



INTERNATIONAL LABOUR ORGANIZATION
TECHNICAL COOPERATION

**Call for Application for Final Independent Project Evaluation for
“Improved Business Development Support Services and Entrepreneurship Education
Targeting MSMEs and Youth for the Creation of Decent Work Opportunities in KRI”
in the Republic of Iraq**

KEY FACTS	
TC Symbol:	IRQ/19/03/DEU (107314 / 502434)
Countries:	The Republic of Iraq
Project title:	Improved Business Development Support Services and Entrepreneurship Education Targeting MSMEs and Youth for the Creation of Decent Work Opportunities in KRI
Duration:	30.5 months
Start Date:	15 November 2019
End Date:	31 May 2022
Administrative unit:	Regional Office for the Arab States (ROAS)
Technical Backstopping Unit:	DWT Beirut
Collaborating ILO Units:	ENTERPRISE
Evaluation requirements:	Final Independent Evaluation
Donor:	Germany, GIZ
Evaluation Manager:	Regional Monitoring & Evaluation Officer, ROAS
Budget:	EUR 2,567,351.80

I. Background

Protracted violence and the conflict with Daesh have also spawned a large population of internally displaced persons (IDPs), adding to earlier waves of internal displacement resulting from conflicts of the past decades. In 2021, around 1.2 million Iraqis are IDP (UN OCHA, 2022), Iraq also hosts a refugee population of some 250,000 Syrian refugees (UNHCR, 2022). Conflict and displacement have acutely increased the vulnerability of women and put them at higher risk of violence, including sexual exploitation.

Even before the 2014 crisis, ILO survey data found most Micro-, Small, and Medium-Sized Enterprises (MSMEs) were operating informally, where workers are at heightened risk of exploitation. This is particularly true among displaced populations, who were forced to find employment in new communities. Evidence suggests that time spent outside of the formal labour market creates additional barriers to access employment as skills go unused and qualifications become outdated. The war exacerbated institutional weaknesses and structural issues such as education and training systems that fail to deliver and certify demand driven skills.

Women's participation in the labour force is very low. According to ILO estimates, only 11% of women participated in the labour force in 2020, compared to approximately 72% of men. Women tend to be more affected by informality than men are. Informally employed women are often found in agriculture as unpaid family labour.

Iraq hosts one of the youngest populations in the region but struggles to provide employment opportunities for them. ILO modelled estimates put male youth (15-24) unemployment at 23.6% and female youth unemployment at 64.6% in 2020. Challenges include a lack of work opportunities, skills mismatches, a strong preference for public sector employment among more educated youth, as well as a lack of effective and accessible career and job information systems. Altogether, these factors contribute to the fact that almost half of unemployed youth in Iraq have been looking for a job for more than one year.

Some of the major impediments to rapid growth and improvement of micro and small enterprises in Iraq include the lack of positive attitudes and initiatives geared towards entrepreneurship, the lack of required basic business start-up and management skills, absence of financial literacy, difficult access to start-up capital and finance and the absence of an effective service infrastructure for start-ups. It is particularly important that business skills training providers ensure small enterprises receive the training which could enhance their sustainability, expand their business, and achieve economies of scale in a business environment context often characterized by little physical support infrastructure and limited access to financial services and markets.

Formal financial inclusion in Iraq is low. The population displays a preference for cash, due in part of a general distrust in the banking sector after decades of financial sector instability, when private deposits were lost and not compensated. While electronic payments have increased since 2014, salary payments (for both civil servants and private sector employees) are often made in cash, rather than through commercial banks. A significant demand for both credit and savings services is thus needed in Iraq and remains unmet by the formal financial sector. Potential financial services' customers are in need of financial literacy support and providers, which are mainly state-owned banks and a number of commercial ones, offer over-collateralized loans (typically 140% collateral is required).

The private sector in Iraq is underdeveloped due to the economy's heavy reliance on oil exports (99% of all exports), an abundance of cheap imports, and competition from state-owned

enterprises. Private sector development is a central government priority, but a lack of productive investment in the formal private sector has resulted in inadequate creation of decent jobs for Iraq's growing labour force. The need to promote entrepreneurship among Iraqis, including women and youth, and build the national capacity for the provision of non-financial business development services (BDS) and financial literacy were depicted as priority areas of intervention in the transition to sustainable employment. In fact, during the last few years and within the framework of the transition from the humanitarian response to a more development-oriented phase; a number of projects funded by foreign governments and international agencies, targeting livelihoods and MSME development, have already been providing BDS. These services however were not needs based and remained mostly generic in nature without being provided in a common and standardized manner.

II. Project Background

It is against this backdrop that this project has been developed with focus on strengthening the provision of needs-based standardized business support services and financial literacy. The initial objective of the project is to introduce and institutionalize the ILO Start and Improve Your Business (SIYB) programme and its financial literacy/inclusion package in selected local and national partners who in turn provided these quality support services to existing and potential Iraqi/Kurdish entrepreneurs. Another objective has been added later to introduce the ILO Know About Business (KAB) programme in response to the requests received by GIZ and the ILO from the Ministry of Labour in Erbil in 2019-2020 to continue the provision of the required support for the promotion of an entrepreneurship culture among youth in the Kurdistan region.

Objective 1: Iraqi/Kurdish nationals have access to decent job opportunities in micro, small and medium enterprises in KR-I

The ILO SIYB training programme, management training programme, is used, targeting existing and potential owners and managers of small businesses to develop and strengthen their basic management skills. The programme is made of a comprehensive set of training materials for various target groups in the small business sector and was introduced in over 100 countries worldwide. The existing ILO SIYB training package in its latest Arabic and international versions has been adapted to suit the Iraqi and Kurdish cultural, social and economic environment together with the Financial Education Material. It has been also translated to Sorani and Badini.

A Training of Trainers' (ToT) methodology is applied to achieve the programmes' sustainability through ensuring an available and capable network of Iraqi trainers, beyond the project duration, who are able to deliver the SIYB and financial literacy programmes to potential and existing entrepreneurs in a cost-effective manner. The added advantage of this approach is that it creates a multiplier effect for skills transfer and ensures the development of local training capacities in the field of basic business management and financial literacy. Consequently, the project has aimed to build the capacity of 50 Iraqi trainers on SIYB and 25 trainers on financial literacy who in turn deliver these programmes to potential and existing Iraqi entrepreneurs under ILO monitoring as part of their certification requirements. The Training of Entrepreneurs (ToEs) are organised and financially covered INGOs, NGOs, Cash Consortium for Iraq (CCI) and national selected institutions as part of the delivery of their own donor-funded programmes. ToEs are also conducted by private sector BDS providers as a part of their services provided to support MSMEs.

Objective 2: Entrepreneurship education introduced in vocational and technical education targeting youth in KR-I

Under this objective, the project assists Ministry of Labour and Social Affairs (MoLSA) in the Kurdistan region to implement the ILO KAB programme in a selected number of governmental Vocational Training Centers and schools. Despite the fact that the KAB programme has already been rolled out nationally under earlier ILO projects, this project aims to build on lessons learned and focus on increasing the number of trainers to reach out to a bigger number of students in vocational and technical schools while at the same time introducing the new version of the programme in Kurdish.

Approximately 30 KAB facilitators who had been previously trained/certified and still operational in the Kurdistan region are targeted in the refresher workshop. Furthermore, additional trainings of facilitators are conducted, targeting 50 new vocational training teachers/instructors. In order to ensure quality and standards, training workshops targeting 20 vocational centre/school supervisors are also delivered.

A process of Training of Facilitators' (TOF) and certification is used to achieve the programme's sustainability by ensuring a capable network of teachers, are able to deliver the KAB programme to students in a cost-effective manner beyond the life of a given project. The added advantage of this approach is that it creates a multiplier effect for skills transfer and ensures the development of local teaching capacities in the field of entrepreneurship education. Additionally, it requires the involvement of national coordinators and supervisors, who also play a key role in embedding the KAB programme in the country's institutional memory.

The results framework and list of activities after the addition of the 2nd objective can be found in Annex.

The project contributes to Decent Work Country Programme for Iraq 2019-2023, specifically output 1.2.1 “Capacity of Iraqi business development service providers build and operational, with a focus on youth” and output 1.2.2 “access to finance for Iraqi youth is enhanced through financial literacy and inclusion.” The project is also aligned with the National Development Plan for Iraq 2018-2022¹ specifically within the private sector objective. The project also contributes to the attainment of 2030 Agenda for Sustainable Development particularly SDG 8 on Decent Work and Economic Growth, with a focus on target 8.5 on full and productive employment and 8.10 on access to financial services.

III. Evaluation Background

ILO considers evaluation as an integral part of the implementation of development cooperation activities. Provision is made in the project in accordance with ILO evaluation policy and based on the nature of the project and the specific requirements agreed upon at the time of the project design and during the project as per established procedures.

The project document states that a final evaluation is conducted, which will be used to assess the progress towards the results, identify the main difficulties/constraints, assess the impact of the programme for the targeted populations, and formulate lessons learned and practical recommendations to improve future similar programmes.

¹ http://www.iraq-jccme.jp/pdf/archives/nationaldevelopmentplan2018_2022.pdf

IV. Evaluation Purpose and objectives

This final evaluation will examine the relevance, coherence, effectiveness, efficiency, sustainability, and potential impact of the project. It will provide recommendations for future similar projects. This evaluation will also identify strengths and weaknesses in the project design, strategy, and implementation as well as lessons learned and good practices.

Specifically, the evaluation will examine the following aspects:

- **Changes in context and review of assumptions (relevance):** Is the project's design adequate to address the problems at hand? Were the project objective and design relevant given the political, economic, and financial context?
- **Results in terms of outcomes and outputs achieved (effectiveness):** How has the project contributed towards project's goals? To what extent did it contribute to the ILO's Programme & Budget, Country Programme Outcomes, and more largely SDGs?
- **Use of resources in achievement of projected performance (efficiency):** How have the resources been used to fulfil the project performance in an efficient manner with respect to cost, time and management staff?
- **Assessment of impact (impact):** To what extent has the project contributed long-term intended impact?
- **Sustainability:** Will the project's effects remain over time?

The evaluation will comply with ILO evaluation policy², and the UNEG ethical guidelines³ will be followed.

V. Scope of Evaluation

The evaluation will review the project outcomes and outputs to date. The geographical coverage is the Kurdistan Region, aligned with the scope of the project. The evaluation should cover the period of November 2019 – March 2022, while the project ends in May 2022. As cross-cutting themes, the evaluation will also take specific note of integration of gender mainstreaming⁴, disability inclusion, International Labour Standard, social dialogue⁵, and environmental sustainability as well as contribution to SDGs and COVID-19 response⁶.

VI. Clients of Evaluation

The primary clients of this evaluation are MoLSA, GIZ, ILO Iraqi project office, ILO ROAS, ILO ENTEPRISE department. Secondary users include project stakeholders and units within the ILO that may indirectly benefit from the knowledge generated by the evaluation.

VII. Evaluation Criteria and Questions

The evaluation utilizes the standard ILO evaluation framework and follows the OECD/DAC evaluation criteria:

Relevance and strategic fit

- ❖ Are the project objectives aligned with sectoral national priorities highlighted in National Development Plan for Iraq 2018-2022?

² https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/policy/wcms_603265.pdf

³ <http://www.unevaluation.org/document/detail/2866>

⁴ https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_746716.pdf

⁵ https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_746717.pdf

⁶ https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_757541.pdf

- ❖ How does the project contribute to the ILO's Programme & Budget 2020-2021 and 2022-2023, Country Programme Outcomes, Decent Work Country Programme for Iraq 2019-2023, United Nations Sustainable Development Framework 2020-2024, and SDGs?

Coherence and validity of the design

- ❖ Are the project strategies and structures coherent and logical?
- ❖ Does the project make a practical use of a monitoring and evaluation framework? How appropriate and useful are the indicators in assessing the project's progress? Are indicators gender sensitive? Are the assumptions for each objective and output realistic?
- ❖ To what extent did the project design take into account: Specific gender equality and non-discrimination concerns, including inclusion of people with disabilities?

Project progress and effectiveness

- ❖ What progress has the project made towards achieving the overall objective, outcomes, and outputs? How has the project benefited direct and indirect beneficiaries?
- ❖ How did outputs and outcomes contribute to ILO's mainstreamed strategies including gender equality, social dialogue, and labour standards?
- ❖ To what extent did the project respond emerging needs in terms of COVID-19 pandemic? Did the pandemic hinder or reverse the progresses that had been made?

Efficiency of resource use

- ❖ To what extent have project activities been cost-efficient? Have resources (funds, human resources, time, expertise etc.) been allocated strategically to achieve outcomes? To what extent can the project results justify the time, financial and human resources invested in the project?
- ❖ To what extent has the project been able to build on other ILO or non-ILO initiatives either nationally or regionally, in particular with regard to the creation of synergies in cost sharing?

Effectiveness of management arrangements

- ❖ How does the project governance structure facilitate good results and efficient delivery? And if not, why not?
- ❖ How effective was communication among the project teams, the regional office and the responsible technical department at ILO headquarters? Has the project received adequate technical and administrative support/response from the ILO backstopping units?

Impact orientation

- ❖ What is the likely contribution of the project initiatives to the impact of the intervention?
- ❖ What were the interventions long-term effects on more equitable gender relations or reinforcement of existing inequalities?

Sustainability

- ❖ Are the results achieved by the project likely to be sustainable? What measures have been considered to ensure that the key components of the project are sustainable beyond the life of the project?
- ❖ To what extent was sustainability of impact taken into account during the design of the project?

VIII. Methodology

This evaluation is summative and relies on both quantitative and qualitative approaches to respond evaluation questions and fulfil the purpose. It consists of,

- **Desk review of existing documents:** The evaluator will conduct systematic analysis of existing documents and obtain existing qualitative and quantitative evidence prior to primary data collection. The desk review also facilitates assessment of the situation and available data to plan the evaluation and develop the inception report.
- **Key information interviews:** Online individual interviews will be conducted with a pre-agreed list of stakeholders who have in-depth exposure and understanding of the project and their context. Interview guide(s) will be developed during the inception phase to stimulate a discussion on concerned evaluation questions.
- **Focus group discussions:** Focus group discussions with beneficiary trainers will be organized to collect their insights on training of trainers and its rollout of the SIYB programme.
- **Preliminary finding briefing:** Upon completion of primary data collection, the evaluator will present preliminary findings to ILO for validation. The evaluator will also collect further insight from the group to feed them into the final report.

Any changes to the methodology should be discussed with and approved by the Regional Evaluation Officer during the inception phase.

IX. Work Assignments

a) Kick-off meeting

The evaluator will have an initial consultation with the evaluation manager, relevant project team members and programme officer. The objective of the consultation is to reach a common understanding regarding the status of the project, the priority assessment questions, available data sources and data collection instruments and an outline of the final assessment report. The following topics will be covered: status of logistical arrangements, project background and materials, key evaluation questions and priorities, outline of the inception and final report.

b) Desk Review

The evaluator will review project background materials before conducting interviews. Documents to review include but are not limited to National Development Plan for Iraq 2018-2022, United Nations Sustainable Development Framework 2020-2024, ILO Programme and Budget 2020-2021 & 2022-2023, project document including results framework, and project progress reports.

c) Inception Report

The evaluator will draft an Inception Report, which should describe, provide reflection and fine-tune the following issues:

- Project background
- Purpose, scope and beneficiaries of the evaluation
- Evaluation matrix, including criteria, questions, indicators, data source, and data collection methods
- Methodology and data collection tools
- Main deliverables
- Management arrangements and work plan

d) Primary Data Collection (Key Informant Interviews & Focus Group Discussions)

Following the inception report, the evaluator will have remote interviews with stakeholders together with an enumerator supporting the process if necessary. Individual or group interviews

will be conducted with MoLSA, GIZ, implementing partners, project staffs/consultants, ILO ROAS DWT specialists, RPU, and ENTERPRISE Department.

Focus Group Discussions will be conducted with direct beneficiaries of training of trainers by the national enumerator who will be contracted separately.

e) Preliminary finding presentation

Upon completion of data collection, the evaluator will provide a briefing of preliminary findings to ILO.

f) Final Report

The final report will follow the format below and be in a range of **35-40 pages** in length, excluding the annexes:

1. Title page
2. Table of Contents, including List of Appendices, Tables
3. List of Acronyms or Abbreviations
4. Executive Summary with key findings, conclusions and recommendations
5. Background and Project Description
6. Purpose of Evaluation
7. Evaluation Methodology and Evaluation Questions
8. Key evaluation findings (organized by evaluation criteria)
9. A table presenting the key results (i.e. figures and qualitative results) achieved per objective (expected and unexpected)
10. Clearly identified conclusions and recommendations (identifying which stakeholders are responsible and the time and resource implications of the recommendations)
11. Lessons Learned (in prescribed template)
12. Potential good practices (in prescribed template)
13. Annexes (list of interviews, TORs, list of documents consulted, good practices and lessons learned in the ILO format, etc.)

The quality of the report will be assessed against the ILO Evaluation Office (EVAL) Checklists 4.2, 4.3, 4.47. The deliverables will be submitted in the English language and structured according to the templates provided by the ILO.

X. Evaluation Timeframe

The evaluation is to commence in April and complete in August 2022. The following table describe the tentative timeline,

Responsible person	Tasks	Number of Payable Working days	Indicative Date
Evaluator & Evaluation Manager	Kick-off meeting	0.5	28 th Apr
Evaluator	Desk review of documents related with project; drafting inception report	5	28 th Apr – 13 th May
Evaluator	Submit inception report		By 13 th May

⁷ Link to Checklists can be found here: https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_761031.pdf

Evaluation Manager	Review of inception report		By 20 th May
Evaluator	Revise and resubmit inception report	0.5	By 26 th May
Evaluator with the logistical support of project staffs	Interviews & focus group discussions	7	27 th May - 16 th June
Evaluator	Data analysis & drafting report	5	2 nd - 23 rd Jun
Evaluator	Presentation of preliminary findings	0.5	27 th Jun
Evaluator	Drafting report	5	
Evaluator	Submission of the report to the evaluation manager		By 30 th Jul
Evaluation manager	Circulating the draft report to key stakeholders		
Evaluation manager	Send consolidated comments to evaluator		By 7 th Jul
Evaluator	Revising draft final report	1	By 15 th Jul
Evaluation Manager	Review of Second Draft		By 22 nd Jul
Evaluator	Integration of comments and finalization of the report	0.5	By 29 th Jul
Evaluation Manager	ILO Evaluation Office approval		By 15 th Aug

Total estimated payable working days of consultant: 25 Days

XI. Implications of the COVID crisis on the evaluation

The COVID-19 pandemic restricts the mobility of staff and consultants. Based on the matrix developed by the ILO Evaluation Office on the constraints and risks as measured against the criticality of the evaluation to the ILO, the evaluator will conduct this evaluation remotely relying on online methods such online surveys, telephone or online interviews, whereas for some country components it will be feasible to use a hybrid face to face/remote approach for collecting data.

When and where relevant, evaluation questions will also be guided by the ILO protocol on collecting evaluative evidence on the ILO's Covid-19 response measure through project and programme evaluations, available at: https://www.ilo.org/wcmsp5/groups/public/--ed_mas/--eval/documents/publication/wcms_757541.pdf

The evaluation manager may propose alternative methodologies to address the data collection that will be reflected in the inception phase of the evaluation developed by the evaluation team. These will be discussed and require detail development in the Inception report and then must be approved from the evaluation manager.

XII. Deliverable

The main outputs of the evaluation consist of the following:

- Deliverable 1: Inception Report
- Deliverable 2: PowerPoint Presentation on preliminary findings
- Deliverable 3: Draft evaluation report

- Deliverable 4: Final evaluation report with separate template for executive summary and templates for lessons learned and good practices duly filled in (as per ILO's standard procedure, the report will be considered final after quality review by ILO Evaluation Office)

XIII. Payment Term

- i. 10 per cent of the total fee against deliverable 1 above approved by the evaluation manager
- ii. 30 per cent of the total fee against deliverable 2 and 3 above
- iii. 60 per cent of the total fee against deliverable 4 above, approved by the ILO Evaluation Office.

XIV. Management Arrangement

The evaluator will report to the ILO's evaluation manager and should discuss any technical and methodological matters with him. The ILO project office in Erbil will provide administrative and logistical support during the data collection. The evaluation manager will coordinate with ILO Evaluation Office, who approves and signs off the final evaluation report.

The evaluator is responsible for conducting the evaluation according to the terms of reference (ToR). He/she will:

- Review the ToR and propose any refinements to evaluation questions and methodology during the inception phase
- Review project background materials (e.g., project document and progress reports).
- Prepare an inception report
- Develop and implement the evaluation methodology (i.e., conduct interviews, review documents) to answer the evaluation questions
- Conduct preparatory consultations with the evaluation manager prior to the evaluation mission
- Conduct key informant interviews and collect information according to the suggested format
- Analyse findings from focus group discussions
- Present preliminary findings
- Prepare an initial draft of the evaluation report with input from ILO specialists and constituents/stakeholders
- Prepare the final report based on the ILO, donor and other stakeholders' feedback obtained on the draft report.

The ILO Evaluation Manager is responsible for:

- Drafting the ToR
- Finalizing the ToR with input from ILO colleagues and other stakeholders
- Hiring the evaluator
- Providing the evaluator with the project background materials
- Assisting the implementation of the evaluation methodology, as appropriate (i.e., participate in meetings, review documents)
- Reviewing the inception report, initial draft final report, circulating it for comments and providing consolidated feedback to the evaluator on the inception report and the final report
- Reviewing the final report
- Coordinating with the ILO Evaluation Office for the clearance of the final report
- Disseminating the final report to stakeholders
- Coordinating follow-up as necessary.

The Project team is responsible for:

- Reviewing the draft TOR and providing input
- Providing project background materials, including studies, analytical papers, reports, tools, publications produced, and any relevant background notes
- Providing a proposed list of stakeholders
- Participating in the preparatory briefing prior to the assessment missions
- Scheduling interviews and focus group discussions
- Ensuring necessary logistical arrangements for the missions
- Reviewing and providing comments on the initial draft report
- Participating in the debriefing on the findings, conclusions, and recommendations
- Providing translation for any required documents: ToR, PPP, final report, etc.
- Making sure appropriate follow-up action is taken

XV. Legal and Ethical Matters

- This evaluation will comply with ILO evaluation guidelines and UN Norms and Standards.
- The ToRs is accompanied by the code of conduct for carrying out the evaluation “Code of conduct for evaluation in the ILO”⁸. The selected consultant will sign the Code of Conduct form along with the contract.
- UNEG ethical guidelines will be followed throughout the evaluation.
- The consultant will not have any links to project management or any other conflict of interest that would interfere with the independence of the evaluation.

XVI. Qualification

The evaluator is expected to have following qualifications,

- Proven experience in the evaluation of development interventions
- Expertise in sustainable enterprise issues, particularly MSME development and entrepreneurship promotion, and an understanding of the ILO’s projects. Prior experience in the region, particularly in Iraq, is asset.
- High professional standards and principles of integrity in accordance with ILO Evaluation Policy and United Nations Evaluation Group Norms and Standards.
- An advanced degree in a relevant field.
- Proven expertise on evaluation methods and the ILO approach.
- Full command of English. Command of Arabic is an advantage.
- The consultant should not have any links to project management or any other conflict of interest that would interfere with the independence of the evaluation.
- Previous experience in evaluations for UN agencies is preferred, particularly ILO.

Give the travel restriction due to the COVID-19 pandemic, the consultant who implement this evaluation remotely may work with a national interpreter/enumerator, who will provide necessary support for data collection.

XVII. How to apply

Interested bidder is to submit her/his CV, highlighting relevant experiences and at least two references, together with two past evaluation reports written and conducted by the bidder as the sole evaluator or the team lead. Please specify the daily professional fee in US\$ based on the estimated number of payable working days mentioned above and scope of work.

⁸ https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_649148.pdf

If the bidder has a national enumerator the bidder prefers to work with, please enclose his/her CV with a brief description of her/his responsibilities and daily professional fee in US\$. This is optional. If not provided, ILO may recruit a national enumerator separately.

Query from potential bidders on any section of this ToR are welcome. Please send an application and relevant questions via email to the following contacts of ILO ROAS.

Contacts:

To: Mr. Hideyuki Tsuruoka, Regional Monitoring & Evaluation Officer <tsuruoka@ilo.org>

Cc: Ms. Hiba Al Rifai, Monitoring & Evaluation Officer <alrifai@ilo.org>

Deadline to submit applications is **21 April 2022**.

Annex I: Result framework

Outcomes	Outputs	Indicators	Source of Verification	Assumptions & Risks
Outcome 1: Iraqi/Kurdish potential entrepreneurs, start-ups and existing businesses benefit from standardized business development support services.	Output 1.1: The ILO/SIYB Programme adapted for small enterprises in Iraq. The programme materials will be in Arabic/Kurdish (Badini and Sorani) and will be based on the latest international ILO/SIYB version.	<ul style="list-style-type: none"> - Iraqi specific “Generate Your Business Idea” training manual developed and available in Arabic and Kurdish - Iraqi specific “Start Your Business” training package developed and available in Arabic and Kurdish - Iraqi specific “Improve Your Business” training package developed available in Arabic and Kurdish 	<ul style="list-style-type: none"> • <i>Printed versions of the ILO GYB, SYB and IYB</i> • <i>Programmes are available in Arabic and Kurdish (Badini and Sorani)</i> 	<ul style="list-style-type: none"> • <i>National partners agree to participate in the project and implement SIYB and financial literacy trainings in the field targeting Iraqi existing and potential entrepreneurs</i> • <i>Governmental Vocational Training Centres and schools in KR-I agree to participate in the project and implement the KAB trainings in the classrooms targeting the youth enrolled in their institutions</i> • <i>All targeted trainers attend all training and refresher workshops and submit and upload their reports, required for their certification</i> • <i>The security situation in</i>
	Output 1.2: 50 national Iraqi/Kurdish trainers (30 men and 20 women) trained and certified to provide Start and Improve Your Business training and group-based follow-up to small enterprises.	<ul style="list-style-type: none"> - 2 SIYB ToTs workshops conducted for the assessment of the trainers - 50 Iraqi/Kurdish men and women will be trained in these workshops - At least 40 Iraqi/Kurdish women and men (50% women) certified as ILO/SIYB trainers 	<ul style="list-style-type: none"> • <i>SIYB ToT reports submitted to ILO and uploaded on the Gateway platform</i> • <i>SIYB ToEs and TOPEs prepared by trainers and uploaded on the Gateway platform</i> • <i>SIYB training certificates distributed to trainers completing their certification requirements</i> 	

<p>Outcome 2: Iraqi/Kurdish potential entrepreneurs, start-ups and existing businesses benefit from financial literacy support services.</p>	<p>Output 2.1: Local capacity including NGOs, INGOs, CCI and selected national institutions is built for the delivery of the ILO/financial literacy tools in Arabic and Kurdish (Badini & Sorani).</p>	<ul style="list-style-type: none"> - Iraqi-specific-financial literacy training package adapted and available in Arabic and Kurdish - At least 20 trainers (50% women) trained and certified for the delivery of the financial literacy package. 	<ul style="list-style-type: none"> • <i>Printed version of the financial literacy training package is available in Arabic and Kurdish.</i> • <i>Financial literacy ToT reports submitted to ILO.</i> • <i>Financial literacy ToEs and TOPEs prepared and submitted by trainers to ILO.</i> • <i>Financial literacy certificates distributed to trainers completing their certification requirements.</i> 	<p><i>KRI will be stable to allow smooth implementation of technical activities</i></p> <ul style="list-style-type: none"> • <i>Technical interventions undertaken by Donors, UN agencies and implementing partners in the field transition from emergency/early recovery to reconstruction and development with the need to focus on private sector development and sustainable employment</i> • <i>Old certified KAB trainers are available and willing to be re-refreshed on the new 2020 KAB version</i>
<p>Outcome 3: Selected NGOs, INGOs, CCI and Iraqi/Kurdish national institutions are able to independently provide BDS and financial literacy support</p>	<p>Output 3.1: Local Iraqi/Kurdish capacity of selected national institutions is built for the delivery of the ILO SIYB Programme/financial literacy tools in Arabic and Kurdish.</p>	<ul style="list-style-type: none"> - At least 2 Iraqi/Kurdish national institutions selected for the institutionalisation of the SIYB and financial literacy programme 	<ul style="list-style-type: none"> • <i>Mapping report of BDS and financial literacy providers submitted.</i> • <i>Institutional assessment report submitted.</i> 	
	<p>Output 3.2: Institutionalization of the SIYB Programme and the ILO financial literacy tools at the selected NGOs, INGOs, CCI, and national institutions is completed.</p>	<ul style="list-style-type: none"> - SIYB Programme and Financial Literacy Management Guides are developed and used - Marketing and pricing plans for each programme developed and adopted - Gateway platform available and used for SIYB programme implementations 	<ul style="list-style-type: none"> • <i>Printing and distribution licences of the SIYB and financial literacy programmes are provided to national partner institutions.</i> 	
<p>Outcome 4: Entrepreneurship culture fostered</p>	<p>Output 4.1: KAB pilot phase initiated in selected vocational</p>	<ul style="list-style-type: none"> - New 2020 KAB version available in Kurdish and adapted to KR-I context 	<ul style="list-style-type: none"> • <i>Printed versions of the new 2020 ILO KAB are available in Kurdish</i> 	

among young Iraqi women and men enrolled in the governmental Vocational Training Centres and schools in KR-I.	training centers and schools in KR-I.	<ul style="list-style-type: none"> - Appointment of one KAB Coordinator as Focal Point in MoLSA in KR-I - Up to 20 Vocational Training Centres and schools selected for the introduction of the KAB curriculum during the pilot phase. - One awareness workshop targeting up to 25 directors of selected vocational training centres and schools delivered - Implementation plan defining the technical fields where KAB will be tested, number of hours and the number of selected teachers, prepared and endorsed by all related parties during each of the three awareness workshops. 	<ul style="list-style-type: none"> • <i>KAB awareness workshop report</i> • <i>Implementation plan prepared by the ILO and submitted to national partners</i> 	
	Output 4.2: KAB training capacity built in the selected vocational training centers and schools in Erbil.	<ul style="list-style-type: none"> - 50 women and men facilitators trained on the KAB programme in KR-I - 30 KAB National Facilitators certified under previous ILO interventions in Erbil refreshed on the new 2020 KAB version - Up to 20 supervisors trained on the KAB programme 	<ul style="list-style-type: none"> • <i>KAB ToF and refresher ToF reports submitted to ILO and shared with national partners</i> • <i>KAB monitoring reports prepared and shared with national partners for certification purposes</i> 	
	Output 4.3: KAB rolled-out in the selected	<ul style="list-style-type: none"> - Approximately 1,000 female and male students receive a KAB course attendance certificate and/or 	<ul style="list-style-type: none"> • <i>KAB attendance certificates distributed to students upon</i> 	

	<p>technical and vocational schools in Erbil.</p>	<p>present a business plan</p> <ul style="list-style-type: none"> - Approximately 40 teachers certified as KAB National Facilitators according to the results of the monitoring visits - 30 previously trained KAB facilitators re-certified on the new version of the KAB programme - 20 VTC and technical schools supervisors introduced to the KAB programme - Pre/post questionnaires and evaluation forms filled 	<p><i>completion of programme requirements</i></p> <ul style="list-style-type: none"> • <i>KAB training certificates distributed to trainers completing their certification requirements</i> • <i>Pre/post questionnaires prepared by the KAB trainers and submitted to the ILO</i> • <i>Printing and distribution licences of the KAB programme are provided to national partners</i> 	
	<p>Output 4.4: Knowledge and lessons learned on methods to advance the KAB entrepreneurship education programme in schools and vocational institutions identified and disseminated.</p>	<ul style="list-style-type: none"> - Uptake of the MOSLA of the KAB 2020 version and its dissemination in KR-I 	<ul style="list-style-type: none"> • <i>Final report including lessons learned and recommendations prepared by the ILO and shared with National Partners</i> 	

Annex II: List of Activities

Outcomes	Outputs	Activities
<p>Outcome 1: <i>Iraqi/Kurdish potential entrepreneurs, start-ups and existing businesses benefit from standardized business development support services.</i></p>	<p>Output 1.1: The ILO/SIYB Programme adapted for small enterprises in Iraq. The programme materials will be in Arabic/Kurdish (Badini and Sorani) and will be based on the latest international ILO/SIYB version.</p>	<p>Activity 1.1.1: Conduct a workshop(s) to review the latest version of ILO SIYB materials (most recent international version) in Arabic to tailor it to the Iraqi/Kurdish needs, which includes sector and context specific exercises and case studies.</p>
		<p>Activity 1.1.2: Based on the results of the material review workshop, develop/adapt/compile an SIYB version in Arabic and Kurdish tailored to Iraqi/Kurdish needs.</p>
		<p>Activity 1.1.3: Conduct a number of SIYB training workshops (Training of Entrepreneurs/TOEs and Training of Potential Entrepreneurs TOPEs) to field test the appropriateness of the training materials, tools and systems.</p>
		<p>Activity 1.1.4: Prepare/adapt the SIYB Trainers' Guide and session plans.</p>
		<p>Activity 1.1.5: Review and adapt the monitoring and evaluation tools of the SIYB programme and if needed develop a new system suitable for the SIYB Iraqi/Kurdish version.</p>
	<p>Output 1.2: 50 national Iraqi/Kurdish trainers (30 men and 20 women) trained and certified to provide Start and Improve Your Business training and group-based follow-up to small enterprises.</p>	<p>Activity 1.2.1: Select 50 qualified national Iraqi/Kurdish men and women trainers from NGOs, INGOs, CCI, local partners as well as free-lance trainers and assess their needs.</p>
		<p>Activity 1.2.2: Conduct 2 SIYB Training of Trainers' workshops that will be delivered by certified ILO SIYB Master Trainers from the region. TOT duration ranges from 10-12 days and includes training on the provision of follow-up services. This activity will also include the delivery of one training workshop targeting old certified active SIYB trainers over a period of 6 days.</p>
		<p>Activity 1.2.3: Develop and agree with partner NGOs, INGOs, CCI and national counterpart on an implementation workplan of TOEs and TOPEs to ensure the pilot testing of the material and the fulfilment of the certification requirements of the trainers.</p>
		<p>Activity 1.2.4: Observe and coach the trainers by supporting them in the delivery of their training programme and follow-up services to entrepreneurs and potential ones.</p>
		<p>Activity 1.2.5: Conduct 4 SIYB TOT refresher workshops targeting the new trainers to follow-up on their delivery. This activity will also include conducting 1-2 refresher workshops targeting old active SIYB certified trainers.</p>

		<p>Activity 1.2.6: Assess and evaluate the quality of the training delivered by the trainers and on that basis, certify them if they successfully complete the certification requirements.</p>
<p>Outcome 2: <i>Iraqi/Kurdish potential entrepreneurs, start-ups and existing businesses benefit from financial literacy support services.</i></p>	<p>Output 2.1: Local capacity including NGOs, INGOs, CCI and selected national institutions is built for the delivery of the ILO/financial literacy tools in Arabic and Kurdish (Badini & Sorani).</p>	<p>Activity 2.1.1: Adapt/develop the ILO financial literacy tools for potential entrepreneurs and existing MSMEs in Iraq.</p>
		<p>Activity 2.1.2: Train 25 trainers from NGOs, INGOs, CCI and financial organizations as well as free-lance trainers on the ILO financial literacy tools. This activity also includes the provision of 2 refresher workshops for trainers.</p>
		<p>Activity 2.1.3: Develop and agree with partner NGOs, INGOs, CCI and national counterpart on an implementation workplan of TOEs and TOPEs to ensure the pilot testing of the financial literacy material and the fulfilment of the certification requirements of the trainers.</p>
		<p>Activity 2.1.4: Observe and coach the trainers by supporting them in the delivery of their financial literacy training programme to entrepreneurs and potential ones (during the pilot testing of the material) and certify them once certification requirements are completed.</p>
<p>Outcome 3: <i>Selected NGOs, INGOs, CCI and Iraqi/Kurdish national institutions are able to independently provide BDS and financial literacy support</i></p>	<p>Output 3.1: Local Iraqi/Kurdish capacity of selected national institutions is built for the delivery of the ILO SIYB Programme/financial literacy tools in Arabic and Kurdish.</p>	<p>Activity 3.1.1: Conduct a mapping of potential BDS and financial literacy providers in KR-I.</p>
		<p>Activity 3.1.2: Conduct an in-depth institutional assessment of 7-10 Iraqi organizations in KR-I working on livelihoods and MSME development.</p>
		<p>Activity 3.1.3: Based on the results of the in-depth assessment, select the national partner organizations and build their capacity to implement and manage the SIYB and financial literacy programmes including the provision of the Gateway and establishing the linkages necessary to the existing trainers and financial institutions.</p>
	<p>Output 3.2: Institutionalization of the SIYB Programme and the ILO financial literacy tools at the selected</p>	<p>Activity 3.2.1: Conduct 2-3 workshops to review the latest SIYB Programme and Financial Literacy Management Guides based on the existing realities in Iraq and develop the first version of these Guides (this includes marketing the programmes and introducing them to various target groups).</p> <p>The workshops will include related officials from selected NGOs, INGOs, CCI, national Iraqi institutions and SIYB</p>

	NGOs, INGOs, CCI, and national institutions is completed.	<p>trainers (or potential ones).</p> <p>During the workshops and as part of the SIYB Programme Management Guide, the Gateway, which is a web-based tool to enable SIYB users to access/enter training data and generate reports on various training related activities, will be revisited for enhancement/adaptation purposes.</p> <p>Activity 3.2.2: Conduct 3-4 training workshops targeting selected financial and non-financial national partners/SIYB related staff to introduce the Operations Guides, explain the SIYB programme management and implementation as well as the delivery and management of the financial literacy package.</p> <p>During the workshops, the Gateway will be introduced, and capacity will be built on its utilization.</p> <p>Activity 3.2.3: Prepare jointly with national partners a 2-year work plan including a pricing strategy in an effort to move towards commercially driven (full or partial) business development services and to ensure a smooth exit strategy of the project.</p>
Outcome 4: Entrepreneurship culture fostered among young Iraqi women and men enrolled in governmental Vocational Training Centres and schools in KR-I.	Output 4.1: KAB pilot phase initiated in selected vocational training centers and schools in KR-I.	Activity 4.1.1: MoLSA in Erbil to appoint the KAB coordinator and inform the ILO accordingly.
		Activity 4.1.2: Conduct one awareness raising/introductory workshop on KAB for directors of selected vocational training centers and schools in KR-I.
		Activity 4.1.3: Agree on the modality of KAB implementation during the pilot test (number of participants, number of implementation hours/month in the technical schools) and prepare an overall action plan for implementation to be endorsed by all related parties.
		Activity 4.1.4: Adapt the new 2020 KAB version in Arabic to the Kurdish context and translate the new package into Kurdish.
	Output 4.2: KAB training capacity built in the selected vocational training centers and schools in Erbil.	Activity 4.2.1: Conduct interviews with selected teachers/trainers to ensure their commitment and interest in implementing the KAB pilot phase. The selection process will take into account geographical coverage and gender.
		Activity 4.2.2: Conduct 2 KAB TOF workshops in KR-I of 12 days each for vocational training centers and schools' teachers delivered by ILO Regional and National Key Facilitators.
Activity 4.2.3: Conduct 2 KAB follow-up workshops of 4 days each, for the participants of each KAB TOF workshop in KR-I (a total of 4 KAB follow-up workshops) who will be implementing KAB, to share experiences on KAB delivery, refresh the teachers' and instructors' knowledge and formulate recommendations for improvements in the replication process.		

		<p>Activity 4.2.4: Conduct 2 KAB refresher workshop in KR-I of 5 days each targeting already trained KAB facilitators in KRI-I. The workshops will aim to share experiences on KAB delivery, refresh the teachers' knowledge and introduce the new 2020 KAB version including the recently developed entrepreneurship business games.</p>
		<p>Activity 4.2.5: Conduct 1 KAB training of supervisors' workshop of 3 days in KR-I to ensure the KAB programme's proper monitoring and application of standards.</p>
<p>Output 4.3: KAB rolled-out in the selected technical and vocational schools in Erbil.</p>	<p>Activity 4.3.1: Teachers and Trainers implement the KAB course in the vocational training centres and schools where supervisors ensure proper delivery according to standards.</p>	
	<p>Activity 4.3.2: Teachers and Trainers implement the KAB M&E system (pre and post questionnaires, evaluation forms) and ensure the information/reports are forwarded to the KAB coordinator and the Ministry of Labour and Social Affairs.</p>	
	<p>Activity 4.3.3: Throughout the implementation of KAB, the ILO jointly with the MoLSA KAB coordinator and the supervisors will monitor the delivery of the teachers through classroom visits for their certification as KAB National Facilitators if they successfully complete the requirements. The coordinator in consultation with the supervisors will prepare and submit reports on KAB implementation as a requirement for certification.</p>	
<p>Output 4.4: Knowledge and lessons learned on methods to advance the KAB entrepreneurship education programme in schools and vocational institutions identified and disseminated.</p>	<p>Activity 4.4.1: Collect all the pre and post questionnaires and develop the final report that would include:</p> <ul style="list-style-type: none"> - a short-term impact assessment of the programme on the students, - number of students reached, - level of knowledge on entrepreneurship and business gained by students, - change of students' perceptions around entrepreneurship, - number of business plans submitted, - list of recommendations from the follow-up workshops, - lessons learned and any other relevant information. 	
	<p>Activity 4.4.2: Present the project findings to the Ministry of Labour and Social Affairs and discuss possible replication of the pilot to increase outreach.</p>	