

TERMS OF REFERENCE FOR AN INTERNATIONAL EXPERT FOR THE

Implementation of the Sustaining Competitive and Responsible Enterprises (SCORE) Programme for the Project:

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

Background

Sustaining Competitive and Responsible Enterprises (SCORE) is an ILO training programme to improve productivity and working conditions in small and medium-sized enterprises (SMEs). Operating around the world across various sectors, it is a programme that aims at improving the competitiveness of SMEs by stimulating better workplace cooperation between management and labor on issues such as: quality; productivity and cleaner production; human resource management; and occupational Health and Safety (OSH). The overall objective of the SCORE project is to help SMEs be more sustainable through being cleaner, more productive, and competitive and provide more sustainable and decent employment. In response to the COVID-19 pandemic, SCORE now also includes a module on prevention and mitigation of COVID-19 at work for SMEs.

The Government of Japan-funded project, *“Bringing Back Jobs Safely under the COVID-19 Crisis in the Philippines: Rebooting Small and Informal Businesses Safely and Digitally,”* aims to address the extreme vulnerability of MSMEs and informal businesses under the pandemic, by supporting, among others, 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. To achieve its goals, the project will work with the national network of training service providers to deliver the training on i) COVID OSH1 and ii) digitalization of business operations.

In accordance with the project's Outcome 1: Workplace of regional micro, small and medium-sized enterprises (MSMEs) is made safer and more productive in the New Normal environment with the COVID-19 risks, the project aims to reach out to a number of targeted economic units (10,000+) through training to support corrective and preventive actions with regard to the COVID-19 risks while enhancing productivity. SCORE is one of the two ILO training programmes identified for this purpose.

ILO has identified two partner organizations for the possible rollout of SCORE under the project, namely the Philippine Trade Training Center – Global MSME Academy (PTTC-GMEA), the training arm of the Department of Trade and Industry and Employers Confederation of the Philippines (ECOP). However, since the SCORE is new to the country, it has been decided that, prior to its rollout, a promotional webinar be organized with each of the partners to test the interests and demand of the MSMEs. Such exercises will also help determine the appropriate length of the short and more focused version of SCORE as opposed to the full SCORE programme with 15 or so modules that could take a year for a beneficiary enterprise. The short versions considered include: i) the SCORE Basics, which focuses on facilitating change that drives productivity and worker engagement; and ii) two modules on workplace cooperation and OSH including COVID OSH.

Two Promotional Webinars were conducted with DTI- PTTC and ECOP in the 1st quarter of the year. On these webinars, interested participants within the targeted sector have been identified and signified interest to proceed with the SCORE Programme. Nonetheless, the two partners will proactively invite other MSMEs for the rollout to at least 40 MSMEs for the duration of the project.

Against this background, the ILO is interested to hire an international expert of SCORE as an external collaborator (ExCol) for the conduct of Training of Trainers (ToTs) and supervise the Training of Enterprises (ToEs).

Objectives

Following the conduct of 2 SCORE Promotional Webinars, the international expert will be responsible in piloting the conduct of SCORE Program in the Philippines with the two partner organizations. She/he will provide over-all supervision, development of the local experts and the rollout of SCORE to target MSMEs through the conduct of Training of Enterprises (ToE). This engagement is expected to support and capacitate the enterprises to become more competitive and sustainable amidst pandemic by practicing a cleaner, safer, decent employment and better workplace cooperation between workers and employers.

Specifically, the ExCol role will be critical in capacitating the partner organizations throughout the whole process of SCORE implementation. She /he will design the training module by combining SCORE Basics and COVID OSH, ensure that appropriate local trainers will be selected and trained, aiming to reach the target number and industry of enterprises to be engaged and capacitated on SCORE within the agreed timeline. The expert will provide private coaching to local experts, steer the direction of SCORE programing with the partner organizations and perform the necessary adjustments when necessary.

Key Tasks and Outputs

The ExCol will work on the following tasks:

1. Selection of 20 Local Trainers

- 1.1. Orient the Partner Organization on the Trainer selection and certification process
- 1.2. Conduct interviews of the potential local trainers together with the partner organizations
- 1.3. Organize the information session for trainer candidates and final selection of the 20 local trainers

2. Production of Customized Training Materials

- 2.1. Develop the training materials content by combining the SCORE basics and OSH training modules
- 2.2. Customize the materials for online and participatory training delivery, ensuring appropriateness and applicability in the context of Philippine enterprises

3. Serve as primary resource speaker in the conduct of Training of Trainers (ToT)

- 3.1. Train and develop 20 local trainers from the two partner organizations according to established ILO SCORE methodology

4. Conduct of Baseline Assessment

- 4.1. Conduct Pre-coaching to local trainers for baseline assessment, baseline review and debriefing. This will include guidance on performance indicators that will be checked at the baseline assessment and monitoring stages.
- 4.2. Document and submit report on the Baseline assessment of the 40 enterprises

5. Supervise the local trainers to complete ToE to 40 enterprises

- 5.1. Conduct Pre -ToE Coaching to each trainer
- 5.2. Coaching in the actual conduct of SCORE Basics ToE and debriefing
- 5.3. Supervise and guide the national trainers in completing the ToE for 40 enterprises, with 8 batches of 5 enterprises



6. Coaching during Enterprise visits of local trainers

- 6.1. Coaching report review and guidance to a total of 160 enterprise visits (i.e. 4 visits per enterprise) by the local trainers

7. Final Presentation of Forty (40) Enterprises

- 7.1. Facilitate the preparations for the Final presentation with the 20 trainers
- 7.2. Facilitate one-hour feedbacking session with trainers, per enterprise, on the training result
- 7.3. Assist in SCORE Trainer Certification
8. Support in identifying good case examples of successful enterprises for inclusion in the Case Study report
9. Submission of Final Report

Note: *The Final presentation highlights the enterprises experience after completing the SCORE Basics and COVID 19 Modules. With the support of the trainer, the enterprises will share the result of their participation as it relates to the SCORE objectives. Specifically, the presentation will look at changes in SME productivity and working conditions because of the increased knowledge and attitude of workers and managers and adoption of new management practices.*

Deliverables and Expected Timeframe

Below are the expected outputs from the ExCol:

Deliverables	Timeframe (in workdays)
1. Trainer Recruitment (Compilation and submission of Trainer Profiles and CVs)	8
2. Training of Trainers (Compilation and submission of customized training materials, post-evaluation results, and ensure ToT video recordings)	17
3. Baseline Assessment (Report on Baseline Assessment of 40 enterprises according to ILO templates)	10
4. ToE Supervision (Report on pre-ToE coaching and debriefing sessions, including presentation materials used and ensure ToE video recordings)	47
5. Coaching for Enterprise visits (Documentation on review of coaching reports submitted by trainers)	15
6. Follow-up Activities Final presentation preparation (Compilation of final presentations) Feedback sessions with trainers on the training results (Report on feedback session) SCORE Trainer Certification report Enterprise Final Presentation Final Report	23
Total	120

Confidentiality Statement

All data and information received from ILO for 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.

Administration, Reporting and Coordination

The contract for this assignment will be issued by the ILO Country Office in the Philippines (CO-Manila). Workspace, 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 organized and born on the account of the ExCol consultant

The consultant will report to the Chief Technical Advisor (CTA) of the project and liaise closely with the OSH Coordinator of the project. The consultant will also coordinate closely with the Enterprise Development Specialist of CO-Manila and the SCORE Global team in headquarters as well as the Programme team of CO-Manila as appropriate. The final reporting will be done for the ILO Country Director for the Philippines.

Duration of the Assignment

The work will be carried out between 30 May 2022 to 28 February 2023.

Contract Value and Payment

A total of 120 workdays upon completion of all the work to the satisfaction of the ILO.

Payment Schedule (Refer to sections on Key Tasks and Outputs, as well as on Deliverables, for details on required reports/documentation):

1. First payment (30%) - upon submission of invoice and report including Trainer Recruitment documentation and complete set of ToT training materials customized to the Philippine setting, and completion of Training of Trainers;
2. Second payment (50%) – upon submission of invoice, completion of Training of Enterprises and submission of report on baseline assessment, TOE supervision, and coaching for enterprise visits;
3. Final payment (20%) – upon submission of invoice, completion of follow-up activities and associated documentation/report, and the Final Report to the satisfaction of the ILO.
 - a. In case of drop out of any participating firms before the end of the TOE cycle, ILO and the implementing partners will collaborate to find replacement. However, in case of any dropout that could not have been recovered by the end of the project period, it would not affect the final payment for the International Expert. It would only result in non-granting of the trainer certificate for the corresponding national trainer(s) during the period of the project.

No travel is envisaged under this contract. The cost of organizing online meetings will be borne by the consultant unless there is a prior agreement for ILO to organize one. Any other associated costs such as communication and small expenditures are expected to be included in the contract.

Qualifications and Experience

The ExCol expert must have the following qualifications:

Education: First-level university degree in business administration, engineering, public administration, or related disciplines.

Experience: At least two years' experience in the implementation of SCORE programme of the ILO as a technical expert. She/he must be endorsed by the Global SCORE Secretariat of the ILO.

Languages: Excellent command of English

Competencies:

- Sound knowledge of programme and budget, project formulation and management, administration and monitoring and evaluation methodologies.
- Proven ability to establish and maintain effective relationships and negotiate effectively with government officials, representatives of civil society, representatives of workers' and employers' organizations, academe, and other stakeholders.
- Excellent time management abilities, teamwork, and organizational skills.
- Good analytical skills and ability to justify requirements and approaches to problem resolution.
- Demonstrated ability to effectively incorporate the inclusion of vulnerable groups, gender, and environmental sustainability in the implementation of projects.
- Ability to work under pressure and meet deadlines.
- Ability to communicate effectively both orally and in writing, including proven ability to create high-quality written documents.
- Good knowledge of Microsoft Office software (Word, Excel, and PowerPoint), web-browsers and database applications.
- Demonstrate collaborative and teamwork experience and work effectively with a multicultural and interdisciplinary team as well as work on his/her initiative.
- Familiarity with monitoring and evaluation (M&E) would be an asset.
- Working knowledge of the ILO and/or UN procedures and systems would be an asset.
- Ability to work in a multicultural environment and to demonstrate gender-sensitive and non-discriminatory behavior and attitudes.
- Ability to deal with people with tact and diplomacy.

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 "Joy" 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 Umaguina at umaguina@ilo.org, *Programme and Administrative Assistant*, on or before 20 May 2022, 5:30 pm (Manila Time).

Only shortlisted candidates will be contacted for the final selection.