



International Labour Office

Terms of Reference for National Trainer for Sustaining Competitive and Responsible Enterprises (SCORE) for the project

*“Bringing Back Jobs Safely under the COVID-19 Crisis in the Philippines:
Rebooting Small and Informal Businesses Safely and Digitally”*

THE ILO 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 SCORE Programme \(ENTERPRISES\) \(ilo.org\)](#) is being introduced for the first time in the Philippines, through the ILO's Bringing Back Jobs Safely project, and in coordination with two training delivery partners, the Philippine Trade Training Center (PTTC) of the Department of Trade and Industry (DTI) and the Employers' Confederation of the Philippines (ECOP). The initial offering will cover the modules under SCORE Basics and COVID-19 Safety and Health at Work.

SCORE Basics - Facilitating change that drives productivity and worker engagement. The SCORE Short Course is designed to provide a condensed and integrated training package on workplace cooperation, joint problem-solving, quality management, HR and OSH into a 3- day workshop followed by several in-enterprise sessions where trainers coach enterprise management and workers to implement the ideas presented in the classroom. This training introduces SCORE in a shorter time to a targeted industry or cluster and can be used as a standalone module or a “taster” module to promote awareness of the key SCORE Training themes.

COVID-19 Safety & Health at Work – Adopting new safety & sanitation protocols This module helps factories to reopen and stay operating safely following pandemic related lockdowns. Developed with experts from the International Labour Organization Occupational Safety and Health Unit, the workshop presents best practices and current approaches to contain the spread of the COVID-19 virus and ensure a safe and healthy work environment.

The SCORE modules are widely applicable to MSMEs and it has been proven most effective for enterprises with around 30-100 employees, involved in the manufacturing goods, and, especially those accessing or planning to reach global markets.

The SCORE Trainer Development and the Training of Enterprises

The trainer will participate in the Training of Trainers (ToT) free of charge. This will equip the trainer with the technical aspects necessary for providing training and consulting service to MSMEs. When the trainer completes the ToT, he/she is now ready to guide the MSMEs in the process of the SCORE Training of Enterprises (ToE) cycle through the conduct of the following activities:

- a. **Baseline assessment through the first enterprise visit**
A half-day visit by the trainer to know the workplace condition by conducting baseline data collection using a checklist (Baseline Assessment Form), interviews and taking of photos. The SCORE and the training programme is also introduced to senior managers and workers to get their commitment to the programme.
- b. **Debriefing session of trainers to share enterprise visit results**
The results of the baseline assessment and the experience is discussed with the international SCORE expert
- c. **Actual (classroom-style practical learning session)**
The module is introduced online in 5 days spread in 2.5 hours/day. The participants/enterprises are introduced to the topic as well as the tools necessary to improve their subject area. It is expected that the participating enterprise will be able to identify work improvement ideas and formulate an Improvement Plan to improve their business. During the workshop, the enterprise need to send representatives from the management and workers side as well as ensure a fair gender participation.
- d. **2nd and 3rd follow-up enterprise visits**
After the classroom training, trainers provide on-site enterprise consulting to help enterprises take action and implement the Enterprise Improvement Plans. The trainer checks the Enterprise Improvement Plan in terms of priority and addressing the challenges that may impede the progress of the Plan. The trainer checks



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the location and take pictures before and after the plan has been implemented. The trainer brainstorms with managers and workers on possible improvements and solutions for issues.

e. **4th enterprise site visit for final assessment**

The trainer ensures that improvements are done in proper way and discusses this with the enterprise.

f. **Final presentation**

The result of the Enterprise Improvement Plan is presented through PowerPoint presentation highlighting improvements through before and after photos.

Background /Why the SCORE?

The COVID-19 crisis has brought unparalleled impacts on the people of the Philippines, particularly those in the micro, small and medium-sized enterprises (MSMEs) as the backbone of the economy and employment. The pandemic not only reduced existing jobs and income, but prompted many to resort to alternative livelihoods, often as informal activities, to survive the prolonged community quarantine measures with various restrictions imposed on businesses. The challenge for the MSMEs continue even after more than a year since the initial lock down in March 2020. As of mid April 2022, Metro Manila and 48 other areas have been declared to be in Alert level 1, or “private establishments and government agencies are allowed to operate at full on-site capacity, subject to minimum public health standards”. The vaccine programme is progressing, with 61% of the country’s population having been fully vaccinated, but it is expected that it would take more time, especially for the provinces, till the vaccinated population reaches the level of herd immunity. Besides that, the new strains of virus are spreading, which further complicates the containment scenario. All these, still, contribute to the continuing uncertainty for the businesses, particularly for the small and informal ones with limited resources to cope with the external shock; and for them to get back into pre-pandemic operational levels.

While tremendous efforts have been made to address the extreme vulnerability of MSMEs and informal businesses under the pandemic, there are two areas which would merit further support in the world of work at this stage – first, the occupational safety and health (OSH) including the prevention and mitigation of the COVID-19 risks (COVID OSH) and; second, the digitalization of business operations for those currently left behind the big wave of the digitalization of the economy prompted by the pandemic. The COVID-19 risks for MSMEs and the capacity gaps among them are deemed larger outside of Metro Manila, and more prominent among the smaller and informal ones.

With this understanding, the International Labour Organization (ILO) with the support of the Government of Japan is implementing the [Bringing Back Jobs Safely under the COVID-19 Crisis in the Philippines: Rebooting Small and Informal Businesses Safely and Digitally \(ilo.org\)](https://ilo.org/public/eng/mediacentre/pressreleases/2020/09/2020091501.htm). The project aims at contributing to improving the safety and health of workers in MSMEs in the non-metropolitan regions of the Philippines and mitigating the negative socioeconomic impact of the COVID-19 crisis. Hence, it is envisaged that the project will bolster the country’s National Employment Recovery Strategy (NERS) to restore business confidence through safe and healthy workplaces and upgrade digital skills of workers. To achieve its goals, the project will work with the national network of training service providers to deliver the training on i) COVID OSH which is implemented in the framework of the Safety and Health for All Flagship Programmer of the ILO, and ii) digitalization of business operations (e.g., digital entrepreneurship, e-commerce strategies and digital financial literacy). The ILO’s training programmes in respective areas will be translated into the specific local and sector context, and transmitted through training-of-trainers (ToT) seminars, mostly online. To win the mind of the numerous MSMEs not directly benefiting from the training, the successful experiences will be compiled into case studies and disseminated in ways attractive to the MSMEs.

To bridge the digital divide outside Metro Manila, the project will also support the pilot implementation of the three Innovation Hubs. Through these Hubs and the affiliated satellites such as the local internet cafes, the project will



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provide the internet connectivity, co-working spaces, back-office services and linkage to the support programmes for the MSMEs.

To support agile learning to respond to the rapidly changing situation of the pandemic and to make the interventions sustained beyond the life of the project, an interdisciplinary knowledge management system will be established in coordination with the authorities and experts in the public health. For the ownership and sustainability of the project, the institutional capacity of key partner organizations will be strengthened.

Given the urgency of addressing the challenges of MSMEs in ensuring health and safety in workplaces, and in pursuit of higher productivity in the new normal, ILO is interested to engage several National SCORE Trainers as External Collaborators (ExCol) who would undergo the Training of Trainers (and ILO SCORE Trainer Certification) and conduct the Training of Enterprises.

Objectives

The objective of the external collaborator (ExCol) contract is to develop a pool of ILO-certified SCORE trainers in the Philippines to facilitate the technically sound and efficient organization of SCORE trainings for MSMEs.

Key tasks and outputs

The ExCol will implement SCORE programme as part of the assigned training delivery partner (PTTC and/or ECOP) under the direct technical guidance of the International SCORE experts of the ILO

Upon notification of selection as SCORE Trainer, the ExCol is expected to carry out the following activities:

1. Recruit at least two enterprises within the target sector (i.e. manufacturing-oriented, with about 30-100 employees), and, willing to participate in SCORE Training of Enterprises (i.e. willing to send a minimum of 4 staff (including at supervisory level) for the classroom-style practical training for 5 half-day sessions, and, undergoing on-site visits with assessments and coaching for 4 half-day sessions). It should be clarified that the first enterprise undergoing training will be fully subsidized of the training fee while the second enterprise will only be partially subsidized and will have to pay 25% of the training fee, unless further subsidized by ILO's training delivery partner, PTTC.
2. Attend and complete the requirements for the SCORE Basics + COVID-OSH Training of Trainers (ToT) (3-4 hours a day for 10 days), and debriefing of trainers for online pre-coaching sessions.

After participating in the Training of Trainers (ToT) workshop led by the International SCORE expert(s) (see also the Trainer Selection Process section below), the ExCol will perform the following tasks:

1. Organize and conduct the first Training of Enterprises (ToE) (with 1 enterprise of 4 participants per trainer per training). Training of Enterprises includes the following activities:
 - a. Baseline assessment through the first enterprise visit (half-day);
 - b. Debriefing session of trainers to share enterprise visit results;
 - c. Actual training (classroom-style practical learning session) (five half-days);
 - d. 2nd and 3rd follow-up enterprise visits (half-day per visit);
 - e. 4th enterprise site visit for final assessment (half-day);
 - f. Final presentation.
2. Organize and conduct the second Training of Enterprises also as described above for the first ToE.
3. Complete the SCORE Trainer Certification process and submit the documentary requirements on training of enterprises.



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Note: The ExCol is also expected to recommend to the ILO project team one enterprise whose story and SCORE journey would merit consideration to be part of the Case Study digest of success stories to be delivered under the project.

Deliverables

The ExCol will deliver the following outputs:

- i) Profile, background, contact and participant information of the two recruited enterprises for SCORE.
- ii) ToT participant requirements such as: filled Training Needs Assessment (TNA) survey, group work outputs, post-training evaluation.
- iii) Full report of the first training of enterprises conducted, including pre- and post-training evaluations, the baseline assessment report, enterprise visit reports including photos, final assessment and final presentation.
- iv) Full report of the second training of enterprises conducted, including pre- and post-training evaluations, the baseline assessment report, enterprise visit reports, final assessment and final presentation.
- v) Complete requirements for trainer certification, including documents identified under **Trainer Certification** in this ToR.

Confidentiality Statement

All data and information received from ILO for the purpose of this assignment are to be treated confidentially and are only to be used in connection with the execution of these Terms of Reference (TORs). All intellectual property rights arising from the execution of these TORs are assigned to the ILO. The contents of written materials obtained and used in this assignment may not be disclosed to any third parties without the expressed advance written authorization of the ILO.

Duration of the assignment

The work of the ExCol will be carried out between 8 August 2022 to 28 February 2023

Indicative schedule:

Selection of Trainers: 23 May to 27 June
Recruitment of 2 Enterprises per Trainer: 27 June to 4 July
Training of Trainers: 11-18 July
Training of Enterprises: 1 August ; 8 August; 26 September; 3 October; 17 October; 31 October

Contract Value and Payment

A maximum of PHP 2,000 per hour will be paid as professional fee in relation to the conduct of training of enterprises. It is expected that each trainer will conduct two trainings of enterprises which will require 4.5 (8-hour) working days for each training, or a total of 9 (8-hour) working days. ILO will subsidize 100% of the trainers' professional fee for the first training; and only 75% for the second training. The remaining 25% must be recovered from the enterprise participating in the second training, as reduced training fee.



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Total contract price is calculated as follows:

First training of enterprises – 4.5 working days x 8 working hours/day x PhP 2,000/hour = PhP 72,000
(At 100% subsidy, ILO will pay PhP 72,000)

Second training of enterprises – 4.5 working days x 8 working hours/day x PhP 2,000/hour = PhP 72,000
(At 75% subsidy, ILO will pay PhP 54,000)

No travel is envisaged under this contract. The cost of organizing online workshops will be borne by the ExCol. Any other associated costs such as communication and small expenditure are expected to be included in the contract.

Payment schedule will be as follows:

1. Upon completion of 1st training of enterprises and submission of training report to the satisfaction of the ILO – (30% of total contract price)
2. Upon completion of the 2nd training of enterprises and submission of training report to the satisfaction of the ILO – (50% of the total contract price)
3. Upon completion of requirements and submission of evidence/documentation for the SCORE Trainer Certification process – (20% of the total contract price)

Administration, Reporting and Coordination

The ExCol work in collaboration with the ILO Country Office for the Philippines (CO-Manila), principally through the Project Management Unit for the Bringing Back Jobs Safely Project, ILO international experts, and training delivery partners. Specifically, the ExCol will receive direct technical guidance from the International SCORE expert, the ILO Global SCORE team and the Enterprise Development Specialist.

The contract for this assignment will be issued by ILO CO-Manila. Work space, equipment and other logistics arrangements in the implementation of the activities, in particular including the internet connectivity and web meeting devices required under the present telework environment will be organised and borne on the account of the ExCol.

The ExCol will report to Chief Technical Advisor (CTA) of the project and liaise closely with the OSH Coordinator of the project. The final approval of payment of deliverables will be made by the ILO Country Director for the Philippines.

Qualifications and experience

1. Trainers should have a recognized university degree or equivalent technical qualification;
2. Overall working experience of more than 5 years with minimum of 3 years in conducting enterprise consulting and training on one or more areas such as:
 - a. Workplace cooperation;
 - b. Quality Management;
 - c. Cleaner production and environmental business management;
 - d. Human Resource Management;
 - e. Occupational Safety and Health;



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3. Good knowledge of supply chain management, business practices, voluntary standards and laws pertaining to social, environmental, and quality systems.

In addition, trainers should possess:

4. Excellent presentation and communication skills with excellent command of English and Filipino;
5. Excellent coaching and facilitation skills at levels varying from unskilled workers to top management of organizations;
6. Excellent management and reporting skills; and,
7. Awareness for gender equality concerns and gender-bias.
8. Able to recruit two enterprises within the target sector (i.e. manufacturing-oriented, with 30-100 employees), and, willing to participate in SCORE Training of Enterprises (i.e. willing to send a minimum of 4 staff (including at supervisory level) for the classroom-style practical training for 5 half-day sessions, and, undergoing on-site visits with assessments and coaching for 4 half-day sessions (3-4 hours a day for 10 days), and debriefing of trainers for online pre-coaching sessions

Trainer selection process

- Candidates need to send their application document with details as follows:
 - SCORE Trainer profile form (Annex A)
 - Curriculum Vitae (CV)
- All application must be submitted to SCORE Global as agreed date between ILO and implementing partners to allow SCORE Global team to review the application.
- SCORE Global and appointed Master Trainer, in coordination with training delivery partner, will review and select candidates based on application submitted.
- SCORE Global and appointed Master Trainer, in coordination with training delivery partner, will hold an interview session with each selected candidate to get further information regarding knowledge and experience of the candidate.
- SCORE Global and Master Trainer will provide the final list of selected trainers.

Trainer Certification

Trainers may apply to the SCORE Global certification after completion of 2 (two) cycles of SCORE Training of Enterprise (ToE).

The SCORE Global certification process will require trainers to:

1. Participate in the ILO SCORE Training of Trainers (ToT) for Module 1 and other relevant modules including co-trainings with SCORE Expert Trainers for pilot trainings with participating SMEs.
2. Conduct Training of Enterprises on areas such as:
 - Workplace cooperation;
 - Quality Management;
 - Cleaner production and environmental business management;
 - Human Resource Management;
 - Occupational Safety and Health; and,including online/classroom training, baseline and progress assessments and on-site enterprise consulting.



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3. Submit documents from case study of 1 (one) selected enterprise from ToE. Details of documents to be informed at a later stage, but will include:
- Baseline assessment;
 - Final progress assessment report;
 - Final result presentation;
 - Enterprise End of Module Survey filled in by enterprise; and,
 - SCORE Customer Satisfaction Survey filled in by enterprise.

SCORE Global with Master Trainer will then review all documents and Trainer’s report on SCORE Global online report system.

The SCORE Global certification will automatically expired should the Trainer is not active in SCORE Training program within 2 (two) years.

Expression of Interest

Interested candidates must submit the following: *i) Letter of intent, ii) Proposal based on the published TOR, iii) CV and iv) Accomplished/signed Annex I and III section of the RFP/RFQ form.*

The documents must be submitted to **Ms Josefa Bacal**, *COVID-OSH Coordinator*, for the project *“Bringing back jobs safely under the COVID-19 crisis in the Philippines: Rebooting small and informal businesses safely and digitally”* at bacal@iloguest.org, with copy to **Mr Jayson Umaguing** at umaguing@ilo.org, *Programme and Administrative Assistant*, on or before **1 August 2022, 5:30 pm** (Manila Time).

Only shortlisted candidates will be contacted for the final selection.



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ANNEX A - SCORE Trainer Profile Form

Trainers are asked to fill out the form and submit to ILO SCORE together with their CV.

Personal information	
Name:	Female <input type="checkbox"/> Male <input type="checkbox"/>
Address:	
Phone number:	
Email address:	
Professional Qualification and work experience	
Degree:	
Total years of work experience:	
Totals years of experience as a trainer/ business consultant:	
Estimated number of training courses delivered to enterprises:	
Current employer & position:	
Sector experience: Manufacturing <input type="checkbox"/> Services <input type="checkbox"/> Agriculture <input type="checkbox"/> Public /non-profit <input type="checkbox"/>	
Specify sub-sector:	
Language skills	
Availability	
Available for SCORE training with 1-month prior notice:	
Available to follow up with enterprises over a 2-months period:	



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Current daily rate as a trainer:

I confirm that the information provided above is complete and correct.

Date: _____ Signature: _____