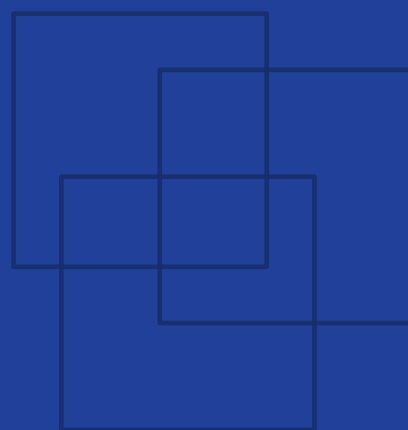




International  
Labour  
Organization

# Facilitator manual and checklist



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# About this manual

This manual aims to support you in your role as a FIT facilitator. As a FIT facilitator, you have certain responsibilities and tasks that you need to perform before, during and after your FIT session. In this document, you will find useful information about the FIT programme, tips for good facilitation practice, a facilitator checklist and more.

To ensure you do not miss any important details, we also recommend that you use the 'Facilitator checklist' at the end of this manual to help you prepare for every FIT session.

The objective of this manual is to help facilitators assess their readiness, make preparations, and conduct FIT sessions through a better understanding of:

- The role of a facilitator
- The key responsibilities and tasks of a FIT facilitator
- Good facilitator practice

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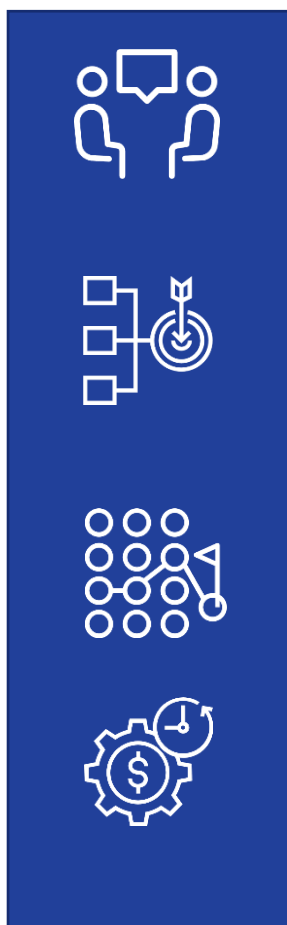
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# The Factory Improvement Toolset (FIT)

The Factory Improvement Toolset (FIT) is a self-facilitated, activity-based programme designed by the International Labour Organization (ILO) to create more decent and sustainable employment in the garment sector. FIT supports manufacturers in global supply chains to improve productivity, competitiveness and working conditions by upgrading production systems and factory practices. Targeting underserved garment factories, typically subcontractors or those beyond the first tier in global supply chains, the toolset was designed to be a sustainable, scalable solution for factory development.

FIT can be used as a stand-alone toolset or to complement other programmes. While working in small groups, FIT participants review real-life situations and engage in discussions to determine improvements to be made in factory without an external trainer or specialist. With each module lasting no more than 2.5 hours, FIT enables factories to train personnel, whilst minimizing interference with production realities. The easy-to-use methodology makes it possible to rapidly scale the implementation to reach a large cohort of trainees across multiple production facilities.

## FIT key features



**Activity-based and participant driven:** Participants are divided into small groups of 5–7 and work together on lesson content and active exercises, without any trainer. Participants share the role of reading instructions, and decisions are taken together by everyone within the group. This allows them to gain confidence, and to learn from others' experiences and perspectives.

**Practical and output-based:** Participants apply best practices and concepts directly by discussing their own factory setting, identifying areas of improvement and what changes to potentially be made. At the end of each session, participants have to formulate an action plan that can guide next steps.

**Flexible delivery model:** FIT sessions can be delivered as a one-off activity or combined into a customized factory programme. Service providers and factories can choose appropriate modules from a wide suite of tools. The highly participatory methodology ensures that the difficulty level is automatically adjusted in group discussions.

**Time- and cost-efficient:** Short modules, lasting no more than 2.5 hours, enables factories to run FIT sessions without interfering with production realities. Since sessions are organized without a trainer, the cost of running a session can be kept low, mostly comprising of personnel time and printing costs if delivered in-factory.

## Overview: Three phases of a FIT intervention cycle

FIT has a flexible service model that can be easily adapted to be compatible with a variety of local contexts, different capacities of implementing organizations, and to the specific needs of benefitting factories. Building on three pillars of continuous improvement; 1) Needs analysis; 2) Implementation; and 3) Evaluation, the FIT service model aims to encourage and drive continuous improvement among participating factories. This cycle of continued improvement allows factories to recognize gaps in their production processes and use the tools provided to upgrade factory practices and ensure results.

### 1. Needs analysis

The first phase of deploying the FIT toolset includes assessing the needs of targeted factories. The FIT Needs Assessment Tool is an online tool that can be used (at no charge) to determine which tools would be appropriate for the FIT improvement programme according to the needs of the factories supported.

### 2. Implementation

The second phase focuses on guiding factory managers and workers to determine actions to be taken by the factory by running FIT sessions and engaging in a factory improvement process. As FIT is designed to be flexible, this step can vary extensively.

### 1. Evaluation

The performance monitoring of participating factories is a critical pillar for ensuring a process of continuous improvement. For this purpose, the ILO has developed a framework to guide this process as well as several different FIT monitoring tools.

## FIT guidance materials

The ILO continues to develop support materials to assist you and other service providers that are using FIT to support garment factories. Currently, the following guidance materials are available:

- FIT Implementation guide: Provides information necessary for an organization to successfully set up and run a FIT programme to support factories.
- FIT Facilitator manual and checklist: Supports facilitators that will be involved in the planning and delivery of FIT sessions.
- FIT Monitoring guide: Provides information about the FIT monitoring framework and how to use it.
- FIT Tools catalogue 2019/20: Presents the full list of tools available.



# What is a facilitator?

'Facilitation' means the process of making something possible or easier. As a FIT facilitator, your primary role is to make it possible for participants to use FIT to make improvements in their factory. This does not mean that you are supposed to teach participants what to do or do the work for them. Instead, your role is to help the group understand what their common objectives are from using the materials and assist them in reaching these objectives. This includes helping participants to learn from each other, from the tools and to work together effectively to identify areas of improvement in the factory.

As a facilitator, you are the glue that holds the group together. You encourage different views and opinions, as well as energize the group and encourage everyone to participate in the FIT session. To do this effectively, you also need to build trust and create a safe environment for participants who may not be used to sharing their own knowledge or opinions.

## The role of a facilitator vs. teacher

Sometimes people confuse the concept of being a facilitator with being a teacher. The table below shows that the two roles can be very different:

### Teacher

- A teacher lectures to the class.
- Information flows from teacher to students.
- Relationship with students are formal.
- Teachers often prioritize one right answer.

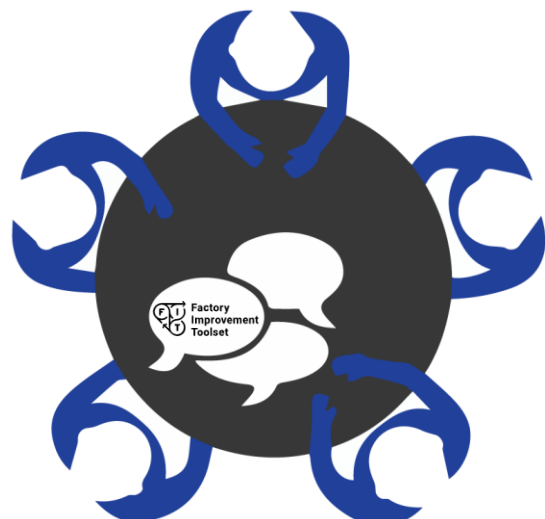
### Facilitator

- A facilitator encourages discussion.
- Information flows from multiple directions.
- Relationship with participants is informal.
- Facilitators encourage and value different perspectives.

### Traditional training approaches



### The FIT approach





# Prepare your facilitation plan

There are several things to consider when preparing your facilitation plan for a FIT session. This includes confirming logistical arrangements and becoming familiar with the FIT module you will use in your session. As a FIT facilitator, you should also ensure that your sessions are planned to be inclusive and available to everyone in the factory including women, men, persons with disabilities, etc.

## Read the FIT module before the session

It is important for you to be well prepared for each FIT session. Read the FIT module carefully and in advance so that you are familiar with the topic and ensure you understand the various activities assigned. Ensure the language of the module is clear and understandable. If necessary, make changes to the module (editable Microsoft Word documents are available online).

## Get organized

How do you envision a successful FIT session delivered from start to finish? It may be useful to prepare a simple outline or an agenda of your session in advance and keep it handy to ensure you stay on schedule. For example, you can write down:

- 1) The order of activities (this might include your welcome remarks, the division of participants into groups, filling in evaluation surveys and the completion of FIT activities in the module)
- 2) The amount of time to be allotted for each event
- 3) A list of all the materials you need (FIT modules, stationary, post module surveys)

## Prepare participant materials

As a facilitator, it is your responsibility to provide a copy of the FIT module to each participant at the start of the session. You may also provide participants with pens, A4 note paper and markers.

## Confirm logistical arrangements

The ILO encourages service providers to use venues available at a low-cost, such as available space in factories or if you have your own venue. If possible, check the proposed venue space in advance and ensure that it can be adapted for group activities.

Do your best to choose a venue, time and date that is both inclusive of and convenient for your target audience. For example, if one of your participants is a wheel-chair user, ensure that your venue space is wheelchair accessible. If you have been provided with a participant list in advance, ensure the space can accommodate the number of people expected to attend.

Prepare the physical space in advance so that you can focus on the participants as they arrive. Check that the ventilation and lighting in the room is satisfactory. Organize the seating arrangements into groups of 5-7, in circle formation.

When grouping participants, it is also a good idea to ensure that there is an equal number of women and men in each group as much as possible. This means if you are arranging groups of six, then there should be three women and three men in each group. If there is an odd number of participants in each group, try to form a group consisting at least two men and three women for groups of five, or at least three men and four women for groups of seven – or vice versa.

# Facilitate your FIT session

On the day of your FIT session, ensure you have ample time to get everything ready. As participants arrive, be there to greet them. Remember, a good first impression is key. It may take a few sessions before you get accustomed to your role as a FIT facilitator and develop your own methods for delivering FIT. Do not worry, this is expected and you will become more confident over time.

## Create a safe space

As participants arrive, warmly greet everyone and make them feel welcome. Show that you are well-prepared and invested in the people who attend your session. Smile and be friendly.

## Introduce the session

Once your participants have arrived, introduce yourself. As part of your welcoming remarks, introduce the FIT programme, the session topic and the activity-based methodology. Spend some time introducing the session, in particular if this is the first time you are running a FIT session with the factory, to ensure everyone understands what to do.

This step includes informing participants that different perspectives and opinions are welcome and encouraged. You may also encourage respect among participants, regardless of their gender or role in the factory. Ask participants to put phones on silent mode and not to take calls in the room.

## Get groups started with the FIT session

When starting the session, read aloud the FIT guidelines on page 5 of the module to the participants (also available in the Appendix section of this manual). To help groups get started, you can identify the first volunteer in each group to read out the instructions and talk them through the first exercise.

## Ensure that groups collaborate and discuss with each other

You do not want groups to sit quietly or people to work individually during the session. If this happens, make sure to remind groups about the guidelines and encourage them to work together by asking questions to guide the discussion. A loud volume in the room is a good sign!

## Supervise and provide support during FIT sessions if needed

If a group asks for help or if you notice that a group struggles with an exercise, use your own judgment and decide when it is time for you to intervene. In order to help groups proceed, try to explain the exercise in a way they can understand or give examples to make instructions more clear.

## Monitor the time and remind groups to stay on track

Groups should thoroughly discuss questions in the FIT module but should avoid spending too long on each exercise. If this happens, they might not have time to complete the session and risk falling behind. Remind groups to keep track of the time, it will make your job a lot easier!

## Deliver your closing remarks

As the session time comes to an end, make sure all groups have wrapped up their final discussions. Deliver your short closing remarks and thank participants for taking the time to attend the session.

## Collect post module surveys

It is important to collect feedback from participants to better understand what works well and what can be improved about FIT. The ILO will share surveys with organizations delivering FIT in digital format. It will be your responsibility as a facilitator to make sure participants fill in the surveys. For more information about this step, see section 'How to collect participant feedback' on the next page.

## Reflect on your FIT session

Take some time to think through the session as soon as it has finished. Think about what you did well and what can be improved next time.

### How to deliver a FIT session inclusive for everyone

It is important to keep in mind that your participants likely come from different backgrounds, religions, ethnic groups, and are most likely made up of both women and men. Some of your participants may also be living with disabilities, or may be lesbian, gay, bisexual, transgender, or intersex (LGBTI) people. In this respect, it is critical that you are able to tailor your FIT sessions to be inclusive and responsive to the needs and experiences of such a diverse group of participants.

Do not be intimidated by diversity. Diversity is a good thing. People who come from different backgrounds and have different perspectives can improve the outcomes of your FIT sessions by ensuring that everyone's voices are heard and respected, and their needs are met.

As a FIT facilitator, it is your responsibility to:

- Always be respectful of all participants and encourage participants to respect each other, regardless of gender, religion, ethnic group, sexual orientation, or other identity
- Try to encourage participants to share their experiences as women, people with disabilities, or LGBTI people – often by talking about such experiences, participants can identify particular gaps and issues in policies and practices that may be improved
- Be prepared to answer questions around gender and inclusion – make sure that factory coordinators and participants understand why it is important to talk about gender and inclusion as part of improving workplace practices and policies
- Ensure that everyone has time to speak in turns, particularly in cases where men might try to talk over women – ensure that women are allowed to speak and share their thoughts and opinions!

# How to collect participant feedback

As a FIT facilitator, it is your responsibility to collect feedback from participants at the end of a FIT session. This is a very important step, the gathered information is analysed by the ILO as part of our efforts to optimize FIT. In this section, we will give you some tips about how to collect information from participants using the surveys developed by the ILO.

## How to access surveys?

The participant survey is digitally located via the web link [here](#) or via the 'QR code' to the right. For other language versions, contact the ILO or visit the FIT website. The easiest way to distribute the post module survey is to have participants use their smart phone, if they have one, to scan the QR code. To make the QR Code accessible you can:



- Share it using the screen on your own phone
- Enlarge the code via Microsoft PowerPoint or via the screen on a laptop
- Print the QR code on a A4 paper in advance and bring it to the session

If participants do not have a smart phone, you can consider bringing a laptop with you to the session, which they can borrow, or you can ask participants that have a smart phone to share it with participants that do not.

Survey responses are automatically saved once participants have completed the survey, so there is no need for you to do anything else in order to forward the collected information to the ILO.

## Own opinions

When assisting participants with the surveys, it is very important that you, as the facilitator, use neutral language and that you do not share any personal bias or opinion about FIT. It is the opinion of the participants that matters, even if it sometimes might be a differing opinion to yours.

## Literacy

Not all participants in your FIT session might be able to read and / or write. They may be partially literate (for example be able to read, but not write). In order to receive quality feedback, you as a facilitator must be open to assisting those with little or no literacy.

One way to assist participants with literacy issues is to offer to 'read through' the questions voluntarily at the beginning of the survey. Then you can offer to reread any survey questions, should a participant request it, or if they ask for clarification on a particular question. If some participants cannot write, you can also assist them by volunteering to sit with them and insert their reply in the digital survey as they share their feedback with you verbally.

If a participant asks 'what would you say?' in this situation for a survey question, maintain your neutrality at all times. You can say, "As a facilitator it is important that I not answer the question for you, but that you give your honest and open personal opinion".

## Confidentiality

Your responsibility as a facilitator includes not repeating, or reusing information provided in the confidential survey to anyone else that asks or offers favours for any information in the factory or in a personal environment.

As a facilitator, you must treat the information that you may see in the surveys as confidential. This is to maintain the integrity of the FIT program.





# Some useful tips to keep in mind

Remember, you do not need to be a trainer or teacher to become a FIT facilitator. In FIT sessions, everyone shares the responsibility for the outcomes. As a facilitator, you can still help groups make the most out of their experience.

## Let it be noisy and encourage all group members to share ideas, opinions and experiences

Learning should be participatory and fun! The more participants share ideas, knowledge and experiences, the more they will learn from each other. Remind groups about the FIT guidelines before the session (and during if needed) and encourage everyone to participate.

## Create a safe and inclusive environment

As a facilitator you can make a big difference and offer a more enriching experience by creating an environment where everyone feels comfortable. Make sure that everyone feels included and respected. Set a good example by welcoming everyone to each session. Be optimistic and take proactive steps to ensure everyone gets their say.

## Make sure decisions are made democratically

Some people are more talkative than others. Still, it is important that no single group member takes up all the time or makes all the decisions. If a person keeps dominating discussion, remind groups about the guidelines and encourage everyone to share thoughts and opinions. If this does not help, perhaps sit down and facilitate the group discussion for a while; you can also try delegating questions to each member of the group so that everyone gets a chance to speak.

## Try to intervene as little as possible

The less you have to do during sessions, the better. If groups are able to work independently rather than relying on the facilitator, the more they will learn from each other. This is also an indication that they are driving the learning process as well as the process of identifying opportunities to improve practices and processes in the factory.



### Do:

- Encourage shy or quiet participants to share and give opinions.
- Prevent participants from monopolizing the discussion in their group.
- Ensure exercises are completed and that groups do not skip any steps.
- Decide as a group when to take breaks.
- Keep track of the time.

# FIT troubleshooting

Sometimes there will be situations when you as a FIT facilitator may need to intervene if groups are not abiding by the guidelines and/or experience some problems. In this section, we address some of the more common situations that you might face and suggest various ways to handle them.



## If it becomes difficult to manage the time:

- Remind groups about the FIT guidelines.
- Pay attention to time instructions for each exercise.
- Ask each group to select one member (the timekeeper) to monitor the time.
- Remind groups how much time they have left for discussions before the next activity.
- Use an alarm to remind groups when it is time to move on to the next activity.



## If some group members do not participate:

- Create an environment where everyone feels free to share opinions.
- Organize discussions so that everyone takes turns.
- Ask quiet participants about their thoughts or ideas.
- Encourage talkative participants to listen and invite others to also share - remind them that they can learn from what others share.



## If some group members monopolize the conversation:

- Encourage group dialogue where all members participate.
- Sit with the group and organize discussion so that everyone takes turns sharing.
- Remind participants that the more people share, the more they can learn.
- Discreetly talk to a participant during break and gently remind them that they need to make time for everyone to participate equally (this should be done as a last resort).





### If participants struggle to understand an activity:

- Take the lead, share your experience or give them an example.
- Check if there is a preceding step that the group can review that provides more background information.
- Encourage them to remain confident; remind them that it is normal to struggle with new lessons and that this will provide more opportunities to learn.
- Open the question for the audience and ask if any other group is willing to explain.
- Try explaining the activity without giving them suggestions for answers – remember that participants should develop their own solutions.
- Ask participants how they think the exercise would relate to their experiences at work – oftentimes activities are easier to understand if they are relatable.



### If women, people with disabilities, or LGBTI participants struggle to share their ideas:

- There may be instances where gender plays a role in how well group dynamics and discussions play out – such as when women may not feel there is space for them to share their opinions.
- Remind participants that everyone's ideas and opinions are welcome.
- Ask struggling or quiet participants about their views on the discussion.
- Encourage and provide positive reinforcement when participants share their thoughts.
- Encourage men participants to listen to their other colleagues and emphasize that they can learn from everyone's participation.

# FIT icebreakers and energizers

Sometimes you might face a situation where participants are quiet, shy to speak up or maybe seem a bit tired. While optional, in those situations it might be good to take a break or energize the session with a fun activity. In this section we have provided some icebreakers and energizers that you could use for this purpose when conducting a FIT session.

## Icebreakers

An icebreaker is typically conducted at the start of a session to help participants get to know each other and make them more comfortable in each other's company.

### The one word challenge

Divide the participants into groups of 5-7. Then tell the groups that their assignment is to think for a minute and then to share with their group the one word that they think best describes a topic that you have selected beforehand. The topic could for example be something related to the session. The activity can help you introduce the topic of the session and let groups explore their thoughts on a common issue.

### The drawing

Give each participant a piece of paper. Then ask them to quickly draw a picture and stand up and explain the picture to at least three other participants. They should not explain the picture to everyone at once but have one-on-one conversations with as many as possible during the time assigned to the icebreaker. The pictures could for example illustrate why they decided to join the FIT session, what they want to learn or an explanation of their current job and/or workplace.

## Energizers

An energizer is conducted to create more energy among participants. It can be done anytime during a session when you feel that participants need a break from the discussion.

### Shake Down

Ask the group to stand up. Everyone should have an arm's length of space on either side of them. Then, everyone performs the "shake down" all together, counting loudly together as they go. First, do 8 shakes of the right arm, 8 shakes of the left arm, 8 shakes of the right leg, and 8 shakes of the left leg. Each time, counting "1 - 2 - 3 - 4 - 5 - 6 - 7 - 8!" Next, let the group do 4 shakes of each limb. Then 2 and 1 shakes of each. Make sure the group ends with a loud cheer.

### **The beep**

Ask the group to stand up and form a circle. Everyone takes turns saying a number starting with 1 and so on. Of course, there is a catch. At every number with a 4 in it or a multiple of 4, that person needs to say BEEP instead of the number. The next person just continues the series as normal. You can choose any number that might be relevant and replace the BEEP with another word.

For example: 1 - 2 - 3 - BEEP - 5 - 6 - 7 - BEEP - 9 - 10 - 11 - BEEP - 13 - BEEP - 15 - BEEP - 17 - ...

### **Countdown**

Ask the group to stand up and form a circle. The participants should then count from 1 to 20. There is one rule though: there is no particular order. Instead, participants have to yell the next number whenever they want. But when two participants yell a number at the same time, the group will have to start counting back from 1 again. How long will it take for them to reach 20?

### **The blind artist**

Ask participants to form pairs and have them stand back to back. One participant receives a drawing you have prepared earlier before the session. Ideally, the drawing should be something relevant to the topic of the session. The participant holding the drawing must then give instructions to the second participant who must draw their own version of the picture without seeing the original. You can use this energizer as a review activity, and let the pair explain to the rest of the class what the drawing is about.



# Appendix

# Appendix 1: The FIT guidelines for how to successfully complete a session

The FIT guidelines below can be found in all FIT modules on page 5. Know them well as it is essential to stick to these ground rules to ensure a successful outcome of a FIT session. In the beginning of a FIT session, you should always ask a participant to read the guidelines out loud to the rest of the group or do it yourself to ensure that all participants understand how to fully participate in a FIT session.

## Read out-loud

The FIT tool is designed for participants to take turns reading the instructions in the modules out loud to the group. At least one member of the group should be selected in the beginning of the session to take this responsibility.

## Work as a group

Always work in groups of 5-7 during a FIT session. The programme will not be successful if participants work independently or do not collaborate with each other.

## Be active

Encourage everyone in the group to actively contribute to the discussion. Ensure that no single group member dominates the discussion or does not participate at all.

## Monitor the time

Select one member of the group to monitor the time for each activity and remind the group when it is time to move to the next exercise.

## Complete the action plan

Complete the action plan at the end of the session. This will help ensure that FIT results in improvements in the factory. Review the plan a while after the session to make sure that actions in the plan has been completed accordingly.

# Appendix 2: The FIT facilitator checklist

The FIT facilitator checklist help you plan and execute FIT sessions. Use it every time you facilitate to remember what steps to be taken before, during and after a session.

Prepare your facilitation plan		
	Task	Completed?
1	Read the FIT modules carefully and make sure you know it well.	
2	Prepare an agenda for your session.	
3	Write down and rehearse your welcome and closing remarks.	
4	Prepare the materials needed for the session (printed modules, surveys, pens).	
5	Confirm the logistical arrangements (venue, time, date, location, participant needs) with the FIT factory coordinator.	
Facilitate the FIT session		
	Task	Completed?
1	Organize the seating arrangements. Participants should sit in circles of 5-7.	
2	Check that ventilation and lighting is satisfactory.	
3	Welcome participants upon arrival.	
4	Deliver your introduction: <ul style="list-style-type: none"> <li>- Welcome participants and introduce yourself.</li> <li>- Introduce the FIT programme and explain how it works.</li> <li>- Introduce the topic of the session and the objective of the module.</li> <li>- Read the guidelines on page 5 in the FIT module out loud to participants.</li> </ul>	
5	Arrange participants into groups of 5-7 with 50-50, or at least 60-40 ratio of women to men if possible.	
6	Distribute the FIT modules and make sure all participants have a copy.	
7	Remind participants that you are not a trainer, a teacher or an expert; you are the person facilitating the group discussions.	
8	Ask participants to put phones on silent mode and not to take calls in the room.	
9	Identify the first volunteer in each group to read out the instructions and help groups get started with the first activity.	
10	Stay active throughout the session and interested in the group discussions.	
11	Document the session by taking photos and videos.	
12	Make sure groups finish the session on time. Intervene if any group skips activities or steps or if they progress too quickly/slowly.	
13	Complete the online post module survey with participants.	
14	Deliver your closing remarks: <ul style="list-style-type: none"> <li>- Thank participants for their active participation.</li> <li>- Ask participants to share extracts from the completed action plan.</li> </ul>	
15	Make sure the FIT factory coordinator or someone from the factory collects the action plans completed by groups who joined the session .	
16	Take some time to think through the session as soon as it has finished. Think about what you did well and what can be improved next time.	

# Facilitator manual and checklist

The Factory Improvement Toolset (FIT) is an innovative self-facilitated, activity-based programme designed by the International Labour Organization (ILO) to create more decent and sustainable employment. FIT supports manufacturers in global supply chains to improve productivity, competitiveness and working conditions by upgrading production systems and factory practices.

FIT is being piloted in Asia under the regional Decent Work in the Garment Sector Supply Chains in Asia project funded by the Government of Sweden.

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