



International  
Labour  
Organization

# ▶ Bolivia Digna y Productiva

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PROJECT ACHIEVEMENTS  
2019 - 2021

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## ▶ GLOSSARY OF ACRONYMS:

• <b>CEPB</b>	Confederation of Private Entrepreneurs of Bolivia
• <b>COB</b>	Bolivian Trade Union Confederation
• <b>FECAFEB</b>	Federation of Exporting Coffee Growers of Bolivia
• <b>GAMLP</b>	Autonomous Municipal Government of La Paz
• <b>HoCo</b>	SCORE for tourism enterprises (Hospitality and Coaching)
• <b>ILO</b>	International Labour Organization
• <b>ITC</b>	International Trade Center
• <b>ITCILO</b>	International Training Centre of the ILO
• <b>MDPyEP</b>	Ministry of Productive Development and Plural Economy
• <b>MIGA</b>	Bolivian Food and Gastronomic Integration Movement
• <b>MSEs</b>	Micro and Small Enterprises
• <b>MSMEs</b>	Micro, Small and Medium Enterprises
• <b>MTEPS</b>	Ministry of Labour, Employment and Social Security
• <b>NORAD</b>	Norwegian Agency for Development Cooperation
• <b>RBSA</b>	Regular Budget Supplementary Account of the ILO
• <b>RMA</b>	Rapid Market Study
• <b>SCORE</b>	Sustaining Competitive and Responsible Enterprises
• <b>SECO</b>	Swiss State Secretariat for Economic Affairs
• <b>SMEs</b>	Small and Medium Enterprises
• <b>TTC</b>	Tripartite Technical Committee
• <b>URSE</b>	Corporate Social Responsibility Unit of the CEPB

## ► What is Bolivia Digna y Productiva?

Bolivia Digna y Productiva is a development cooperation project implemented by the ILO Office for the Andean Countries with funding from the Swiss Cooperation (SECO) between October 2019 and December 2021.

The intervention focused on Bolivian small and medium enterprises (SMEs), both in the formal and informal economy, and addressed the barriers that prevent them from improving their productivity, competitiveness, access to markets and linkages to global supply chains.

The project's strategy was organised around two main outcomes: the first relates to ensuring the sustainability of the SCORE Programme in the country, and the second focuses on the support services and policies needed to foster the internationalization and formalization of Bolivian MSMEs.

\* [Learn more about the Programme:](#)



\*Scan the QR code to find out more:



## ▶ Sectorial and territorial focus

The project targeted sectors identified through the Market Systems Approach to Decent Work developed by the ILO's "THE LAB" project\*. The sector selection was carried out through two rapid market assessments developed before and during the COVID-19 pandemic based on the criteria of:

- **Relevance**
- **Opportunity**
- **Feasibility**

The following three value chains were prioritised to promote the formalization and internationalization of markets:

- **Andean grains**
- **Tourism**
- **Coffee**

In addition, the implementation of training and capacity building programmes in the manufacturing sector was promoted, including entrepreneurs, micro, small and medium enterprises (MSMEs) in the market systems linked to the prioritised sectors.



Although the territorial focus was mainly in the Department of La Paz, through the virtual technical assistance generated as a result of the COVID-19 pandemic quarantine in 2020, the project also managed to increase its outreach to the Departments of Cochabamba, Santa Cruz, Beni, Oruro and Tarija.

## ► Logframe

The implementation of the Project was based on the following logframe:

### • IMPACT:

SMEs in national and global supply chains have improved productivity and working conditions and provided decent work.



### • OUTCOME 1:

The SCORE programme is fully sustainable at the national level, adapted to the specific needs of Bolivian SMEs and fully integrated into the national economic development framework.

### • OUTCOME 2:

Bolivian SMEs have improved their linkages to international markets and increased incentives for formalization, with special attention to the specific role of women in export-oriented and informal sectors.

### • PRODUCTS:

1: The SCORE training package is adapted to the specific needs of Bolivian export-oriented SMEs and micro enterprises.

1.2: The collaboration with existing SCORE implementation partners is strengthened, and new service providers offer SCORE training.

1.3: Relevant aspects of SCORE are integrated into the national productivity framework.

2.1: Two high potential sectors are selected, and the main factors affecting export development and formalization of informal enterprises are identified.

2.2: Addressing the underlying causes of low productivity in the two selected sectors are identified.

## ► SCORE Programme

Sustaining Competitive and Responsible Enterprises (SCORE) is an ILO global programme that improves productivity and working conditions in small and medium enterprises (SMEs). The key intervention of the global programme is support for the implementation of SCORE Training, which combines practical classroom training with in-factory consulting.\*

SCORE Training demonstrates best international practice in the manufacturing and service sectors and helps SMEs to participate in global supply chains. This Training focuses on developing cooperative working relations resulting in shared benefits.

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. There is also a focus on developing innovative partnerships between the ILO, multinationals, lead buyers and brand consortiums, to encourage the integration of SCORE Training in supplier development strategies.

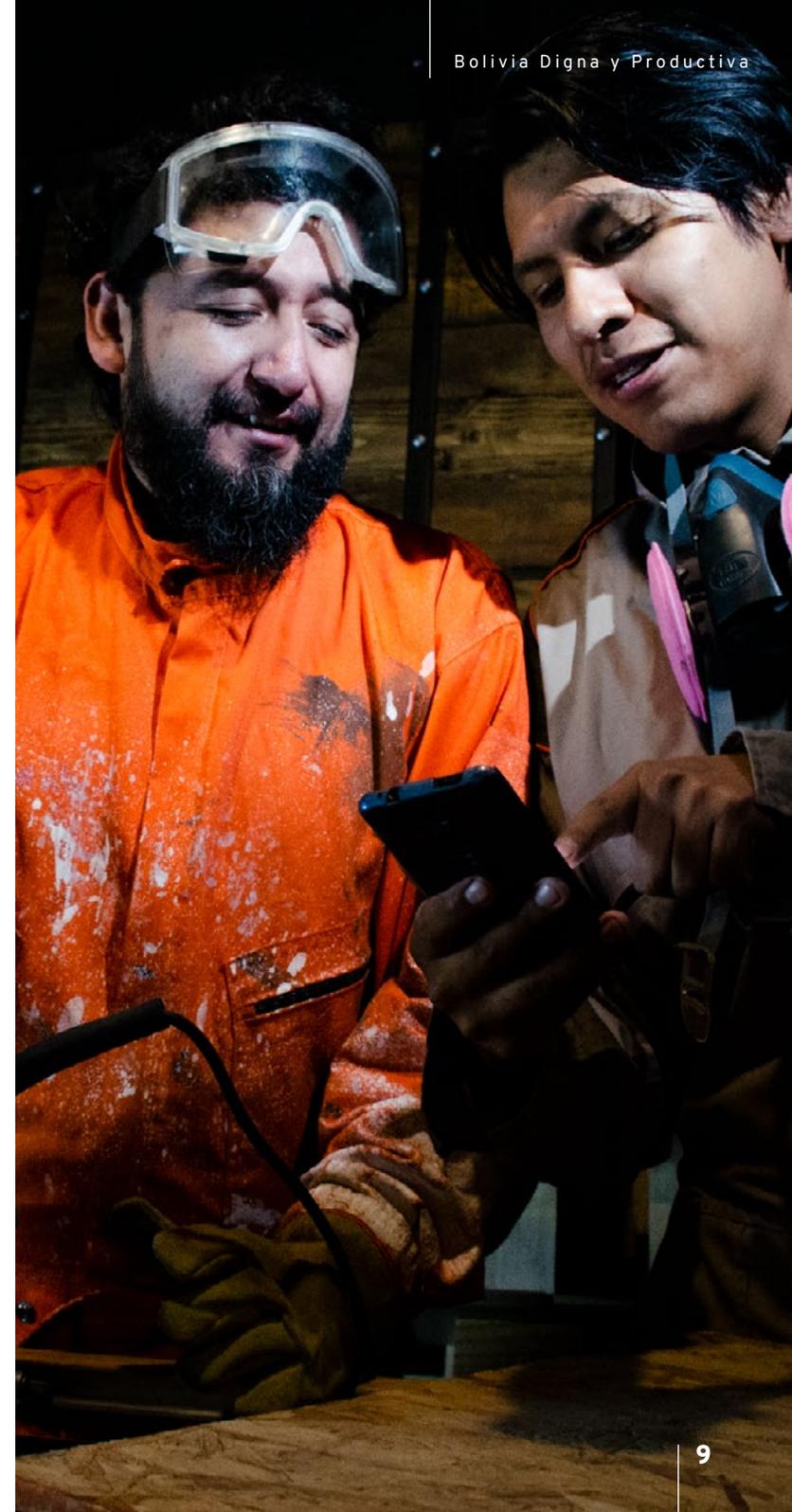
The Bolivia Digna y Productiva project built on the results achieved by the SCORE Programme in Bolivia.\*\*

\* Scan the QR code to learn more about the Programme:

\*SCORE Global



\*\*SCORE Bolivia



## ▶ Foundations for the Bolivia Digna y Productiva project

In 2011, the ILO Office for the Andean Countries initiated a rapprochement process with the three main actors of the world of work in Bolivia. The aim was to promote tripartite social dialogue in a sustainable manner to generate employment and support enterprises through the implementation of SCORE Training. These three actors in Bolivia are: the Government, through the Ministry of Labour, Employment and Social Security (MTEPS); the Confederation of Private Entrepreneurs of Bolivia (CEPB), which is the main employers' organization in the country; and the only workers' central organization, the Bolivian Workers' Confederation (COB).

For this purpose, a Tripartite Technical Committee (TTC) was established in 2013, with representatives of the three actors. The TTC was entrusted with decision-making functions and to monitor the implementation of the SCORE Programme in Bolivia. Since then, the Programme has been implemented in three phases, with funding from the Norwegian Agency for Development Cooperation (NORAD), ILO RBSA funds, and the Swiss Cooperation (SECO).

In 2017, the TTC suggested that CEPB be the institution in charge of the implementation and promotion of SCORE in Bolivia through its Corporate Social Responsibility Unit (URSE), in light of its technical capacities to support enterprises in business development areas. Hence, in May 2017, the ILO and CEPB signed a Memorandum of Understanding to transfer the methodology, making CEPB the "Promoting Organization" for the sale and sustainability of SCORE in Bolivia.

### • PHASES I / II



2013 2014 2015 2016 2017



#### ▶ MILESTONES:

- Establishment of a Tripartite Technical Committee (TTC)
- Delegation of CEPB as Promoting Organisation of the Programme in Bolivia
- Capacity building and methodology transfer
- Design of a Governance Model for the sustainability of SCORE
- Start of the implementation of the 5 modules of the methodology in different cities of Bolivia
- Implementation of SCORE (upon request) in different Bolivian cities with different training packages in coordination with CEPB



Between 2018 and 2019, the SCORE Programme focused its efforts on strengthening local partnerships and capacities to ensure its sustainability.

In 2018, the ILO developed a new SCORE package for micro and small enterprises (MSEs) called “Continuous Improvement” at the request of the MDPyEP. In this way, a new actor was added, contributing to the implementation and expansion of the SCORE Programme in the country.

As of October 2019, the implementation of the Bolivia Digna y Productiva Project began, adding to the intervention a formalization lens and a focus on access to international markets in targeted sectors.

• **PHASE III**

2018

- SCORE implementations continue in numerous cities with different training packages expanding sectors and modalities (Services, Tourism (HoCo), Gender)
- Development of SCORE package for MSEs called “Continuous Improvement” in coordination with MDPyEP

2019

- SCORE implementations continue in coordination with CEPB
- Development of tools to support the marketing of SCORE Training

• **Bolivia Digna y Productiva**

2020  
2021

- Prioritisation of sectors with the potential for formalization and internationalization of markets
- Development and implementation of a Strategic Plan for the sustainability of SCORE in Bolivia aimed at the CEPB
- Adaptation of SCORE to a virtual modality in the face of limitations derived from the COVID-19 pandemic
- Sectoral dialogue processes for the development of evidence-based interventions

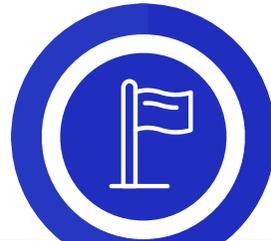
## ► Rationale for intervention



### KNOWLEDGE GENERATION AND DISSEMINATION

#### Generating evidence-based solutions:

- Assessments and studies
- Factsheets



### STRENGTHENING CONSTITUENTS AND SOCIAL ACTORS

#### Strengthening capacities for actionable solutions:

- Courses and master classes
- Development of proposals to promote enterprise formalization



### CAPACITY BUILDING AT THE LOCAL LEVEL

#### Adapting SCORE Training for business resilience and recovery:

- Foundations for sustainability
- New online SCORE Training offer
- New training packages in biosafety and agroexports
- Adaptation and digitalization of “Continuous Improvement” - SCORE for MSEs



### ESTABLISHING ALLIANCES

#### Generating links for changes in the entrepreneurial ecosystem:

- Thematic and sectoral discussions
- Outreach events
- Empowering women in the intervention sectors
- Business mentoring for young entrepreneurs



## ► Generating evidence-based solutions

The Project has focused on developing studies and contents, as well as co-creating evidence-based solutions that responded to the challenges of the COVID-19 pandemic.



### Assessments and studies

- Rapid Market Assessment “Two pathways to export and enterprise formalisation” (2019)\*
- Diagnosis of Bolivian sectors with export and employment potential after the COVID-19 pandemic, developed in collaboration with ITC (2021)\*\*
- Update of the Rapid Market Assessment (RMA) in the context of COVID-19 (2022)
- Identification of the impacts of COVID-19 on the tourism sector and the main barriers and opportunities for the formalization of MSMEs (2022)
- Assessment of the effects of COVID-19 on MSMEs in the quinoa value chain in the Department of La Paz, Bolivia (2022)



### Factsheets

- Prevention and mitigation of COVID-19 in the workplace for small and medium enterprises (2020)
- Export Step-by-Step Guide (2021)



Scan the QR codes to learn more about the processes:

*\*Rapid Market Assessment*



*\*\*Sectoral Analysis*



## ► Strengthening capacities for actionable solutions

Three major capacity building processes were carried out, benefiting 263 representatives of employers', workers' and government organizations (60% women and 40% men) through the design and implementation of:



1. A virtual course on “**Support measures for MSMEs during the COVID-19 crisis**” developed by the ITCILO and promoted through the MDPyEP and the MTEPS



2. A series of Master Classes on “**Business Continuity and Reactivation**” in collaboration with the ITCILO for representatives from the MTEPS, the MDPyEP, business associations affiliated to CEPB, and COB\*



3. A training process on “**Creating Market Fact Sheets: Practical Application of Trade Intelligence Tools**” with the ITC’s support, aimed at representatives of institutions and business associations involved in export promotion\*\*

\*Master Classes



\*\*Training process



Scan the QR codes to learn more about the processes:



263  
Representatives



60%  
Women





## ► Promoting incentives for formalization in the tourism sector

As a result of a series of efforts to identify barriers and incentives for formalization in the tourism sector, a technical proposal was developed for the creation of a One-Stop-Shop.

This tool aims to streamline registration procedures and formalities by orienting tourism stakeholders in the Municipality of La Paz on the different stages and steps that entrepreneurs should take to formalize their businesses. At the same time, the proposal aims at supporting the intermediation with the various public bodies that regulate the tourism sector.

The initiative was presented and coordinated with the Municipal Secretariat of Cultures and Tourism of the GAMLP for its subsequent analysis and implementation in coordination with the different public and private actors linked to the tourism sector.





## ► Adapting SCORE Training for business resilience and recovery

In order to lay the foundations for the sustainability of the SCORE Programme in Bolivia, the project contributed to business reactivation and resilience through:



**1. The design of a Strategic Sustainability Plan for SCORE** together with the CEPB in its capacity as Implementing Partner of the methodology in Bolivia.



**2. Capacity building of the national network of trainers** through virtual training processes on biosecurity, exports and gender.



32

Participating enterprises



264

(46% women) workers and managers trained in virtual workshops





**3. The development and implementation of new e-learning packages adapted to context and needs of enterprises:**

**SCORE Biosafety:** A SCORE training package that combines the Workplace Cooperation and Safety and Health at Work modules, including a guide for implementing biosafety measures for a safe reactivation of operations in enterprises.

**SCORE Agroexports:** Training package that combines the Workplace Cooperation and Quality Improvement modules, including a manual on export steps for enterprises in the agroexport sector, with a focus on Andean grains and coffee.



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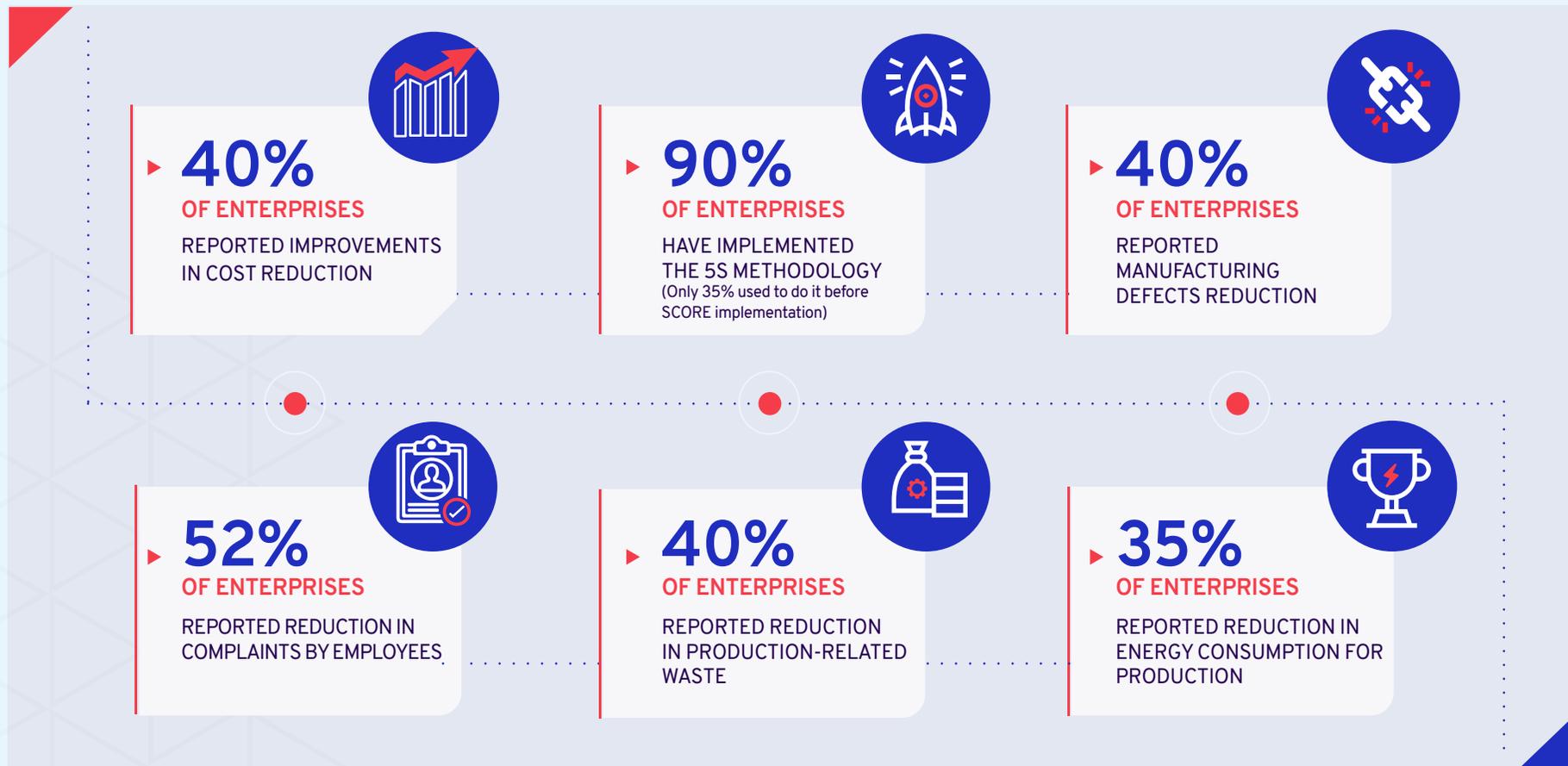
employees benefiting from the methodology





## ► Generating shared benefits for enterprises and their workers

- Between 2013 and 2021 the different SCORE packages were implemented in 121 SMEs and 95 MSEs, with satisfactory results.





## ► Innovating to reach the most affected production units

To support business development and resilience of MSEs in the manufacturing sector, particularly during the COVID-19 pandemic, an adaptation of the “Continuous Improvement” methodology (SCORE for MSEs) was generated in a virtual format to achieve a massive and inclusive outreach\*.

This initiative was developed in synergy with another ILO project called “*Productive and sustainable regional development with better occupational safety and health conditions in mining and manufacturing in Bolivia*”. The adaptation included the following aspects:



- Content enrichment
- Generation of a mobile application
- Adaptation of training to the new context

\*Scan the QR codes to learn more Continuous Improvement:





## ► Exploring alliances for a change in the business ecosystem

Between 2019-2021, strategic alliances have been strengthened with civil society actors, United Nations agencies, funds and programmes, public and private sector counterparts, as well as institutions in the quinoa, coffee and tourism sectors.

Within the framework of these alliances, new virtual spaces have been generated for dialogue and knowledge exchange:



1. Workshops: “Development and adaptation of small economic units in Bolivia: Good management practices and perspectives for post-COVID-19 socio-economic reactivation with decent work opportunities” developed between the ILO and SDCE\*



2. Workshop: “Opportunities for the promotion of decent work in the coffee sector, in the framework of COVID-19 - Presentation of the results of the Rapid Market Assessment 2021” developed in collaboration with FECAFEB, MIGA and with the participation of public and private actors linked to the coffee value chain



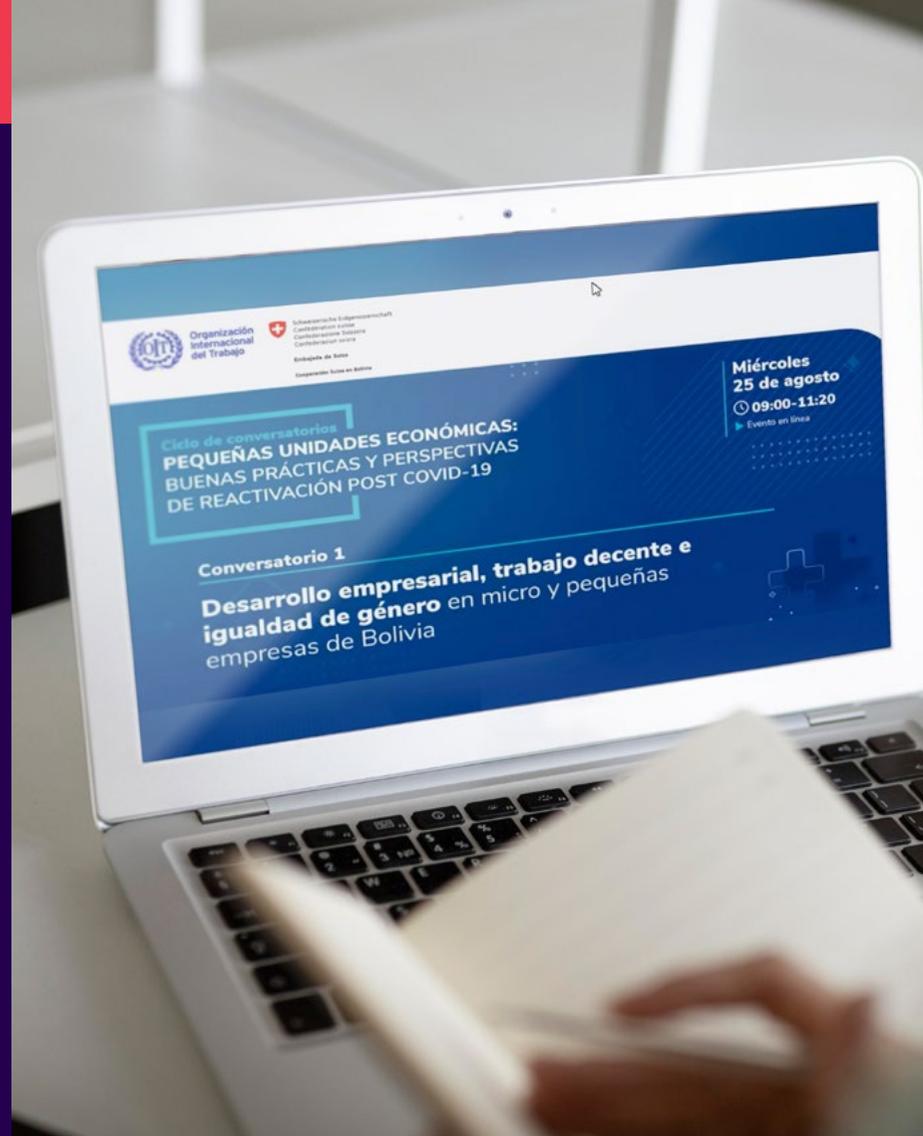
3. Workshop: “Impacts of COVID-19 and strategies for a comprehensive recovery of the tourism sector for better working conditions”, in collaboration with the GAMLP



4. Workshops: “Reflections from the kitchen” to foster dialogue among the actors in the quinoa and coffee value chains, developed in collaboration with MIGA



5. Talks: “MSME Week” in collaboration with the MDPyEP \*\*



\* Scan the QR codes to find out more about the initiatives:

[\\*Conversation series](#)



[\\*\\*Talks series](#)





## ▶ Empowering women in their role as guardians of Bolivia's culinary heritage

In 2021, a campaign called “Rethinking food heritage with decent work” was developed to raise awareness among actors in the quinoa and coffee value chains regarding the importance of recognizing women’s roles, as well as fostering their inclusion and empowerment, in the targeted value chains\*.

The campaign was developed in partnership with the Movimiento de Integración Gastronómico Alimentario de Bolivia (MIGA), an institution that promotes economic, social, cultural and environmental development, articulating networks of gastronomy and food actors.

\* Scan the QR code [to learn more about the initiative:](#)





### ► Co-creating solutions for business resilience

The Business Mentoring Programme “IMPULSA” was developed in response to the challenges generated by the COVID-19 pandemic in the most vulnerable economic units of the value chains prioritised by the Project, among which were small businesses run by young women and men\*.

IMPULSA supported 27 young entrepreneurs in the tourism and gastronomy sectors to develop business ideas and improve their business skills through the voluntary support and advice of 27 successful entrepreneurs. These entrepreneurs acted as mentors, sharing their personal and professional experience.

The initiative was designed and implemented through an alliance between CEPB, as representative of the United Nations Global Compact in the country, the ILO, ICCO Cooperation and Manq’a Schools.



\* Scan the QR code [to learn more about the initiative:](#)



- ▶ **Building bridges,  
moving forward**





Towards the end of the project, transition plans have been set in place between Bolivia Digna y Productiva and the new SCORE phase in the country (2022-2023). In this sense, efforts will continue to be channelled towards achieving SCORE's sustainability through:



- Strengthening and renewing alliances with strategic partners at national and international level to scale up interventions.



- Developing the capacities of SCORE implementing partners in the country to enable them to offer SCORE in a sustainable, inclusive and innovative way.



- Designing solutions based on a deep understanding of the productive environment to favour the linking of micro, small and medium enterprises to national and global supply chains.



- Ensuring that interventions are increasingly geared towards promoting greener, fairer and more resilient environments.





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