evaluation is to:

Assess the SCORE intervention, focusing on what has worked, what has not worked, and why this was the case;

Examine whether the best approach was taken and executed optimally;

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

The recommendations will be utilized to enhance the implementation of future projects and programs in enterprise development, improve accountability, and facilitate learning for both the ILO and key stakeholders.

The clients of the evaluation are:

The donors SECO and NORAD - close collaboration (such as asking for comments on inception report, draft reports and meetings) during the evaluation will ensure that donor requirements are met and no additional, external evaluation by the donor will be necessary;

The SCORE project staff, ILO Country Offices and other field and headquarter staff;

Tripartite members of the global and national advisory committees and partner organizations in the evaluated countries.

The evaluation will be used in the following ways:

Findings and recommendations will inform future project strategy and operations design;

The evaluation report will be disseminated in the ILO for 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.

### Evaluation scope

The evaluation will cover the period from August 2023 to September 2024 to create an accurate and comprehensive picture of the global project's context and development. It will assess the progress of the SCORE Programme Phase IV in Tunisia and the global components, as well as the AGC project in Tunisia, including conducting country visits by the evaluator(s). The evaluation should examine the linkages between the various country projects and generate findings on the six evaluation criteria, along with lessons learned that can be applied to current project countries and other initiatives that may wish to adopt a similar approach.

## ► Evaluation criteria and questions

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

### Relevance and strategic fit of the intervention

How effectively have the objectives of the SCORE phase IV intervention been achieved in meeting the requirements and priorities of the beneficiaries?

To what extent do the objectives of the SCORE phase IV intervention align with the strategic priorities of Norad, SECO and GIZ, and how have these been reflected in the achieved outcomes?

How did the intervention contribute to the overarching development goals of the country and the ILO? In what ways does the intervention align with the ILO's strategic frameworks, including the DWCPs, P&B, and the SDGs?

### Validity of intervention design

What key lessons have been learned from the project's approach to enhancing productivity and improving working conditions in SMEs? How can these insights inform future projects in similar domains?

To what extent did the project design integrate considerations of gender equality, international labor standards, and social dialogue relevant to the project context?

### Intervention progress and effectiveness

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

How effectively has the project fostered collaboration and coordination among government agencies, industry associations, employers' and workers' organizations, and other key stakeholders to support SME development and enhance working conditions?

### Effectiveness of management arrangements

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

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

### Efficiency of resource usage

Did the project effectively utilize its financial and human resources, ensure a cost-effective implementation strategy, optimize the distribution of resources between staff and activities?

### Impact orientation and sustainability of the intervention

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

## ► Methodology

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The evaluators are tasked with proposing a methodology that emphasizes the critical importance of the effectiveness of project implementation. This includes a comprehensive examination of the program's Theory of Change, focusing specifically on identifying assumptions, risks, and mitigation strategies. Furthermore, the evaluation should critically assess the logical alignment between various levels of results achieved and their coherence with the ILO's strategic objectives and outcomes at both global and national levels. Additionally, it should evaluate how well the project aligns with the relevant Sustainable Development Goals (SDGs) and their associated targets. The evaluation will strictly adhere to the ILO's evaluation policy and guidelines, ensuring alignment with the UNEG's Norms and Standards. Additionally, the evaluation will conform to the OECD DAC Evaluation criteria, maintaining high standards of quality and relevance.

The final evaluation is expected to encompass both quantitative and qualitative data collection and analysis, leading to conclusions that benefit from credibility based on triangulated findings. Additionally, a closer review of the relevance and quality of indicators to measure end-line values of the results framework is crucial to ensure robust information is available for the final evaluation. The evaluation may also include short case studies that demonstrate the evaluation's conclusions and recommendations.

Data sources will include primary and secondary data. The former will centre around meetings with key stakeholders of the project and the inclusion of inputs from meetings and discussions with the ILO Country Director, ILO staff, and key stakeholders, including constituents and technical partners. Secondary data will include project documents, previous evaluation reports, progress reports, training reports, minutes, reports from partners, relevant correspondence, and others as deemed appropriate.

The methodology should clearly state the limitations of the chosen evaluation methods, including those related to the representation of specific groups of stakeholders. The methodology should ensure the involvement of key stakeholders in the implementation, as well as in the dissemination process (e.g., stakeholders' workshop, debriefing of project manager, etc.).

### Primary data collection

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 evaluators' requests and consistent with these terms of reference. A tentative list of individuals to be interviewed includes:

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:

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

Employers' organizations, trade unions, and ministry representatives that have received training or worked with the project.

Service providers/trainers.

Donor representatives from SECO and NORAD in HQ and embassies in project countries, as well as GIZ representatives in Tunisia.

Other organizations and groups as needed, ensuring gender representation.

The evaluators will develop and administer a systematic questionnaire as part of the inception report to guide the interviews, capture qualitative and quantitative data, and ensure objectivity and consistency in interviews. This will also help the evaluators identify knowledge gaps that need to be verified and validated through the interviews.

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

**Secondary data collection:**

The key element will be a desk review, which will analyze project documentation and other related materials, including the approved log frame, periodic progress reports to donors, existing evaluations, research products, tools, mission reports, seminar and stakeholder consultation reports, concept notes, and any additional documentation provided by the project management and backstopping officers. This desk review will propose a number of initial findings that may, in turn, highlight the need for additional or refined evaluation questions. Any significant changes should be mutually agreed upon by the evaluation manager and the evaluator and subsequently reflected in the inception report. This process will guide the development of the final evaluation instrument, which will be included in the evaluation inception report. The evaluator will review all relevant documents prior to conducting interviews.

The following documents will be shared with the evaluator at the commencement of the work:

SCORE Phase IV project document.

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

Quarterly progress reports.

Training materials.

Performance plans.

Mid-term evaluation Phase I report (June 2011).

Final evaluation Phase I report (November 2012).

Mid-term evaluation Phase II report (February 2016).

Four impact evaluations in India, Ghana, Vietnam, and Peru (2017).

Mid-term evaluation Phase III report (January 2020).

Final evaluation Phase III report (December 2021).

Implementation partners' impact assessment. (2021)

Mid-term evaluation of Phase IV (August 2023).

Any other documents that might be useful for the evaluation.

The evaluation process will be participatory. All key stakeholders identified by the project team will have the opportunity to be consulted, to provide inputs to the TOR and to the evaluation report, and to use the evaluation findings and lessons learned, as appropriate. An inception report will be prepared, followed by a draft evaluation report, which will be shared with all relevant stakeholders. A request for comments will be issued, allowing a specified time period for feedback, which will be no less than two weeks.

It is imperative to underscore the importance of data analysis and triangulation as integral components. The evaluator will be tasked with clearly articulating the methodological approach to data analysis, whether by prescribing a specific method in the inception report or maintaining flexibility based on the nature of the data. Moreover, findings will be rigorously grounded in multiple data sources, emphasizing the triangulation of information from diverse perspectives and contexts. This approach not only enhances the robustness of

conclusions but also underscores the quality of evidence supporting the findings, thereby ensuring a comprehensive and credible evaluation outcome.

#### Debriefings:

Soon after the end of the field evaluation, the lead evaluator will present preliminary findings to the ILO project staff, Country Director, and other staff designated by the Director. If time permits and at the discretion of the ILO Country Directors, a debriefing will be held for employers', workers', and government representatives. Upon completion of the report, the evaluator will take part in a teleconference to provide a debriefing to SECO, NORAD, and the ILO on the evaluation findings, conclusions, and recommendations as well as the evaluation process.

#### Limitations:

The limitations of the proposed evaluation methodology are acknowledged:

Quantifying the preliminary impact of SCORE training in SMEs poses numerous challenges. Many SMEs do not track performance indicators (KPIs) and, consequently, cannot provide accurate baseline or progress data. Additionally, many enterprises regard this data as confidential and are reluctant to share it with trainers or project staff.

Even where impact is quantifiable, the evaluation will be unable to measure the net impacts of program participation. This 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.

#### 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.

► Deliverables by the contractor

The following deliverables are expected by the evaluator:

Outputs	Description	Approx. length	Tentative timeframe (to be completed by - )
<b>0. Contracting</b>	Start of contract		5 September 2024
<b>1. Desk review and inception report</b>	During the desk review, the evaluator is expected to be briefed by relevant ILO colleagues, review relevant documents related to the project countries, propose timeframes for field work and submit an inception report outlining the evaluation approach and methods, a final work plan and questionnaire for approval (refer to Annex 1: ILO Evaluation Guidance, Checklist 4.6: Writing the Inception Report).	10 pages +Annexes	15 September 2024
<b>2. Data collection</b>	The evaluator is required to visit Tunisia (suggested length of stay are 5 workdays) and arrange interviews with relevant stakeholders in target countries and at global level as necessary.		15 October 2024
<b>3. Draft evaluation report</b>	The draft evaluation report describes the findings and recommendations for each project component (See Annex 1: ILO Evaluation Guidance, Checklist 4.1 Preparing the evaluation report); The report will follow EVAL format template, including a title page (Refer to Annex 1: ILO Evaluation Guidance, Checklist 4.2 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 1: ILO Evaluation Guidance, Checklist 4.7: Rating the quality of evaluation reports). A stakeholders workshop would be organized to inform the preliminary findings.	30 pages +Annexes	15 November 2024
<b>4. Final evaluation report</b>	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.	30 pages +Annexes	5 December 2024
<b>5. Evaluation summary</b>	An evaluation summary is to be submitted based on the evaluation report executive summary (refer to Annex 1: ILO Evaluation Guidance, Checklist 4.3: Writing the evaluation report summary).	4 pages	5 January 2025



<b>6. Debriefing</b>	A debriefing is to be provided by the evaluator in each country (at the discretion of the ILO country director) and to SECO, NORAD, GIZ Tunisia and the ILO at the end of the evaluation process.	½ day	30 January 2025
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**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

### Management Arrangements

The final independent evaluation will be conducted by an independent evaluator. The evaluator can constitute his/her team as he/she sees fit (hiring additional staff from the local countries for example). All members of the evaluation team (including the additional staff) shall thus fall under his/her supervision and responsibility.

The independent evaluator is responsible for conducting the evaluation according to the terms of reference (ToR).

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

Ensure meeting schedules are set up;

Assist in the implementation of the evaluation methodology, as appropriate (i.e., participate in interviews, observe committee meetings) and in such a way as to minimize bias in evaluation findings;

Review and provide comments on the evaluation report;

Ensure that the evaluation is conducted in accordance with terms of references, for the preparation of the draft report of the evaluation, discussing it with the evaluator, beneficiaries and stakeholders;

Liaise with Productivity Ecosystem for Decent Work project staff wherever their engagement is needed to fulfill the requirements above.

## ▶ Application requirements

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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 short summary of profile and capacity of the Contractor to conduct an evaluation of a private sector development project, including a record of relevant work executed in the past five years;

A proposal on how the contractor intends to complete the work described in the ToRs;

The CV(s) of the lead evaluator and other team members that will undertake the work in Tunisia;

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 evaluator/evaluation team

#### Lead Evaluator Requirements:

At least ten years of knowledge, skills, and experience in monitoring and evaluation (M&E), particularly in impact evaluations.

At least five years of knowledge and experience in private sector development, with a focus on small and medium enterprises in developing countries.

Relevant experience in the project countries under review is an advantage.

Excellent written and oral communication skills in English (level C2) and working knowledge of French or Arabic.

Experience with clients in international organizations and/or the private sector, with a minimum of one project involving international clients in the past five years.

#### Familiarity with ILO Mandate:

Familiarity with the International Labour Organization (ILO) mandate, its tripartite structure, and international labor standards is a plus.

#### Diversity and Gender Balance:

A commitment to the principles of gender equality and non-discrimination

## ▶ Annex

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[Annex1: ILO Evaluation Guidance](#), including the relevant checklists and templates mentioned in the TORs

**Contact details**

**International Labour Organization**

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**Annex 2** List of documents consulted during the Final evaluation phase

1. Terms of Reference for the Final independent evaluation of ILO SCORE (Sustaining Competitive and Responsible Enterprises) Programme Phase IV from July 2024
2. DEVELOPMENT COOPERATION PROJECT DOCUMENT: "SCORE - Sustaining Competitive and Responsible Enterprises" - Going Forward for Sustainability in Tunisia, Ethiopia, Bolivia and Myanmar from 29 November 2021
3. Note conceptuelle : " Proposition de projet de l'OIT (SCORE) pour l'accompagnement de 100 PME en Tunisie " : " Appui à la Gestion des Crises pour les PME (AGC) "
4. ILO EVAL Evaluation Tools/Guidelines
5. Financial documents for global SCORE Phase IV and "Support for Crisis Management for SMEs (AGC)"
6. Project and Programme Reports for global SCORE Phase IV and "Support for Crisis Management for SMEs (AGC)"
7. Guidelines on writing an Inception Report from International Labour Organization (ILO) wcms 746817 from Feb 2021, v. 3 (v.1 -2012)
8. Independent Mid-Term Evaluation of the: "SCORE – Sustaining Competitive and Responsible Enterprises, Phase 4" from 22 October 2023
9. Programme and budget for the biennium 2020–21, ILO
10. Programme and budget for the biennium 2022–23, ILO
11. ILO programme implementation 2020–21, ILC.110/Report I(A), ILO
12. 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
13. Enterprises/SME, 2021. SCORE - Sustaining Competitive and Responsible Enterprises. Going Forward for Sustainability in Tunisia, Ethiopia, Bolivia and Myanmar. Development Cooperation Project Document. ILO
14. Enterprises/SME, 2022, 2023, 2024. SCORE Tunisia Phase IV Performance Plan (in word and excel). ILO ENTERPRISES/SME, 2022, 2023, 2024.
15. Enterprises/SME, 2022. SCORE Tunisia Workplan 2022, 2023, 2024 (in excel). ILO Enterprises/SME, 2022.
16. SCORE Phase IV Quarterly Report Forms (Q1,2&3) for Tunisia
17. Enterprises/SME, 2023. SCORE Phase IV Country progress report 2022 (Q4): Tunisia. ILO Enterprises/SME, 2023.
18. SCORE Annual Progress Report 2022. ILO
19. Enterprises/SME, 2023. SCORE Tunisia – Phase IV Quarterly Report, Q1 2023: January-March. ILO Enterprises/SME, 2022.
20. M&E Guidelines for the SCORE project Phase IV. ILO
21. Enterprises/SME, not dated. SCORE, Tunisia Project and Exit strategy. ILO (PowerPoint)
22. ILO, December 2023. SCORE Statement of Income and Expenditure as at 31-Dec-23 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
23. Max Kuijpers, Michelle de Rijck, Johan Vonk, Mike Zuijderduin (MDF), 2021. ILO SCORE Institutional Impact Assessment Final Report. ILO

24. 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
25. NORAD, 2021. Norad's strategy towards 2030
26. SECO, 2021. For sustainable prosperity SECO's economic development cooperation 2021-2024
27. BMZ, A world in transition: The priority areas of our development policy, March 2023

**Annex 3 Stakeholders Analysis – Individual Interviews and Focus-Group Discussions Participants and Schedule of Work for the Final Evaluation of the Stimulating innovation and impact insurance in Africa Project**

N°	Organization / Institution	Country	Name	Position	Date of Interview
1	SECO	Tunisie (Tunis)	Mme Anne DECHAMBRIER	Directrice suppléante de la coopération à l'Ambassade de Suisse en Tunisie	02.12.2024
2	SECO	Tunisie (Tunis)	M. Khalil BEN GHACHEM	Chargé de programme à l'ambassade Suisse en Tunisie	02.12.2024
4	GIZ	Tunisie (Tunis)	Mme Bochra BEN MOUSSA	Cheffe de programme au GIZ	02.12.2024
5	UTICA	Tunisie (Tunis)	M. Adel MANAA	Vice Président UTICA & Président de fédération	02.12.2024
6	UTICA	Tunisie (Tunis)	M Zied CHARFI	Directeur à l'UTICA	02.12.2024
7	UGTT	Tunisie (Tunis)	M Faycel KADHKADHI	Membre à l'UGTT	03.12.2024
8	La Pratique Electronique	Tunisie (Nabeul)	M Walid BEN AMOR	PDG	05.12.2024
9	La Pratique Electronique	Tunisie (Nabeul)	Omayma CHAOUCH	Coordinatrice QSE et RSE	05.12.2024
10	PMELCOM	Tunisie (Zaghouan)	M Chokri FITOURI	PDG	03.12.2024
11	PMELCOM	Tunisie (Zaghouan)	M Nacer ABIDI	DGA	03.12.2024
12	AMC EPOXY	Tunisie (Sousse)	M Oussama Bel Haj	Directeur / CEO	06.12.2024
12	Altutex	Tunisie (Korba)		Directeur Site	06.12.2024
13	Altutex	Tunisie (Korba)		Responsable RH	06.12.2024
14	CAO	Tunisie (Tunis)	Mme Ines HORRICH	Responsable qualité	04.12.2024
15	CAO	Tunisie (Tunis)	Mme Anissa ELGAIED	Directrice technique	04.12.2024
16	CETIME	Tunisie (Tunis)	M Nouredine GUIZANI	DG CETIME	06.12.2024
17	CETIME	Tunisie (Tunis)	M Mohamed CHEBBI	Directeur	06.12.2024
18	DIMST	Tunisie (Tunis)	M Lotfi MAHJOUB	DG DIMST	05.12.2024
19	DIMST	Tunisie (Tunis)	Mme Monia TRABELSI	Médecin de travail	05.12.2024
20	IGTS	Tunisie (Tunis)	M Jihed BENSLIMEN	Consultant	04.12.2024
21	BUSINESS SOLUTIONS	Tunisie (Tunis)	M Skander HAJ MABROUK	Consultant	04.12.2024



Final Independent Evaluation Report: Global SCORE Phase IV and AGC Project in Tunisia

N°	Organization / Institution	Country	Name	Position	Date of Interview
22	SECO	Global	Andrea Gysel	Donor	12.12.2024 at 10 am CET
23	SECO	Global	Durig, Quentin	Donor	12.12.2024 at 10 am CET
24	NORAD	Global	Høyvik, Ragnhild Eitungjerde	Donor	12.12.2024 at 11 am CET
25	NORAD	Global	Jonas Patchoulia	Donor	12.12.2024 at 11 am CET
26	NORAD	Algeria (Alger)	M. Stian A. HEGLAND	Chef de Mission adjoint	12.12.2024 at 11 am CET
27	ILO	Global	Stephan Ulrich	Global Project Manager	11.12.2024 at 10 am CET
28	ILO	Global	Na Eun Mun	SCORE Project Officer	10.12.2024 at 10 am CET
29	ILO	Algeria (Alger)	Halim Hamzaoui	Director ILO Office for the Maghreb Region	04.12.2024
30	ILO	Tunisia	Aymen Chahloul	SCORE Tunisia National Project Coordinator	02.12.2024-06.12.2024
31	ILO	Tunisia	Tarek Frikha	AGC Tunisia National Project Coordinator	02.12.2024-03.12.2024
32	ILO	Global	Dragan Radic (or someone else in ENTERPRISES)	Chief, Micro, Small and Medium sized Enterprises Branch	12.12.2024 at 2 am CET
33	ILO	Online	Na Eun Mun	Meeting Post Evaluation Score	11.12.2024 at 2 pm CET

**Annex 4 Evaluation Matrix and Data Collection Instruments: Final Evaluation of the Stimulating innovation and impact insurance in Africa Project**

Evaluation Criteria	Specific Questions and Lines of Inquiry	Sources of Information	Methods & tools
<b>Relevance, strategic fit and alignment of SCORE Phase IV and AGC Project Tunisia</b>			
<p>1. Are objectives of SCORE Phase IV in line with NORAD's and SECO's priorities and interventions at international and country level?</p>	<ul style="list-style-type: none"> <li>- Alignment SCORE objectives, interventions and modules with national and sectoral priorities of NORAD and SECO</li> <li>- Alignment and compliance of SCORE interventions with Gender and non-discrimination priorities of NORAD and SECO</li> <li>- Key areas of strategic fit of SCORE elements that are or can be aligned with other</li> <li>- NORAD and SECO interventions at global level at present and in the near future</li> </ul>	<ul style="list-style-type: none"> <li>- SCORE project documents</li> <li>- AGC project in Tunisia project documents</li> <li>- Contextual documents (global &amp; in country)</li> <li>- ILO officers (global &amp; in country)</li> <li>- NTAC members</li> </ul>	<ul style="list-style-type: none"> <li>- Desk review</li> <li>- On-line KIIs</li> <li>- Country visit to Tunisia &amp; KIIs</li> <li>- Debriefing &amp; validation meeting</li> </ul>
<p>2. Is SCORE Phase IV and the AGC project in Tunisia linked to national and ILO's own development frameworks and interventions at country and international level, as well SDGs and UN 2030 Agenda?</p>	<ul style="list-style-type: none"> <li>- Areas of alignment of SCORE with UNDAF (UNSCDF, DWCP, P&amp;B, SDG) at country level (Tunisia)</li> <li>- Areas of alignment of AGC Tunisia with UNDAF (UNSCDF, DWCP, P&amp;B, SDG) with private sector concerns</li> <li>- Extent to which ILO's cross-cutting issues (incl. gender equality and non-discrimination) concerns at country level were included in SCORE and AGC interventions?</li> <li>- Extent to which project interventions align with relevant ILO Conventions and other ILO projects at country and regional level</li> <li>- Extent to which SCORE and AGC is linked with national institutions and organizations working on strengthening productivity and sustainability of SMEs in Tunisia</li> </ul>	<ul style="list-style-type: none"> <li>- SECO/NORAD global &amp; in-country</li> <li>- GIZ / BMZ global and Tunisia</li> <li>- Govt. (Min. Labour) and Govt. institutions (Tunisia)</li> <li>- Other external stakeholders (NGOs and UN)</li> </ul>	
<p>3. Are objectives of AGC project in Tunisia in line with GIZ / BMZ priorities and interventions at international and country level?</p>	<ul style="list-style-type: none"> <li>- Alignment of AGC objectives, interventions and modules with national and sectoral priorities of GIZ / BMZ</li> <li>- Alignment and compliance of AGC Tunisia interventions with Gender and non-discrimination priorities of GIZ / BMZ</li> <li>- Key areas of strategic fit of AGC project in Tunisia elements that are or can be aligned with other</li> <li>- GIZ / BMZ interventions at global level at present and in the near future</li> </ul>		

Evaluation Criteria	Specific Questions and Lines of Inquiry	Sources of Information	Methods & tools
<b>Validity &amp; coherence of intervention logic and design</b>			
<p>4. Are SCORE Phase IV strategy, objectives, and assumptions appropriate and realistic to achieve planned results?</p>	<ul style="list-style-type: none"> <li>- 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</li> <li>- Budget, staffing, size and scope of SCORE at country level in the light of sector and national demands for SCORE services</li> <li>- External stakeholders' opinions on the visibility of SCORE (and the SCORE-brand) at country level</li> </ul>	<ul style="list-style-type: none"> <li>- SCORE project documents</li> <li>- AGC project documents</li> <li>- Contextual documents (global &amp; in country)</li> <li>- ILO officers (global &amp; in country)</li> <li>- NTAC members</li> <li>- Implementing partners in country</li> </ul>	<ul style="list-style-type: none"> <li>- Desk review</li> <li>- On-line KIIs</li> <li>- Country visit to Tunisia &amp; KIIs</li> <li>- Debriefing &amp; validation meeting</li> </ul>
<p>5. Are AGC project in Tunisia strategy, objectives, and assumptions appropriate and realistic to achieve planned results?</p>	<ul style="list-style-type: none"> <li>- Budget, staffing, size and scope of AGC in Tunisia in the light of sector and national demands for AGC services for SMEs</li> <li>- External stakeholders' opinions on the visibility of AGC project in Tunisia (and the SCORE and AGC-brand) in Tunisia</li> </ul>		
<p>6. What key lessons have been learned from the project's approach to enhancing productivity and improving working conditions in SMEs? How can these insights inform future projects in similar domains?</p>	<ul style="list-style-type: none"> <li>- Key measures taken to enhance project's approach to enhancing productivity during the implementation of the SCORE programme and the AGC project in Tunisia</li> <li>- Key measures taken to improve working conditions in SMEs during the implementation of the SCORE programme and the AGC project in Tunisia</li> <li>- Transferability of key lessons learned to similar domains of SMEs activities from the SCORE programme and AGC project implementation in Tunisia</li> <li>- Possibility of integration of key lessons learned to similar domains of SMEs activities from the SCORE programme and AGC project implementation in Tunisia in future project designs in Tunisia and globally</li> </ul>		
<p>7. To what extent did the project design integrate considerations of gender equality, international labor standards, and social dialogue relevant to the project context?</p>	<ul style="list-style-type: none"> <li>- Considerations of gender equality, international labor standards, and social dialogue relevant to the project context in the project design of the SCORE programme and the AGC project in Tunisia</li> </ul>		

Evaluation Criteria	Specific Questions and Lines of Inquiry	Sources of Information	Methods & tools
<b>Intervention progress &amp; effectiveness</b>			
<p>8. To what extent has SCORE Phase IV delivered its outputs and outcomes in Tunisia?</p>	<ul style="list-style-type: none"> <li>- The extent to which actions have materialized as mapped out in SCORE performance plans and the quality of explanations of deviations;</li> <li>- Problems and challenges encountered in implementation of SCORE and respective mitigation strategies by ILO and implementing partners</li> <li>- 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)</li> </ul>	<ul style="list-style-type: none"> <li>- SCORE project documents</li> <li>- AGC project documents</li> <li>- SCORE M&amp;E database</li> <li>- Contextual documents (global &amp; in country)</li> <li>- ILO officers (global &amp; in country)</li> <li>- NTAC members</li> <li>- Implementing partners in country</li> <li>- Expert trainers &amp; trainers in country</li> <li>- SMEs in country</li> <li>- SECO/NORAD global &amp; Tunisia</li> </ul>	<ul style="list-style-type: none"> <li>- Desk review</li> <li>- M&amp;E database review</li> <li>- On-line KIIs</li> <li>- Country visit to Tunisia &amp; KIIs</li> <li>- SME visits</li> <li>- Online Survey</li> <li>- Debriefing &amp; validation meeting</li> </ul>
<p>9. To what extent has AGC project in Tunisia delivered its outputs and outcomes in all countries?</p>	<ul style="list-style-type: none"> <li>- The extent to which actions have materialized as mapped out in AGC project in Tunisia performance plans and the quality of explanations of deviations;</li> <li>- Problems and challenges encountered in implementation of AGC and respective mitigation strategies by ILO and implementing partners</li> <li>- The extent to which AGC 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)</li> </ul>	<ul style="list-style-type: none"> <li>- GIZ / BMZ global and Tunisia</li> <li>- Govt. (Min. Labour) and Govt. institutions (Tunisia)</li> <li>- Other external stakeholders (NGOs and UN)</li> </ul>	
<p>10. How far have capacities of partners been built to allow for sustainable delivery of SCORE's and AGC project in Tunisia outputs and objectives at country level?</p>	<ul style="list-style-type: none"> <li>- The capacities SCORE and AGC partner organizations to continue to offer SCORE and AGC services, as assessed by: a) themselves, b) ILO; c) SMEs</li> <li>- The capacities of SCORE and AGC partner organizations and trainers to adhere and contribute to</li> <li>- ILO's cross-cutting issues (incl. gender and non-discrimination)</li> </ul>		

Evaluation Criteria	Specific Questions and Lines of Inquiry	Sources of Information	Methods & tools
<p>11. What obstacles/challenges did SCORE and AGC project in Tunisia encounter during its implementation, how were these addressed by ILO and partners?</p>	<ul style="list-style-type: none"> <li>- Proof of arrangements and contracts with other partners and supports to continue to offer SCORE services in Tunisia</li> <li>- 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</li> <li>- Mitigation and corrective actions to solve constraints and bottlenecks and the extent to which to have been successful by: a) ILO and b) partners</li> </ul>		
<b>Effectiveness of management arrangements</b>			
<p>12. How have global, regional country ILO offices &amp; actors been articulated to provide support to SCORE IV and AGC Tunisia implementation at country and international level?</p>	<ul style="list-style-type: none"> <li>- The quality and intensity of relations between ILO departments and offices in SCORE and AGC implementation at country, regional and global level</li> <li>- Assessment of the quality of support received from country, regional and global offices by the national SCORE and AGC teams</li> <li>- Bottlenecks and problems in ILO-articulation around SCORE and AGC implementation and their mitigation</li> </ul>	<ul style="list-style-type: none"> <li>- SCORE project documents</li> <li>- SCORE M&amp;E database</li> <li>- AGC Tunisia project documents</li> <li>- AGC Tunisia M&amp;E database</li> <li>- ILO officers (global &amp; in country)</li> <li>- NTAC members</li> <li>Implementing partners in country</li> </ul>	<ul style="list-style-type: none"> <li>- Desk review</li> <li>- M&amp;E database review</li> <li>- On-line KIIs</li> <li>- Country visit to Tunisia &amp; KIIs</li> <li>- Debriefing &amp; validation meeting</li> </ul>
<p>13. Are Donor Meetings and National Tripartite Advisory Committees, to the extent applicable, functioning and what value have they added?</p>	<ul style="list-style-type: none"> <li>- Existence and quality of global donors and NTAC meetings and members interaction in Tunisia</li> <li>- Assessment of influence on SCORE and AGC implementation by global donors and NTAC members in Tunisia</li> <li>- Assessment of quality inputs of global donors and NTACs in SCORE and AGC by ILO SCORE staff</li> </ul>		

Evaluation Criteria	Specific Questions and Lines of Inquiry	Sources of Information	Methods & tools
14. 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"> <li>- Proof of use of M&amp;E data in project planning and implementation</li> <li>- Frequency and timeliness of data inputs and extraction from M&amp;E system</li> <li>- Inclusion of ILO's cross-cutting issues (incl. gender and non-discrimination) aspects in M&amp;E system</li> <li>- Assessment of quality and usefulness of SCORE communication and lessons learned by partners and external stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>- SCORE M&amp;E database</li> <li>- AGC Project M&amp;E Database</li> <li>- ILO officers (global &amp; in country)</li> <li>- NTAC members</li> <li>- Implementing partners in country</li> <li>- Expert trainers &amp; trainers in country</li> <li>- SMEs in country</li> </ul>	<ul style="list-style-type: none"> <li>- Desk review</li> <li>- M&amp;E database review</li> <li>- On-line KIIs</li> <li>- Country visit to Tunisia &amp; KIIs</li> <li>- SME visits</li> <li>- Debriefing &amp; validation meeting</li> </ul>
15. What is the quality and usefulness of AGC project in Tunisia 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"> <li>- Proof of use of M&amp;E data in project planning and implementation</li> <li>- Frequency and timeliness of data inputs and extraction from M&amp;E system</li> <li>- Inclusion of ILO's cross-cutting issues (incl. gender and non-discrimination) aspects in M&amp;E system</li> <li>- Assessment of quality and usefulness of AGC Project in Tunisia communication and lessons learned by partners and external stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>- SECO/NORAD global &amp; Tunisia</li> <li>- GIZ/BMZ in Tunisia</li> <li>- Govt. (Min. Labour) and Govt. institutions in Tunisia</li> <li>- Other external stakeholders (NGOs and UN)</li> </ul>	
<b>Efficiency of resource usage</b>			
16. Does SCORE Phase IV make efficient use of its financial & human resources, in light of its ambitions & strategy?	<ul style="list-style-type: none"> <li>- Budget depletion rates (overall and per sector/country);</li> <li>- Quality &amp; quantity of human resources in SCORE team (global &amp; in country)</li> <li>- Gender equality in implementation (and gender balance among trainers/SMEs)</li> <li>- Assessment of resources still needed for final exit phase SCORE</li> </ul>	<ul style="list-style-type: none"> <li>- SCORE project documents</li> <li>- SCORE M&amp;E database</li> <li>- AGC project documents</li> <li>- AGC M&amp;E database</li> <li>- Financial document review of SCORE and AGC</li> </ul>	<ul style="list-style-type: none"> <li>- Desk review</li> <li>- M&amp;E database</li> <li>- On-line KIIs</li> <li>- Debriefing &amp; validation meeting</li> </ul>
17. Does AGC Project in Tunisia make efficient use of its financial & human resources, in light of its ambitions & strategy?	<ul style="list-style-type: none"> <li>- Budget depletion rates (overall and per sector/country);</li> <li>- Quality &amp; quantity of human resources in AGC project in Tunisia team</li> <li>- Gender equality in implementation (and gender balance among trainers/SMEs)</li> <li>- Assessment of resources still needed to complete implementation of AGC Project</li> </ul>	<ul style="list-style-type: none"> <li>- ILO officers in Tunisia</li> <li>- NTAC members</li> </ul>	
18. Was the project implemented promptly? Aspects related to external operating context	<ul style="list-style-type: none"> <li>- Has the Project faced an unusually challenging operational environment that negatively affected project performance, such as:</li> </ul>		

Evaluation Criteria	Specific Questions and Lines of Inquiry	Sources of Information	Methods & tools
(considering the prevalence of conflict, natural disasters, and political upheaval).	<ul style="list-style-type: none"> <li>a. Conflicts or security issues?</li> <li>b. Government instability?</li> <li>c. Risks of natural disasters?</li> <li>d. Covid-19 pandemics?</li> </ul>		
<b>Impact Orientation and Sustainability</b>			
<p>19. 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 in Tunisia?</p>	<ul style="list-style-type: none"> <li>- Degree of ownership of project results by national tri-partite partners in Tunisia and by key actors (in all countries)</li> <li>- Feasibility of business models for SCORE services applied in the countries in a comparative perspective</li> <li>- Other institutions and organizations that have incorporated SCORE modules and their sustainability</li> <li>- Willingness and interest of national Government and/or international partners to provide funding to enable partners and SMEs to access SCORE training</li> </ul>	<ul style="list-style-type: none"> <li>- SCORE project documents</li> <li>- AGC project documents</li> <li>- ILO officers (global &amp; in country)</li> <li>- NTAC members</li> <li>- Implementing partners in country</li> <li>- Expert trainers &amp; trainers in country</li> <li>- SMEs in country</li> <li>- SECO/NORAD global &amp; in-country</li> <li>- Govt. (Min. Labour) and Govt. institutions in Tunisia</li> <li>- Other external stakeholders ((NGOs and UN)</li> </ul>	<ul style="list-style-type: none"> <li>- Desk review</li> <li>- On-line KIIs</li> <li>- Country visit to Tunisia &amp; KIIs</li> <li>- SME visits</li> <li>- Debriefing &amp; validation meeting</li> </ul>
<p>20. To what extent have national ownership and capacity of people and institutions been built (incl. links with productivity ecosystems) for continued delivery of AGC Project services in Tunisia?</p>	<ul style="list-style-type: none"> <li>- Degree of ownership of project results by national tri-partite partners in Tunisia and by key actors (in all countries)</li> <li>- Feasibility of business models for AGC project services applied in the countries in a comparative perspective</li> <li>- Other institutions and organizations that have incorporated SCORE and AGC modules and their sustainability</li> <li>- Willingness and interest of national Government and/or international partners to</li> <li>- provide funding to enable partners and SMEs to access SCORE</li> <li>- training</li> </ul>		

Evaluation Criteria	Specific Questions and Lines of Inquiry	Sources of Information	Methods & tools
<p>21. To what extent have SMEs' productivity and working conditions been enhanced and their integration in (inter)national supply chains strengthened?</p>	<ul style="list-style-type: none"> <li>- Changes reported in working conditions and productivity in SMEs by the project and by other sources</li> <li>- Specific ILO cross-cutting issues (incl. gender &amp; non-discrimination) related outcomes that have occurred at SME-level and assessment of sustainability of these outcomes</li> <li>- Expected and unexpected results reported on SCORE's and AGC's effects on involvement of key actors in supply chains</li> <li>- 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)</li> </ul>		
<b>Gender Mainstreaming, social dialogue and International Labour Standards</b>			
<p>22. How did the project integrate gender equality, non-discrimination, disability, and environmental sustainability and International Labour Standards, especially with its SMEs focus?</p>	<ul style="list-style-type: none"> <li>- Women's involvement in capacity-building activities.</li> <li>- Women's inclusiveness at policy-development level.</li> <li>- Women's participation in the training and workshops with due consideration to equal representation, as much as possible, of males and females.</li> <li>- Women's involvement in the design and development of the SCORE programme and the AGC project in Tunisia</li> <li>- Human rights considerations integrated in the design, development and implementation of the SCORE programme and the AGC project in Tunisia</li> <li>- International Labor Standards considerations integrated in the design, development and implementation of the SCORE programme and the AGC project in Tunisia</li> <li>- Degree of integration of non-discrimination practices and people with disability in the implementation of SCORE programme and AGC project in Tunisia</li> </ul>	<ul style="list-style-type: none"> <li>- ILO's <a href="#">Guidance Note 3.1 on Integrating gender equality in monitoring &amp; evaluation of projects</a></li> <li>- ILO's <a href="#">Guidance Note 3.2 on Integrating social dialogue and International Labour Standards in monitoring and evaluation of projects</a></li> </ul>	<ul style="list-style-type: none"> <li>- Document reviews</li> <li>- In-country visits to Tunisia</li> <li>- Individual Interviews</li> <li>- Focus-Group Discussions</li> </ul>



Evaluation Criteria	Specific Questions and Lines of Inquiry	Sources of Information	Methods & tools
	<ul style="list-style-type: none"> <li>- Degree of environmental sustainability considerations in the implementation of SCORE programme and AGC project in Tunisia</li> </ul>		
<p>23. What is the project's positive and negative effects on women, from the beneficiaries SMEs of the AGC project in Tunisia?</p>	<ul style="list-style-type: none"> <li>- Changes reported in working conditions and productivity in SMEs by the project and by other sources in Tunisia</li> <li>- Law-abiding to International Labour Standards in the SMEs in Tunisia</li> </ul>		

**Annex 5** Adjusted Logical Framework of the SCORE Programme Phase IV from April 2022<sup>19</sup>

Results chain	Indicators
<p><b>Impact (Development objective)</b></p> <p>To contribute to improved productivity and working conditions in SMEs in national and global supply chains in the four target countries.</p>	
<p><b>Outcome 1.</b> 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.</p>	<ul style="list-style-type: none"> <li>• Nr. of private sector development programmes adopted parts of SCORE Training (including supplier development activities)</li> <li>• Nr. of SMEs trained in SCORE modules (% Female-owned)</li> <li>• Nr. of workers and managers trained (% Female)</li> <li>• Average nr. of gender-sensitive practices per module per enterprise</li> <li>• Nr. of SMEs trained in implementation partners' SCORE-inspired SME productivity working conditions improvement trainings</li> <li>• % of independence of partners</li> <li>• % of cost-recovery of SCORE Training</li> </ul>
<p><b>Output 1.1.</b> Implementation partners have business plans to independently market, sell and organize SCORE Training and to identify and apply for public subsidies.</p>	<ul style="list-style-type: none"> <li>• Nr. of funding proposals for public subsidies/programmes submitted</li> <li>• Nr. of business plans developed</li> </ul>
<p><b>Output 1.2.</b> Implementation partners have improved SME service portfolio by adapting and modifying SCORE training based on market needs in specific sectors</p>	<ul style="list-style-type: none"> <li>• Nr. of updated/modified SCORE (-like) training module</li> </ul>

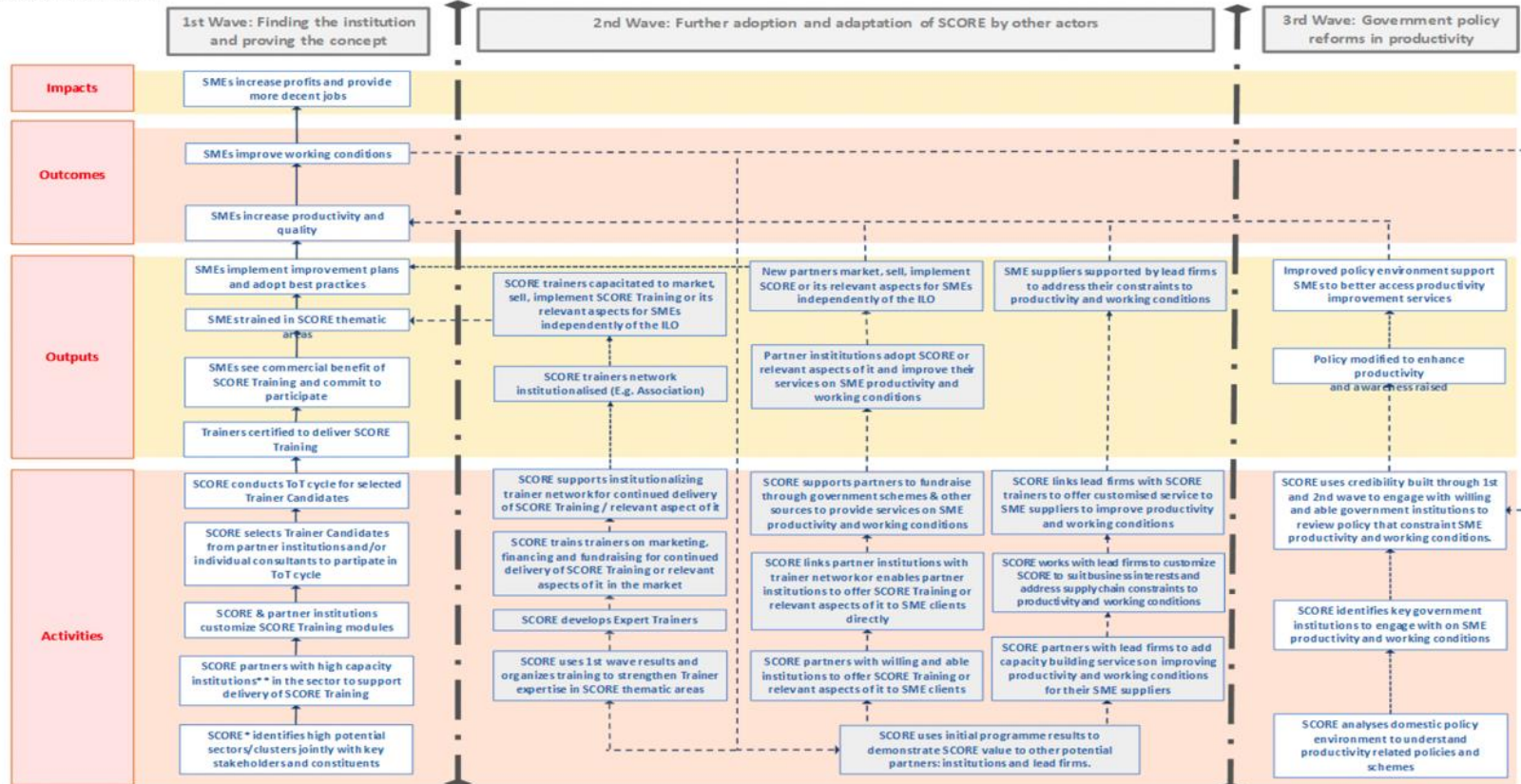
<sup>19</sup> The SCORE Phase IV logframe was adjusted following recommendation by the Institutional Impact Assessment and the final evaluation of SCORE Phase III.

<p><b>Output 1.3.</b> Implementing partners have put in place national SCORE trainer certification and quality assurance systems for continuous learning</p>	<ul style="list-style-type: none"> <li>• Nr. of implementation partners equipped with SCORE Training quality assurance system</li> <li>• Nr. of active SCORE trainers certified (% Female)</li> <li>• Nr. of SCORE expert trainers active (% Female)</li> </ul>
<p><b>Output 1.4.</b> Policymakers and social partners have increased knowledge on productivity, working conditions including international labour standards and gender equality, and SME policies.</p>	<ul style="list-style-type: none"> <li>• Nr. of policymakers and social partners trained (% Female)</li> <li>• Nr. of follow-up initiatives developed, after the advocacy efforts and workshops organized by SCORE Programme</li> </ul>
<p><b>Outcome 2.</b> 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.</p>	<ul style="list-style-type: none"> <li>• Nr. of SMEs benefitted from SCORE (-like) Training sponsored by lead buyers</li> </ul>
<p><b>Output 2.1.</b> Implementing partners develop business support services and training on participation in national and global supply chains for SMEs and informal production units, using different engagement models. (Merging output 2.3 into output 2.1.)</p>	<ul style="list-style-type: none"> <li>• Nr. of proposals submitted to supply chain actors to promote SCORE (-like) Training to suppliers</li> <li>• Nr. of supply chain actors that have included SCORE concepts in their supplier development activities</li> </ul>
<p><b>Output 2.2.</b> Lead buyers and other supply chain actors have an enhanced understanding of advanced supplier development practices, incorporating concepts of cooperation in the workspace, gender equality and working conditions. (Merging output 2.4 into output 2.2.)</p>	<ul style="list-style-type: none"> <li>• Nr. of promotional materials/guidance note developed</li> <li>• Nr. of promotional/knowledge sharing events organized for supply chain actors</li> </ul>
<p><b>Output 2.3</b> – merged into output 2.1.</p>	
<p><b>Output 2.4</b> – merged into output 2.3</p>	

**Annex 6** Theory of Change (TOC) of the ILO-SECO and NORAD Programme: “SCORE - Sustaining Competitive and Responsible Enterprises” - Going Forward for Sustainability in Tunisia, Ethiopia, Bolivia and Myanmar”

Final Independent Evaluation Report: Global SCORE Phase IV and AGC Project in Tunisia

Results Chain: Institutional Level.



\*SCORE = SCORE Programme  
 \*\*Institutions can be productivity centres, chambers of commerce, employer association or other organization offering training.  
 trainers refers to both Trainers and Expert Trainers

**Annex 7** Lessons Learned

Sustaining Competitive and Responsible Enterprises (SCORE) Programme Phase IV; and  
Support for Crisis Management for 100 SMEs in Tunisia (AGC Project)

**Project DC/SYMBOL:** GLO/21/60/MUL, TUN/21/50/MUL, TUN/22/02/DEU

**Name of Evaluator:** Iva Bernhardt

**Date:** 12 January 2025

*The following lessons learned have been identified during the course of the evaluation:*

LESSON LEARNED ELEMENT 1	TEXT
<b>Brief description of lessons learned</b>	ILO’s marketing and communication efforts in the frames of the SCORE project’s phase IV have been weak and limited primarily to its networks. As the ILO is neither an SME development nor a business development services provider, it lacks recognition within SME communities. To ensure that the SCORE service reaches the market, it is essential to enhance and proactively engage in communication and marketing of SCORE training within these sectors.
<b>Context and any related preconditions</b>	<p>The ILO’s mandate is very specific, so its visibility outside its direct tri-partite constituency is often challenged. In the private sector and SME development, the ILO needs to move beyond its usual circles to effectively convey its mandate and activities and the added value it can bring to enterprise development.</p> <p>SMEs that know the SCORE programme are very positive about its value added. Hence, they are strong ambassadors in communication efforts.</p> <p>More involvement of national partners and their trainer networks in developing marketing and communication plans have a strong potential for more outreach of SCORE.</p>
<b>Targeted users /Beneficiaries</b>	ILO Department of Enterprises / MSME Unit; SMEs; Implementing Partners; Government institutions; SCORE

	trainers
<b>Challenges /negative lessons - Causal factors</b>	Marketing and communication efforts in the SCORE programme were not structurally organized.
<b>Success / Positive Issues - Causal factors</b>	Use SMEs that know the SCORE programme as ambassadors in positive communication efforts. Involvement of national partners and their trainer networks in developing marketing and communication plans for SCORE.
<b>ILO Administrative Issues</b>	Staff, Resources, Design

<b>LESSON LEARNED ELEMENT 2</b>	<b>TEXT</b>
<b>Brief description of lessons learned</b>	Small and Medium-sized Enterprises (SMEs) that understand the importance and recognize the value of Business Development Services (BDS) are more inclined to invest in them. Otherwise, they may benefit from national subsidy programmes. Additionally, SMEs that pay for SCORE services tend to use SCORE training and methods more effectively, leading to a better integration of enterprise improvement teams within their organizations.
<b>Context and any related preconditions</b>	Experience from SCORE in Tunisia has shown that most of the SMEs have used the Government subsidy of 70% to implement the SCORE programmes. However, if these subsidies are cut, it is likely for the enterprises that see the value added of SCORE to continue using SCORE services.
<b>Targeted users /Beneficiaries</b>	SMEs; Implementing Partners; Government institutions
<b>Challenges /negative lessons - Causal factors</b>	SMEs only willing to implement SCORE if government subsidy of 70% exist.
<b>Success / Positive Issues - Causal factors</b>	SMEs that see the value added of SCORE's BDSs are more enthusiastic and prone to invest in them.
<b>ILO Administrative Issues</b>	Staff, Resources, Design

<b>LESSON LEARNED ELEMENT 3</b>	<b>TEXT</b>
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<b>Brief description of lessons learned</b>	A revised approach that emphasizes supply chain leaders' interest in enhancing governance, sustainability, and the quality of their suppliers may prove to be more effective. The buy-in of key actors in supply chains may be more substantial if the approach focuses more on supply chain integration and governance and due diligence requirements, especially the certification processes of SMEs.
<b>Context and any related preconditions</b>	Enterprise improvement processes are inherently linked to supply chain integration and to SMEs' efforts to strengthen their positions within these supply chains. In the past, the ILO has faced challenges in effectively engaging lead buyers in the supply chain to promote and advance SCORE training within their networks.
<b>Targeted users /Beneficiaries</b>	ILO Department of Enterprises / MSME Unit; SMEs; Suppliers; Lead Buyers; Project Implementing Partners
<b>Challenges /negative lessons - Causal factors</b>	Engaging supply chain leaders through SCORE has faced challenges, primarily due to an excessive emphasis on financing SCORE services for their suppliers.
<b>Success / Positive Issues - Causal factors</b>	Enhance buy-in of supply chains leaders by focusing on supply chain integration and governance and due diligence requirements, and certification processes of SMEs.
<b>ILO Administrative Issues</b>	Staff, Resources, Design, Planning

<b>LESSON LEARNED ELEMENT 4</b>	<b>TEXT</b>
<b>Brief description of lessons learned</b>	The baseline situation in a country for a certain development objective should be assessed well before project design phase.
<b>Context and any related preconditions</b>	Concerning the outcome 2 (SMEs developing their capacity to link to national and global supply chains, thanks to improved productivity and working conditions and better access to lead buyers): If there are insufficient regional and global supply chain players or SMEs that participate in the same in the country, this outcome should not be planned since the beginning of the project.
<b>Targeted users /Beneficiaries</b>	ILO Department of Enterprises / MSME Unit; SMEs; Suppliers; Lead Buyers; Donors; Project Implementing Partners
<b>Challenges /negative lessons - Causal factors</b>	Baseline situation in the four implementing countries of SCORE phase IV programme was not well studied.
<b>Success / Positive Issues - Causal factors</b>	Outcome should be omitted if insufficient regional and global supply chain players or SMEs



<b>ILO Administrative Issues</b>	Resources, Design, Implementation
<b>LESSON LEARNED ELEMENT 5</b>	
	<b>TEXT</b>
<b>Brief description of lessons learned</b>	The SCORE M&E database is rich in information allowing interesting analytical work, though caution is needed in generating and use of data.
<b>Context and any related preconditions</b>	A simpler and more qualitative set up of regularly updated KPIs can be used in the SCORE M&E database. Not all quantitative indicators can be collected in a reliable way and subsequently aggregated and analyzed. This can cause bottlenecks and limitations in interpreting particularly the quantitative KPIs.
<b>Targeted users /Beneficiaries</b>	ILO Department of Enterprises / MSME Unit; SMEs; SCORE Trainers; Donors; Project Implementing Partners
<b>Challenges /negative lessons - Causal factors</b>	Quantitative KPIs are inconsistent at times.
<b>Success / Positive Issues - Causal factors</b>	Using simpler and more qualitative set up of regularly updated KPIs in the SCORE M&E database
<b>ILO Administrative Issues</b>	Staff, Resources, Design, SMEs, Implementation

<b>LESSON LEARNED ELEMENT 6</b>	
	<b>TEXT</b>
<b>Brief description of lessons learned</b>	The sectoral technical centers (CTS) in Tunisia were implementing SCORE programme in the targeted companies that were already their clients. SCORE offers a development of the human dimension and staff participation in the production processes and decision-making in the SMEs, as an addition to the Kaizen programme.
<b>Context and any related preconditions</b>	The main implementation partners in Tunisia were the sectoral technical centers, such as CETTEX, PACKTEC, and CETIME. These centers possess recognized expertise in supporting businesses. They considered the SCORE programme complementary to the Kaizen programme (developed in cooperation with JICA over the past 20 years). The SCORE programme introduced a human dimension to its training, which Kaizen does not address.

<b>Targeted users /Beneficiaries</b>	ILO Department of Enterprises / MSME Unit; SMEs; SCORE Trainers; Project Implementing Partners / Tunisian Sectoral Technical Centers
<b>Challenges /negative lessons - Causal factors</b>	No human dimension in Kaizen and other quality improvement programmes.
<b>Success / Positive Issues - Causal factors</b>	SCORE offers innovations in development of the human dimension and staff participation in the production processes and decision-making in the SMEs, and hence, becomes a choice of training for implementing partners.
<b>ILO Administrative Issues</b>	SCORE Implementing partners, Resources, SMEs, Design

**Annex 8** Emerging Good Practices

Sustaining Competitive and Responsible Enterprises (SCORE) Programme Phase IV; and  
 Support for Crisis Management for 100 SMEs in Tunisia (AGC Project)

**Project DC/SYMBOL:** GLO/21/60/MUL, TUN/21/50/MUL, TUN/22/02/DEU

**Name of Evaluator:** Iva Bernhardt

**Date:** 12 January 2025

*The following emerging good practices have been identified during the course of the evaluation:*

GOOD PRACTICE ELEMENT 1	TEXT
<b>Brief summary of the good practice</b> (link to project goal or specific deliverable, background, purpose, etc.)	ALTUTEX, a company in the textile sector, has developed an innovative internal technological solution: a problem detection application that identifies and instantly alerts users to production issues directly resulting from the application of SCORE methodologies.
<b>Relevant conditions and Context: limitations or advice in terms of applicability and replicability</b>	ALTUTEX developed an IT technological solution to detect problems during the production process in real time and instantly alert employees about production issues. This innovation is directly linked to the implementation of collaborative practices promoted by the SCORE programme.
<b>Establish a clear cause- effect relationship</b>	IT technological solution developed to detect problems during the production process in real time and instantly alert employees about production issues.

<b>Indicate measurable impact and targeted beneficiaries</b>	Measurable impact is creating innovations based on SCORE training. Targeted beneficiaries are SMEs.
<b>Potential for replication and by whom</b>	Other SMEs in the textile industries and beyond worldwide
<b>Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)</b>	There is a clear upward link to ILO's DWCPs, Country Programme Outcomes and ILO's Strategic Programme Framework to strengthen decent work, foster innovation and improve economic sustainable development and growth.
<b>Other documents or relevant comments</b>	

<b>GOOD PRACTICE ELEMENT 2</b>	<b>TEXT</b>
<b>Brief summary of the good practice</b> (link to project goal or specific deliverable, background, purpose, etc.)	The establishment of Enterprise Improvement Teams (EITs), tasked with developing and implementing concrete improvement plans, has been the most significant feature of the SCORE approach and training. These EITs have fostered ownership among SMEs regarding their improvement initiatives by including workers at all levels, positively influencing management-worker dialogue and cooperation on the shop floor.
<b>Relevant conditions and Context: limitations or advice in terms of applicability and replicability</b>	With the EITs, a long-term capacity has been established to manage various performance improvement processes, empowering SMEs staff to address and resolve problems independently. The teams are also effective in managing other certification processes within the companies, such as ISO and HACCP, and SCORE training is often used as a foundation for SME preparation for various certification or renewal processes.
<b>Establish a clear cause- effect relationship</b>	When staff are empowered, they exercise ownership of their improvement initiatives by including workers at all levels in SMEs. Management-worker dialogue and cooperation on the shop floor are fostered.

<b>Indicate measurable impact and targeted beneficiaries</b>	EITs create long-term capacity to manage various performance improvement processes, empowering SMEs staff to address and resolve problems independently. All SMEs staff are involved in the improvement processes.
<b>Potential for replication and by whom</b>	Enterprise Improvement Teams (EITs) can be replicated by all SMEs globally.
<b>Upward links to higher ILO Goals</b> (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)	There is a clear upward link to ILO's DWCPs to strengthen social dialogue, decent work, foster innovation and increase sustainable economic growth.
<b>Other documents or relevant comments</b>	

<b>GOOD PRACTICE ELEMENT 3</b>	<b>TEXT</b>
<b>Brief summary of the good practice</b> (link to project goal or specific deliverable, background, purpose, etc.)	SMEs effectively utilized the SCORE workplace collaboration module by scheduling daily and weekly team meetings, installing noticeboards and letter boxes for writing improvement proposals to enhance internal communication.
<b>Relevant conditions and Context: limitations or advice in terms of applicability and replicability</b>	Daily and weekly team meetings at the SMEs, installing noticeboards and letter boxes for writing improvement proposals have enhance internal communication within the SMEs, and have created a quality improvement culture. Additionally, they contributed for all the staff members to feel valued, and their voice to be heard. Staff know now how to contribute to improving the productivity of their enterprise and avoid claims. They also feel empowered to use their voice for quality improvement, as this is highly appreciated and rewarded by their management.
<b>Establish a clear cause- effect relationship</b>	Using SCORE's workplace collaboration module to enhance internal communication by holding daily and weekly team meetings, installing noticeboards and letter boxes for writing improvement proposals for all staff.
<b>Indicate measurable impact and targeted beneficiaries</b>	Enhanced productivity through increased internal communication of all staff involved in improvement processes. All SMEs staff are targeted beneficiaries.

<b>Potential for replication and by whom</b>	Holding daily and weekly team meetings, installing noticeboards and letter boxes for writing improvement proposals can be replicated and upscaled by more SMEs in all sectors worldwide.
<b>Upward links to higher ILO Goals</b> (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)	There is a clear upward link to ILO's DWCPs, Country Programme Outcomes and ILO's Strategic Programme Framework to strengthen social justice, social trust and cohesion, decent work and improve economic sustainable development and growth.
<b>Other documents or relevant comments</b>	

<b>GOOD PRACTICE ELEMENT 4</b>	<b>TEXT</b>
<b>Brief summary of the good practice</b> (link to project goal or specific deliverable, background, purpose, etc.)	The SCORE programme successfully created significant synergies between technical centers and private consultants / SCORE trainers.
<b>Relevant conditions and Context: limitations or advice in terms of applicability and replicability</b>	Private consultants / SCORE trainers established strong collaborative ties with the technical centers. This collaboration facilitated companies' access to technical centers to address complex and specialized technical issues. These interactions combined institutional and private expertise, enriching the support provided to companies.
<b>Establish a clear cause- effect relationship</b>	Strong collaborative ties between private sector trainers and technical centers.
<b>Indicate measurable impact and targeted beneficiaries</b>	Private sector trainers can additionally use the services of the technical centers to improve the content and implementation of the SCORE training.
<b>Potential for replication and by whom</b>	Can be replicated in countries where there are sectoral technical centers.

<b>Upward links to higher ILO Goals</b> (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)	There is a clear upward link to ILO's DWCPs, Country Programme Outcomes and ILO's Strategic Programme Framework to strengthen decent work, collaboration and improve economic sustainable development and growth.
<b>Other documents or relevant comments</b>	

**Annex 9** Project outputs results from the SCORE Programme Phase IV in Tunisia

The SCORE project's final evaluation for the 2022–2024 period in Tunisia provides valuable insights into its achievements and areas for improvement. The project trained a significant number of individuals across various stakeholder categories, as presented in **Table 1**. However, certain gaps persist that need to be addressed, particularly if the project is extended. It is to be noted that the SCORE programme in Tunisia was running only for five years, compared to the other three countries, where it was running for ten years.

**Table 1** Trainers and partner representatives trained from 2019 to December 2024<sup>20</sup>

People trained in workshops	Tunisia		Global	
	Total	% F	Total	% F
Number of Trainers Trained	57	39%	220	41%
Number of Certified Trainers	38	37%	122	39%
Number of Expert Trainers	21	25%	52	68%
Number of Formerly Certified Trainers	16	<b>50%</b>	89	45%
Nr. of Government Representatives Trained	850	35%	1459	36%
Nr. of Employer/Industry Association Representatives Trained	14	14%	1080	50%
Nr. of Union Representatives Trained	142	30%	273	33%
Nr. of Others Trained	132	27%	1437	51%

In Tunisia, 57 trainers were trained, representing 26% of the global total (220). Among these, 39% were women, slightly below the global average of 41%. Only 38 trainers among them are certified (37% women), compared to 122 globally (39% women). While certification retention in Tunisia is relatively stable, the country still needs to expand its pool of certified trainers to align with global benchmarks.

There are 21 expert trainers in Tunisia, with 25% being women.

Tunisia has 16 formerly certified trainers, 50% of whom are women, which exceeds the global average of 45%. While this demonstrates a strong retention of formerly certified trainers, the absence of expert trainers limits the program's ability to advance their skills further.

Tunisia trained a notable 850 government representatives (35% women), representing 58% of the global total of 1,459 (36% women). This achievement reflects significant engagement with government stakeholders in Tunisia, particularly within technical support centres and health inspection services. This was verified during the evaluation field visits to the SMEs and the technical centers in Tunisia.

<sup>20</sup> Source: SCORE M&E system (extracted on 22 December 2024).



The SCORE project trained 14 employer/industry association representatives in Tunisia (14% women), compared to 1,080 globally (50% women). This low participation, especially among women, highlights the need for stronger partnerships with employer organizations and greater efforts to promote gender balance.

For union representatives, 142 were trained in Tunisia (30% women), compared to 273 globally (39% women). While the number trained is significant, female participation remains below the global standard.

Tunisia trained 132 individuals classified as "Others" (27% women), compared to 1,437 globally (51% women). The lower female representation indicates that gender inclusivity needs to be strengthened across all stakeholder groups.

The SCORE project in Tunisia has made notable progress, particularly in training government representatives and maintaining a stable pool of certified trainers. However, the lack of expert trainers and the underrepresentation of women in key stakeholder groups present significant challenges. A project extension should focus on addressing these gaps, with a strong emphasis on gender inclusivity, capacity-building, and stakeholder engagement to ensure the program's sustainability and alignment with global benchmarks.

As **Table 1** shows, the SCORE project's enterprise training efforts in Tunisia during the 2019–2024 period reflect significant achievements in outreach, enterprise engagement, and participant satisfaction. However, there are key areas where further progress could be made, particularly if the project is extended beyond this phase.

**Table 2** Enterprises trained from 2019 to December 2024<sup>21</sup>

Enterprise Training	Tunisia	Global
Number of Total Enterprises Trained	257	1587
Total Staff of Enterprises Trained	30213	300814
Number of Enterprises That Completed Training (Total)	250	1531
Number of enterprises that discontinue training	0	30
Number of enterprise staff trained in workshops	12045	31725
Percentage of Female Staff Trained	59%	51%
Percentage of Workers Trained	84%	81%
Number of Enterprise Visits (Total)	1706	7761
Average Satisfaction with Training	93%	93%
Enterprises signing up for more than 1 Module (excluding specialized courses)	35%	23%
Total number modules delivered (M1 to M5 + specialized courses)	351	2210
Average number of modules taken per enterprise (excluding specialized courses)	1.37	1.39
Cost recovery per training (across countries)	95%	29% - 100%

<sup>21</sup> Source: SCORE M&E system (extracted on 22 December 2024).

Average nr. of enterprises per ToE	1.5	1.3
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There were 257 enterprises trained in Tunisia, accounting for 16% of the global total (1,587 enterprises). Among these, 250 enterprises (97%) successfully completed the training, demonstrating a high level of commitment and follow-through compared to the global success rate of 96%. Notably, no enterprises discontinued their training in Tunisia, whereas globally, 30 enterprises discontinued participation.

In total, 30,213 staff members from trained enterprises in Tunisia participated in the training sessions, representing 10% of the global total (300,814 staff). Among these, 12,045 staff members attended workshops, highlighting the importance of direct, hands-on learning. The percentage of female staff trained in Tunisia was 59%, significantly exceeding the global average of 51%, reinforcing Tunisia's strong commitment to gender inclusivity. 84% of participants in Tunisia were workers, slightly above the global average of 81%, indicating balanced representation across management and operational levels.

#### Training Engagement and Delivery:

- The project conducted 1,706 enterprise visits in Tunisia, accounting for 22% of the global total (7,761 visits). This intensive engagement reflects the project's strong focus on providing in-depth support to enterprises.
- A total of 351 training modules were delivered in Tunisia, with an average of 1.37 modules per enterprise, in line with the global average of 1.39. Additionally, 35% of enterprises in Tunisia signed up for more than one module, compared to a global rate of 23%, indicating a high level of interest in multi-module learning.

Enterprises in Tunisia reported an average satisfaction rate of 93%, equal to the global average, showcasing the effectiveness and perceived value of the training program.

The cost recovery rate in Tunisia was 95%, significantly higher than the global range of 29% to 100%, demonstrating the financial sustainability of SCORE training in the country.

The key strengths of the SCORE Phase IV project in Tunisia were:

- Tunisia performed strongly in gender inclusivity, with 59% female participation exceeding global benchmarks.
- The absence of enterprise dropout rates and the high number of repeat participants (35% of enterprises) underscore the program's relevance and impact in the Tunisian context.

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

Satisfaction levels in 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.

Tunisia's enterprise training efforts under the SCORE project have been highly successful, particularly in terms of gender inclusion, enterprise engagement, and financial sustainability. The absence of dropouts and the high satisfaction rates further highlight the program's relevance. However, expanding outreach to smaller enterprises, increasing engagement with specialized training, and further strengthening gender-focused initiatives should be key priorities in any potential project extension.

The SCORE project in Tunisia demonstrated a substantial focus on delivering specific modules to enterprises during the 2019–2024 period, with a particular emphasis on workplace cooperation. Compared to global trends, Tunisia’s delivery of SCORE modules reflect targeted priorities and enterprise demand, though some gaps in the diversity of modules offered highlight potential areas for expansion. This is presented in **Table 3** below.

**Table 3** SCORE modules delivered from 2019 to December 2024<sup>22</sup>

Module Type	Tunisia	Global
SCORE Basics	1	3
Workplace Cooperation	158	352
Quality Improvement	2	77
SCORE4Climate	0	47
Workforce Management	0	24
Safety & Health at Work	31	68
Hospitality Coaching	0	47
Gender Equality	101	101
Lean Manufacturing	0	0
Business Continuity Planning	3	10
Responsible Business	0	0
Working Time	0	0
COVID-19 Safety & Health at Work	1	247
Factory Improvement Toolset (FIT)	0	0
Food Safety	0	13
Others	21	37

The Workplace Cooperation Module from the SCORE training was absolutely dominant, accounting for the majority of trainings in Tunisia, with 158 sessions delivered. This represents 45% of the total global

<sup>22</sup> Source: SCORE M&E system (extracted on 22 December 2024).

sessions (352 sessions), reflecting its status as the foundational module for SCORE and its relevance to SMEs in the country.

Similar to Bolivia, Myanmar and Ethiopia, the Workplace Cooperation Module was the most frequently delivered module, emphasizing its adaptability and universal applicability across industries.

There was a limited diversity in module delivery in Tunisia:

- Other modules were delivered on a smaller scale in Tunisia:
  - Safety & Health at Work: 31 sessions (46% of global total, 68).
  - Gender Equality: 104 sessions, matching the global figure (3).
  - Business Continuity Planning: 104 sessions, accounting for 30% of the global total (10).
- Modules such as Quality Improvement (2 sessions) and COVID-19 Safety & Health at Work (1 session) were delivered on a very limited basis, while others like SCORE4Climate, Hospitality Coaching, and Food Safety were not delivered at all.

When considered in a global context, the module delivery has been more diverse, particularly in Myanmar, where the supply of SCORE modules catered to a broader range of enterprise needs, reflecting diverse demand. In comparison, Tunisia's focus remained concentrated on fewer modules, primarily those addressing foundational workplace practices. Bolivia, like Tunisia, relied heavily on the Workplace Cooperation module, though it was adapted for smaller and micro-enterprises in Bolivia. Tunisia's focus on this module similarly reflects the high relevance of this foundational training in improving enterprise collaboration and productivity.

Measuring unified quantitative changes in enterprises resulting from module delivery is challenging due to the diverse sizes, sectors, and contexts of these enterprises. The ILO conducts consistent enterprise-level monitoring through at least four assessments (baseline, second visit, third visit, and final assessment) to track the progress of each enterprise across more than 50 KPIs. These KPIs are selected to standardize quantitative measurements in the M&E database, which reflects the quantitative indicators used to assess the progress of each enterprise improvement project. After the SCORE classroom training, each enterprise improvement project team, guided by the SCORE trainer, is required to choose 4-6 enterprise improvement projects, each with measurable KPIs. Hence, the M&E database of the SCORE project monitors changes and improvements at the enterprise level consistently.

During the evaluation field mission in Tunisia of this evaluation, in individual interviews and focus-group discussions, enterprise visits, and interviews with SMEs, it could be confirmed that SCORE staff has intensively worked with partner organizations 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 the 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 organization, is highly reliable and prestigious, and working with ILO provides access to knowledge and experience from other countries. The international dimension and exchange on SCORE training are essential.

Concerning global and regional integration, Tunisia benefited from the international dimension of the SCORE project, with enterprises and trainers appreciating the reliability and prestige of working with the ILO. However, stakeholders in Tunisia noted limited opportunities for regional exchange due to the lack of SCORE coverage in French-speaking Africa. This contrasts with the stronger integration observed in Andean countries like Bolivia, where shared language and regional networks facilitated more robust exchange and collaboration.

Tunisia's delivery of SCORE modules from 2019 to 2024 highlights a focused approach to foundational workplace practices, particularly through the Workplace Cooperation module. While this has yielded notable successes, including high relevance for SMEs, the limited diversity of modules delivered suggests room for growth in addressing broader enterprise needs. A project extension should focus on diversifying training content, enhancing regional collaboration, and strengthening monitoring systems to ensure a more comprehensive and sustainable impact.

The evaluation analyzed the quantitative improvements through the KPIs as reported in the M&E database, as presented in **Table 4** below. The table outlines the performance improvements achieved by SMEs (small and medium enterprises) participating in the SCORE programme, grouped by different areas of impact.

**Table 4** KPIs at country level in Tunisia from the SCORE M&E database <sup>23</sup>

Area of Impact	Aggregate Performance (Total Nr. Of SMEs)	Average Performance Change (%)
Increase in cost savings	106	193.47
Increase in productivity*	137	209.68
Increase in on-time delivery*	71	42.09
Reduction in in-line defects*	64	50.42
Reduction in end-line defects	66	50
Reduction in rework*	55	42.41
Reduction in energy consumption	49	0
Reduction in materials usage	69	28.34
Reduction in waste produced	58	15.57
Reduction in worker complaints	97	75
Reduction in accidents	91	90
Increase in wages	7	-
Reduction in absenteeism	106	40.62
Reduction in labour turnover	58	40.43
Increase in adoption of workers recommendations*	111	156.3

<sup>23</sup> 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.

The SCORE project's evaluation provides critical insights into the impact achieved across SMEs. Key findings from the SCORE impact on SMEs were grouped into the following categories:

1. Increase in Cost Savings by aggregated performance in 106 SMEs. The average performance change exhibited a substantial improvement of 193.47%. **The cost-saving initiatives were highly effective, making this one of the most impactful areas of the SCORE programme.**
2. An increase in Productivity was shown in aggregated performance in 137 SMEs. The highest recorded average performance change improvement was 209.68%. **Productivity enhancement emerged as the most significant achievement, likely attributed to focused training and process optimization.**
3. The aggregated performance of 71 SMEs showed an increase in on-time delivery, with an average performance change of 42.09%. However, the improvements in delivery timelines were less pronounced than in other metrics, indicating room for further enhancement.
4. A reduction in in-line and end-line defects was observed with an aggregate performance in 64 and 66 SMEs, respectively. The average performance change was 50.42% (in-line defects) and 50% (end-line defects). **The programme effectively reduced product defects, showcasing its success in enhancing quality control measures.**
5. Rework was reduced with aggregate performance in 55 SMEs, with an average performance change of 42.41%. **Rework reduction was moderate, signaling improvements in production efficiency.**
6. A reduction in energy consumption was measured in the aggregate performance of 49 SMEs, with an average performance change of no improvement reported (0%). **Energy efficiency measures showed limited success in identifying a critical area for future focus.**
7. Reductions in materials usage and waste production were detected in 69 SMEs (materials) and 58 SMEs (waste), with an average performance change of 28.34% and 15.57%, respectively. **While some progress was made, these areas require more targeted strategies for greater impact.**
8. 97 SMEs (complaints) and 106 SMEs (absenteeism) reported a reduction in worker complaints and absenteeism, respectively. The average performance change was 75% (complaints) and 40.62% (absenteeism). **Worker satisfaction improvements were notable, particularly in addressing complaints, which all SMEs confirmed during the evaluation field mission. They point out that this is due to SCORE's 'humanistic' approach, which takes seriously the human resources needs and wishes of the SMEs' staff.**
9. 91 SMEs experienced a reduction in accidents, with an average performance change of 90%. **Safety measures were highly effective, resulting in significant accident reductions.**
10. Worker recommendations were adopted in 111 SMEs, with an average performance change of 156.3%. This area showed remarkable results, and it is a strong indicator of employee engagement and empowerment through the SCORE programme's implementation in SMEs.

Visits to enterprises, individual interviews, and focus-group discussions at the enterprise level in Tunisia consistently highlight several key changes and impacts of SCORE Training at the company level that are frequently noted.

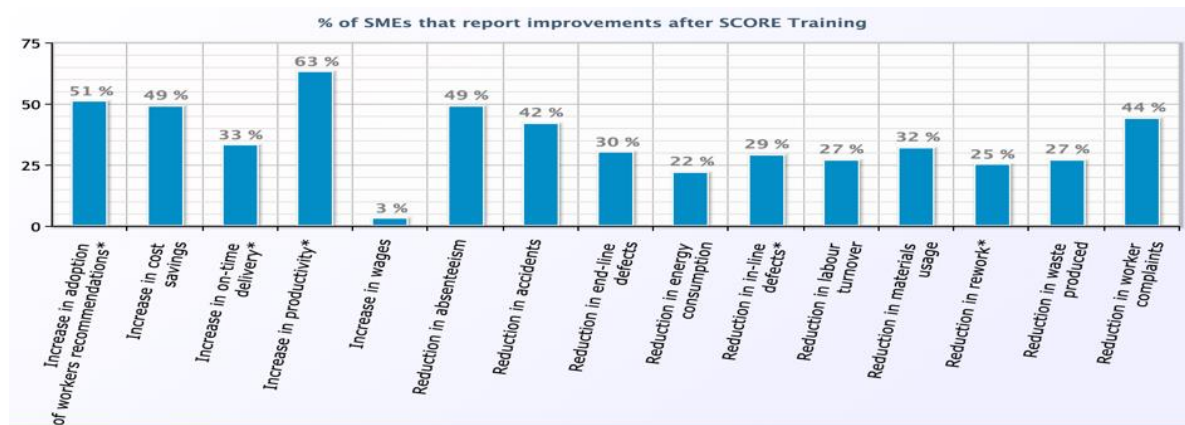
The SCORE programme has significantly improved productivity, cost savings, and worker engagement. However, limited progress in areas like energy efficiency and waste reduction highlights opportunities for

future interventions. A tailored strategy addressing these gaps could further amplify the program's impact, ensuring sustainable outcomes for SMEs.

The changes produced by SCORE training and services are most strongly seen in workplace cooperation and occupational safety and health (OSH), and this is quite consistent across all countries. In addition, positive improvements in quality management have been reported in Tunisia, but less in clean and lean production and human resources.

**Figure 1** presents the percentage of SMEs that report improvements after SCORE training in different areas in Tunisia. 63% of the trained SMEs noticed an increase in productivity, 51% increased their adoption of workers' recommendations, and 49% reduced their absenteeism.

**Figure 1** Percentage of SMEs that report improvements after SCORE training in different areas in Tunisia<sup>24</sup>



Changes in employment, both fixed and temporary, are recorded in the SCORE database.

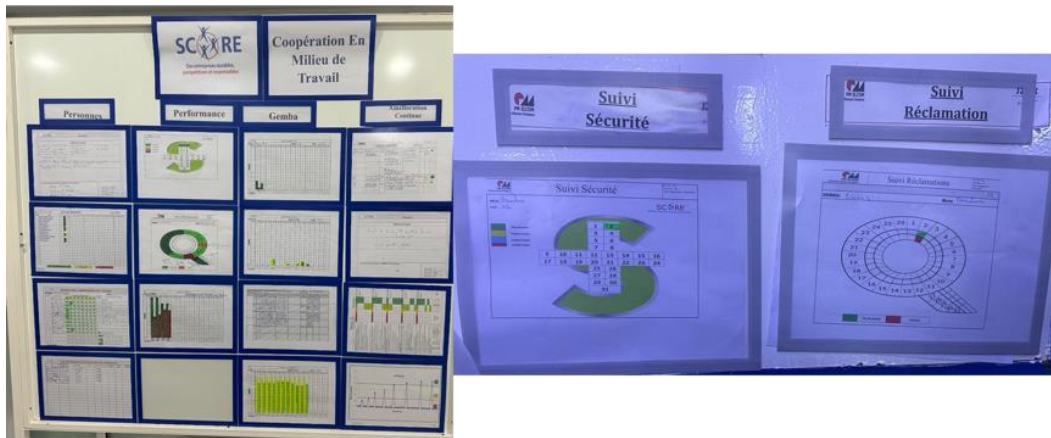
In interviews, most respondents emphasize that their participation in the SCORE project has led to behavioral changes at both the individual and organizational levels. The SCORE project has promoted or strengthened cooperation and communication between management and employees, resulting in improved teamwork practices within the companies. During the evaluation of the various companies visited, it was observed that the enterprise improvement teams remain engaged, concentrating on ongoing improvement projects, as can be seen in **Figure 2** in the metal production company from Zaghouan. PMELCOM Tunisie specializes in the manufacture and assembly of electromechanical components such as plug connectors,  $\mu$  switches, contact pins, and small coils.<sup>25</sup>

**Figure 2** SCORE as part of the daily life cycle in Tunisian private sector SME PMELCOM<sup>26</sup>

<sup>24</sup> SCORE M&E System, 10 January 2025

<sup>25</sup> SCORE M&E System, 10 January 2025

<sup>26</sup> PhotoCredit@lvaBernhardt, Company: PMEICOM, 3 December 2024



**Figure 3** shows the only public company Centre d'appareillage orthopédique - CAO (Orthopedic Fitting Centre) from Tunis, Tunisia that has implemented the SCORE methodology with a lot of enthusiasm. In the right-hand side of the photo below, the box for employees' improvement proposals can be noticed.

**Figure 3** SCORE as part of the daily life cycle in Tunisian public company Orthopedic Fitting Centre (CAO)<sup>27</sup>



**Figure 4** shows the SME AMC Epoxy from Sousse, Tunisia that has implemented the SCORE methodology as they were preparing for their ISO 9001 certification.

**Figure 4** SCORE as part of the daily life cycle in Tunisian private sector SME AMC Epoxy<sup>28</sup>

<sup>27</sup> PhotoCredit@IvaBernhardt, Company: Centre d'appareillage orthopédique - CAO (Orthopedic Fitting Centre), 4 December 2024

<sup>28</sup> PhotoCredit@IvaBernhardt, Company: AMC Epoxy, 4 December 2024





**Annex 10** SCORE Phase IV Tunisia budget and expenditures on 31 December 2024 (in USD)<sup>29</sup>

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<sup>29</sup> Statement of Income and Expenditure as at 31-Dec-23 for SECO and NORAD project TUN/21/50/MUL (108344), International Labour Organization (ILO)

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**International Labour Organization**  
**Statement of Income and Expenditure as at 31-Dec-23**  
**for Multi donor Swiss State Secretariat for Economic Affairs (SECO) & Norwegian Agency for Development Cooperation**  
**(Norad)**  
**for Project TUN/21/50/MUL (108344) - Agreement GLO/21/08/MUL (502815) - Donor Ref.: QZA-20/0186**  
 (Expressed in USD)

**Project Summary**

Project Name	TUN/21/50/MUL (108344)
Project Title	Sustaining Competitive and Responsible Enterprises (SCORE) Phase IV - Tunisia
Approved Budget	836,873.82

**Income**

Contribution	836,874.01
Dec-2021	417,163.90
May-2022	121,137.11
Dec-2022	152,084.00
Jun-2023	146,489.00
<b>Total Income (A)</b>	<b>836,874.01</b>

**Summary by Outcome**

Description	(1)	(2)	(1+2) = (3)
	Prior Reporting Period Expenditure	01-Jan-23 to 31-Dec-23 Expenditure	Total Expenditure (B)
01 - 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	73,060.58	127,931.79	200,992.37
02 - 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	18,073.07	15,380.41	33,453.48
10 - Project Management & Oversight	68,562.70	92,561.97	161,124.67
99 - Programme Support Costs and Provision for Contingency	20,760.51	30,663.58	51,424.09
<b>Total</b>	<b>180,456.86</b>	<b>266,537.75</b>	<b>446,994.61</b>

**Annex 11** SCORE Phase IV Tunisia details of expenditures on 31 December 2024 (in USD)

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**International Labour Organization**  
**Statement of Income and Expenditure as at 31-Dec-23**  
**for Multi donor Swiss State Secretariat for Economic Affairs (SECO) & Norwegian Agency for Development Cooperation**  
**(Norad)**  
**for Project TUN/21/50/MUL (108344) - Agreement GLO/21/08/MUL (502815) - Donor Ref.: QZA-20/0186**  
 (Expressed in USD)

**Project Summary**

Project Name	TUN/21/50/MUL (108344)
Project Title	Sustaining Competitive and Responsible Enterprises (SCORE) Phase IV - Tunisia
Approved Budget	836,873.82

**Summary by Resource Category**

Description	(1)	(2)	(1+2) = (3)
	Prior Reporting Period Expenditure	01-Jan-23 to 31-Dec-23 Expenditure	Total Expenditure (B)
International Consultants		10,000.00	10,000.00
Local Support Staff	14,668.55	14,444.37	29,112.92
National Professional Staff	31,672.69	49,227.81	80,900.50
National Consultants	1,546.39	12,381.66	13,928.05
Travel Project Staff	8,803.05	12,861.24	21,664.29
Travel Other Staff	643.51	4,775.31	5,418.82
Subcontracts	84,191.89	99,510.41	183,702.30
General Operating Expenses	16,190.85	13,249.71	29,440.56
Communications	51.74	-2.18	49.56
Furniture and Equipment	646.18	2,749.00	3,395.18
Seminars	1,281.50	16,676.84	17,958.34
Programme Support Costs	20,760.51	30,663.58	51,424.09
<b>Total</b>	<b>180,456.86</b>	<b>266,537.75</b>	<b>446,994.61</b>

**Figure 1** shows the women’s representation in senior management positions in PMELCOM in Zaghoan, Tunisia.

**Figure 1.** Women’s representation in senior management positions in PMELCOM in Zaghouan, Tunisia<sup>30</sup>



**Figure 2.** Women’s representation in the improvement team for SCORE in the public company Centre d'appareillage orthopédique - CAO (Orthopedic Fitting Centre) in Tunis, Tunisia <sup>31</sup>



**Figure 2** above shows the women’s representation in the improvement team for SCORE in the public company: Centre d'appareillage orthopédique - CAO (Orthopedic Fitting Centre), where, out of twelve SCORE improvement team members, nine were women (67%).

When analyzing the employment statistics on the SMEs that have implemented SCORE, women represent a larger group among those who lost their jobs due to changes at the enterprise level, while they also make

<sup>30</sup> PhotoCredit@IvaBernhardt, Company: PMEICOM, 3 December 2024

<sup>31</sup> PhotoCredit@IvaBernhardt, Company: Centre d'appareillage orthopédique - CAO (Orthopedic Fitting Centre), 4 December 2024 in Tunis, Tunisia

up a bigger segment when temporary employment opportunities are created within companies. Particularly in Tunisia, the employment-related effects of SCORE training tend to benefit women more than men.

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

At the global level of the SCORE Programme, from 2012 to 2024, most gender indicators have shown positive trends, leading to greater participation of women among SCORE trainers and within SCORE-affiliated enterprises. However, a few significant exceptions remain. Specifically, the proportion of women in management and supervisory roles in SMEs has not kept pace with most other indicators despite a sharp increase in women's overall workforce participation. This finding reveals ongoing challenges within SMEs in promoting and facilitating the advancement of female employees into management positions, even with the considerable emphasis placed on gender issues in SCORE modules, including those related to Workforce Management.

A summary analysis of key gender aspects and results is provided in **Table 1** below. It is observed that 39%, or 22 women are trainers trained; 37%, or 5 women are expert trainers; 50%, or 8 women are formerly certified trainers; 59%, or 7,126 of enterprises (SMEs) staff trained in workshops were women, and 35% or 295 women were trained from the government representatives. Only 11% (or 27 SMEs) of the 257 enterprises trained are female-owned.

**Table 1** Gender outcomes of the SCORE Phase IV programme in Tunisia (2019—2024)<sup>32</sup>

People trained in workshops	Total Number	Total Female	% Female
Number of Trainers Trained	57	22	39%
Number of Certified Trainers	38	14	37%
Number of Expert Trainers	21	5	25%
Number of Formerly Certified Trainers	16	8	50%
Number of enterprise staff trained in workshops	12045	7126	59%
Nr. of Government Representatives Trained	850	295	35%
Nr. of Employer/Industry Association Representatives Trained	14	2	14%
Nr. of Union Representatives Trained	142	42	30%
Number of Total Enterprises Trained	257		
Percentage Female-owned	27		11%
Percentage Male-owned	212		82%
Percentage Other-owned	18		7%

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.

<sup>32</sup> Source: SCORE M&E database, extracted on 15 January 2025

In the assessment of gender-specific indicators in the three SCORE countries for 2023, it is clear that their performance exceeds the average. This is consistent with insights from key informant interviews and focus-group discussions during the evaluation field mission, which suggest that gender considerations are becoming a higher priority in SCORE modules. Nonetheless, there remains a significant need to enhance the recruitment of female trainers, particularly in Tunisia and Bolivia. Furthermore, it is essential to ensure that practices aimed at improving enterprises include gender-sensitive strategies across all four countries.

The development of the global key gender indicators during the SCORE Phase IV Programme in Tunisia from 2019 to 2024 is illustrated in **Table 2**. It is noted that the percentage of certified female trainers, along with the percentages of previously certified female trainers and female representatives from unions, government, and industry associations trained, is declining. The percentage of female trainers trained decreased slightly from about 56% in 2019 to 50% in 2024, while the percentage of female enterprise staff trained in workshops has remained constant at around 50%. The percentages of female managers and female supervisors have stayed consistent at approximately 38% and 46%, respectively, over the six years. Moreover, it is noteworthy that the percentage of female permanent employees has increased from 37% in 2019 to 49% in 2024. The growth is even more pronounced in the number of female temporary/contract workers, which rose from 33% in 2019 to 52% in 2024. This highlights the untapped potential that exists within the women workforce in Tunisia and globally.

**Table 2** Development global level key gender indicators during SCORE Phase IV Programme in Tunisia (2019–2024)<sup>33</sup>

Gender Indicator	2019	2020	2021	2022	2023	2024
Percentage of female trainers trained	56.41%	44.44%	36.54%	33.33%	38.1%	50%
Percentage of certified female trainers	51.25%	52.63%	52.73%	46.09%	43.44%	38.4%
Percentage of formerly certified female trainers	57.14%	58.33%	50%	44.68%	44.07%	44.05%
Percentage of female union, government and industry association representatives trained	5.13%	33.73%	54.12%	45.18%	34.83%	0%
Percentage of female enterprise staff trained in workshops	50%	50.81%	53.81%	46.51%	53.1%	50.44%
Percentage of female permanent employees (total)	37%	41%	47%	48%	49%	49%
Percentage of female managers	38%	36%	37%	36%	38%	38%
Percentage of female supervisors	44%	45%	44%	44%	46%	46%
Percentage of female temporary/contract workers	33%	30%	52%	53%	52%	52%

<sup>33</sup> Source: SCORE M&E database, extracted on 15 January 2025