

## ► **Terms of Reference**

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

## ▶ Key facts

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Title:	Sustaining Competitive and Responsible Enterprises (SCORE) Programme Phase IV
TC Code:	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)
Backstopping unit	MSME Unit
Type of evaluation	Independent Final Evaluation
Evaluation Manager	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:

- 1) Relevance and strategic fit of the intervention
- 2) Validity of intervention design
- 3) Intervention progress and effectiveness
- 4) Effectiveness of management arrangements
- 5) Efficiency of resource usage
- 6) 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:

### 1) 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?

### 2) 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?

### 3) 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?

### 4) 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)?

### 5) 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?

### 6) 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 UNEP'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

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### 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:

### 1. Technical Proposal

1. 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;
2. A proposal on how the contractor intends to complete the work described in the ToRs;
3. The CV(s) of the lead evaluator and other team members that will undertake the work in Tunisia;
4. 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).

### 2. Commercial Proposal

1. 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

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