1. **Introduction to SCORE program**

   a) SCORE is an ILO development cooperation programme that promotes productivity, competitiveness and decent work in emerging economies. The Programme is assisting governments, industry associations and trade unions in Africa, Asia and Latin America to develop export and domestic industrial sectors, with a particular focus on small and medium enterprises (SMEs). Its main intervention is SCORE Training, a practical training and in-factory consulting programme that improves productivity and working conditions in SMEs. SCORE Training demonstrates best international practice in the manufacturing and service sectors and helps SMEs to participate in global supply chains. The Programme further works with governments, employers’ and workers’ organizations to address key constraints that hamper growth in specific industries and advises partners on best practices in the development of SME policies.

   b) Globally, under SCORE Phase I and II (2009-2017), the ILO partnered with 28 institutions in the delivery of training to SMEs in 44 clusters in 9 countries. These institutions included public and private training institutes and business membership organizations that promote SCORE Training to SME members and the broader business community. More than 1,000 SMEs (15% women-owned) have participated in SCORE Training globally, representing a total workforce of more than 200,000 workers. 7500 managers and workers (30% women, 49% workers) have participated in SCORE Classroom Training. Operational indicators from enterprises that participated in training and reported more than six months of data show solid improvements and the adoption of new practices, in particular in the area of quality, absenteeism, labour turnover, OSH and job creation. 70% of firms that participate in SCORE Training report cost savings as a result of SCORE Training. While it can be difficult to quantify the cost savings, case studies showed that cost savings ranged from $500 to $50,000 in firms in Ghana, India and Vietnam.

   c) SCORE Training in the furniture sector of Viet Nam has delivered clear firm-level impacts made possible through solid collaborations with established implementation partners: the Viet Nam Chamber of Commerce and Industry, Ho chi Minh (VCCI-HCMC), the Handicraft
and Wood Industry Association HCMC (HAWA) and the Binh Duong Furniture Association (BIFA). VCCI-HCMC has been the lead partner throughout both phases. They were initially subcontracted to organise Training of Enterprises (ToE), working with relevant member sectoral associations in the furniture cluster - C HAWA and BIFA – to deliver this. In phase II, the associations became more independent in delivery of SCORE ToEs, continuing to produce clear firm-level impacts. The program was also expanded to the wood processing cluster centre of Vietnam and develop the partnership with Binh Dinh Forestry Product Association (FPA).

d) BIFA and HAWA have each embedded the training into their service portfolios, and are currently able to implement training independently from the ILO with a cost recovery rate for Module 1 and 2 of 70%, and 35% for other modules. The engagement of these (and other) partners with the programme and their communication/promotion efforts (experience sharing events, participation in sector events, web and newsletter articles) around the training have also helped to spread core training messages beyond the direct participants to bring a wider sectoral influence.

e) 130 enterprises have been trained in phase II representing over 45,000 workers. 91% of trained enterprises reported cost savings due to SCORE Training. 63% of enterprises report maintaining the daily manager-worker meetings and 98% of enterprises report having both men and women in their enterprise improvement teams. Training satisfaction is very high, with an average of 93% satisfaction among trained enterprises. A national trainer certification process is in place with VCCI taking a leading role, and 10 certified trainers and two expert trainers are recognised.

f) Since 2012, SCORE Vietnam has trained 4 partners and 110 enterprises in the wood furniture sector in the Dong Nai, Binh Duong, Ho Chi Minh City provinces, Binh Dinh and Long An (latter two added in phase II). The sector was chosen as the projects primary focus based upon a sector study, which highlighted that Viet Nam is one of the world’s largest exporting countries of wooden furniture and parts but the sector suffers from low productivity, frequently poor working conditions, a lack of quality training opportunities and reliance on outdated machines, tools, and practices.

2. Background information of the benchmarking research
   a) Wood processing is among the fast growing export industry of Vietnam. Exports totalled $6.9 billion in 2015, an increase of almost 12 percent over 2014, placing Vietnam into the top five exporting countries in the world for wood related products. The annual growth rate in 2016 to roughly 8 percent. The leading export markets are the United States, Japan, China and the European Union.

   b) SCORE Vietnam started in 2011 with focus support for Wood processing industry and has
delivered positive impact to the enterprises through the delivery of enterprise upgrading training and by sharing more widely in the sector the improvement results and best practices highlighted through this work.

c) The SCORE project is completing its 2nd phase and will move on to 3rd phase in November 2017. The SCORE Training modules and approach are expected to be updated according to the change in project strategy and new demand of the enterprises in the wood furniture and other sectors.

d) SCORE Vietnam expects the direct support to SMEs in wood processing sector will reduce as the enterprises which are easy to reach have been reached. Phase 3 instead will focus on expanding the impact at sectoral level and supporting the efforts to build institutional sustainability for the training in business associations.

e) A recommendation to develop a benchmarking for the wood and furniture sector arose through preliminary meetings with industry experts and local partners. A benchmarking process and report covering enterprises in the industry is seen as useful as: a tool for enterprises to assess themselves/be assessed against shared standards: a foundation for good practice promotion, and: potentially, as an additional promotion for SCORE Training (to improve benchmark scores).

f) SCORE Vietnam is looking for a qualified research institute who can propose and deliver the above mentioned benchmarking research with the proposed activities as below.

3. Deliverables

**Deliverable 1:** A proposal (3 pages max) for the development of benchmarking research with detail on research plan and methodology

**Deliverable 2:** Present at one capacity building workshop delivered to SCORE Vietnam’s partner and relevant local authorities on the importance of benchmarking research.

**Deliverable 3:** A set of maximum 8 indicators in 2 categories:

- 1: Productivity
- 2: Sustainable development

are developed for the benchmarking research. The indicators are developed with detail instruction on the definition, calculation and the relevance to enterprises in wood processing industry as approved by the “panel” (see more detail on part 6)

**Deliverable 4:** A report (4 pages max) on the testing of the developed indicator in 3 selected enterprises and recommendation for adjustment if needed.

**Deliverable 5:** Present at One capacity workshop delivered to SCORE Vietnam’s partner and relevant local authorities on the developed indicators and the propose methodology for field research as approved by the Panel.

**Deliverable 6:** A field research conducted at 30 selected enterprises to collect data of the 8
developed indicators.

4. **Proposed activities:**

Stage 1: Indicator development and capacity building for partners

- **a) Step 1:** Preliminary research and panel establishment.
  - Primitive research is to be conducted by SCORE Vietnam NPC Phung Duc Hoang with support from technical officer of the global team Andrea Prince.
  - The primitive research will look at:
    - Various forms of benchmarking and how they fit with Vietnam wood...
How benchmarking can be perceived by local partners and enterprises and potential benefits or deficits that could arise (motivating factors).

- Capacity of and the potential roles of local partners and experts in the implementation process.
- The resource implications of adopting a regular benchmarking process and initial thinking on how the cost would be covered.
- Availability of experts/research institutes to carry out the exercise.

- A panel includes representatives of SCORE Vietnam, local partners, expert trainers and enterprises will be established to provide inputs and support along the process of this exercise. This will be referred to as “The panel” hereafter.

b) **Step 2**: Expert/research institute selection

   Based on inputs of primitive research and the panel, SCORE Vietnam will call for interested experts and research institutes to propose the delivery of this report.

c) **Step 3**: Validation meeting

   A validation meeting will be organized with the panel and the research expert/institute to validate the initial implementation plan and decide necessary adjustment.

d) **Step 4**: Capacity building workshop (CB workshop 1) for partners on benchmarking

   The contracted expert/research institute will deliver a capacity building workshop on the value and importance of benchmarking and how local partners can benefit from this type of exercise and relevant risks.

   Representatives of VGCL will be invited to the capacity building workshop. Upon their interest further involvement for expertise contribution will be proposed.

e) **Step 5**: Indicator development

   The selected experts/institutes will develop a set of indicators for benchmarking. The methodology is to be presented to the panel for inputs and approval.

f) **Step 6**: Indicator testing and finalizing

   The developed indicators will be tested at 3 SCORE enterprises to ensure their relevance and to obtain inputs for necessary adjustment. The enterprises will be selected based on the willingness and availability to support the benchmarking exercises of the CEOs. The adjusted indicators will be presented to the panel for finalization.

g) **Step 7**: Capacity building workshop (CB workshop 2) for partners on benchmarking indicators

   The contracted expert/research institute will deliver a capacity building workshop for local partners on the developed benchmarking indicator, development process, testing result and methodology of field assessment, final report development. Representative of
VGCL will be involved for academic contribution.

h) **Step 8**: Field assessment and report development

A field assessment will be conducted for 30 enterprises, 27 SCORE enterprises and 3 none-Score enterprises. A benchmarking report will be developed and presented to the panel for inputs and approval.

i) **Step 9**: Report publication

Final benchmarking report will be published widely electronically by SCORE local partners to enterprises and to be presented in various key events.

j) **Step 10**: Future report development

Local partners (association) will continue to use the developed indicators and conduct annual benchmarking report for future year. Budget for this activity will be allocated separately.

5. **Timeframe**:

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6. **The panel**

The panel to support and approve the work of external research institute or expert will consist of:

- ILO SCORE HQ technical officer
- ILO SCORE Vietnam coordinators
- VCCI SCORE project manager
- Associations’ relevant managers and staffs
- SCORE Master trainers and trainers
- Relevant SCORE enterprises directors
• Relevant personnel of local trade union and DOLISA

7. Language

The report will be developed in Vietnamese and English

8. Key skills, technical background, and experience required:
   a) Evidence of the consultancy institution’s knowledge of productivity and sustainable development of SME and wood processing industry;
   b) Proven track record on the benchmarking research;
   c) Proven track record in providing technical advisory services for the enterprises in wood processing industry;
   d) Clarity of analysis and written expression;
   e) Fluency in English and Vietnamese;
   f) Skills in conducting research/studies on social assessments;
   g) Having good working experiences with government agencies, the ILO and the private sector is an asset.

9. Collaboration with the ILO

The contracted institution/consultants will work under the supervision of ILO SCORE National Project Coordinator (NPC) and/or his designated personnel.
   a) During the performance of the benchmarking research, the SCORE project will provide the following support to the contracted institution/consultants:
   b) Relevant documents related to this consultant
   c) Review and provide comments on methodology, work plan, sampling, research design, tools…
   d) Supervise field work (when mapping and assessing economic opportunities of targeted households)
   e) Review and provide comments to the draft and final report and recommendations
   f) Other support, if needed.

10. Budget and payment schedule

The budget for the benchmarking research will include the professional fee, travel costs, allowances for interviewees and supply costs of the survey team.
   a) First payment: Forty percent (40%) will be transferred to the bank account of the contracted consultant/s upon completion of preparatory activities, including submission of deliverables in stage 1;
b) Second payment: Thirty percent (30%) will be transferred to the bank account of the contracted consultant/s upon submission of the deliverables 2, 3, 4, 5;

c) Final payment: Thirty percent (30%) will be transferred to the bank account of the contracted consultant/s after submission of the deliverables 6 to the satisfaction of the ILO.

12 Submission of proposal

The interested institutions/organizations must submit their proposal (not exceeding 20 pages excluding resumes) to ILO SCORE project with the following details:

- Detailed mapping and assessment methodology, sampling methodology, work plan, report outline;
- Suggested data collection tools (questionnaires/guidelines);
- Detailed budget estimates;
- Demonstrated experience and capacity: describe your agency and why it is qualified to undertake this consultant;
- List of written/published evidence: similar consultancy work done and/or published in Viet Nam.

All proposals must be submitted to the SCORE Project Coordinator through email at duchoang@ilo.org by 17:00pm on 25/08/2017.

13 Proposal evaluation

The proposals will be evaluated in accordance with the ILO regulations and criteria. The proposals will be scored against the below criteria. The scoring will be tabulated and the proposals will be ranked based on the numerical scores received. Detailed screening results will not be released. Only shortlisted ones will be invited for interviews/presentation of their proposal for final selection

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<th>Criteria</th>
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<td><strong>1. Technical proposal</strong></td>
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<tr>
<td>Research methodology</td>
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<td>Research institution’s and research team’s experience and capabilities</td>
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