

TOR Title	<i>Individual Consultant TOR / DYB Master Trainer</i>		
	<i>Digitalise Your Business (DYB) adaptation in Jordan</i>		
Country	JORDAN	Project	PRM Formalizing Access to the Legal Labour Market for Refugees and Host Communities in Jordan
Duration	From	30 April 2023	15 Sep 2023
Pillar:	<i>Adaptation of Digitalise Your Business (DYB) for Jordan context / Entrepreneurship and business development services for vulnerable Jordanians and Syrians Refugees women</i>		
Objective:	Expanded livelihoods opportunities for Syrian Refugees and vulnerable Jordanians with emphasis on women, through specialized entrepreneurship and business development services.		
Output:	Target women-owned enterprises to benefit from additional capacity building, business support services and access to markets, in collaboration with industry associations and established women entrepreneurs.		
Activity / BL	<ul style="list-style-type: none"> ▪ 2.3.1: Build the capacity of national partners, including women networks and business aggregators to support target beneficiaries in scaling their business and accessing markets through innovative solutions, including e-commerce platforms, business aggregators, and women networks. ▪ 2.3.2: Provide target beneficiaries with advanced training in core areas related to sustainable business management and entrepreneurship through digital approaches ▪ 2.3.3: Provide additional financial support for target beneficiaries exhibiting strong potential for scalability to benefit from needed business development support services. 		

1. Background & Context

Jordan has been ensnared in back-to-back shocks that severely affected its economic and social stability for over a decade. Amid coping with the aftermath of a global economic crisis, the country was struck with the repercussions of turmoil in neighbouring countries and regional instability that would shape the political and socio-economic landscape in the country for years to come. Political upheaval, namely in Syria, ushered the influx of over one million refugees to Jordan, leading to a sudden increase of 40 percent in population between 2008 and 2020. The country currently hosts the second-highest number of refugees per capita globally, with 650,000 officially registered with UNHCR. Over the past few years, Jordan made remarkable leaps in facilitating the Syrian refugees' access to formal employment and issuing thousands of work-permits in specific sectors. Nevertheless, whilst shouldering the Syrian refugees' crisis, Jordan was faced with mounting economic challenges, including the closure of major trade routes, rising energy prices, growing debt levels, exhausted infrastructure, among others.

In spite of a wearied economy, **Jordan has been determined to handle the COVID-19 outbreak with the lowest possible impact on human life.** This meant imposing exceptionally stringent measures and extended lockdown periods that took a toll on every aspect of macroeconomic performance. The year 2020 was marked by a deep economic recession, with Real GDP growth falling to -2.0 percent and public debt approaching 115 percent to GDP. Initial forecasts had predicted that economic growth would bounce back to its pre-pandemic levels (around 2 percent growth) in 2021.

Women and youth are especially vulnerable to weak labour market performance. In 2020 female unemployment rate reached 32.8 percent, compared 22.6 percent for their male counterparts. As for presence

in the labour market, Jordan is faced with stubbornly low female economic participation rates with less than 14 percent of the adult female population identified as active, placing the country at the very bottom of global rankings. Female labour force participation increases to almost 37% up till the age of 29 and then drops and never recovers, suggesting that once women leave the labour market to marry, the disproportionate responsibility for home and family, make it difficult for them to enter again, marking a loss of talent of employers and the un-realisation of their potential and ambition. Paradoxically, Jordan is among the very few countries around the world that have a reversed gender gap in terms of educational attainment, where women outnumber men in advanced education. This achievement, however, has not translated to better economic opportunities for women due to a number legal, cultural, and economic dynamics.

Throughout three phases of collaboration, the ILO and PRM implemented targeted interventions aimed at formalizing access to employment for Syrian refugees and host communities. The partnership was centred on several approaches to achieve its objectives, including skills development, Recognition of Prior Learning (RPL) & certification, entrepreneurship, career guidance, demand driven work-based learning (WBL) and the issuance of work permits.

Considering the limited prospects in wage employment, there is an evident need to explore alternative pathways for improving youth livelihood outcomes in Jordan, presenting an opportunity for supporting self-employment and entrepreneurship, particularly among youth and women. In turn, the growth of related sectors can lead to direct employment creation in innovative fields, and indirect job creation in supporting or peripheral sectors.

While entrepreneurship pathways, particularly in innovative fields, can present opportunities for improving youth livelihoods and fuelling economic development, the majority of youth and women in Jordan lack the knowledge, skills and financial means needed to successfully pursue such options. Sustainability remains a major concern and often micro enterprises in Jordan struggle to survive and scale due to a number of impediments that primarily pertain to the conditions and infrastructure of the local market. Accordingly, the programme will focus on supporting business owners who had been trained and funded in previous phases to scale their businesses and expand their access to markets through innovative and sustainable solutions. In addition, the programme will ensure the transfer and institutionalization of ILO tools and training programmes by building the capacity of eligible national partners and investing in digital training solutions. This approach will ensure the sustainability and replicability of training to beneficiaries.

During the last three phases, the ILO conducted training for 655 women and provided seed funding 293 for Jordanian and Syrian women. In the current phase, training need analysis must be conducted for the previous Women Do Business (WDB) phases for the beneficiaries benefited from seed funding. Training Need Analysis will be done through monitoring visits that will measure the needs, capacities and level of readiness for the use of digital tools by the businesses,

To build the capacities of refugee and host communities entrepreneurs and MSMEs, the project will use the “Digitalize Your Business” (DYB) guide, recently developed by the ILO and piloted in the Philippines, in Laos and in Nigeria. The DYB has been developed in the framework of the ILO management-training programme “Start and Improve Your Business” (SIYB), which focuses on starting and improving small businesses as a strategy for creating more and better employment for women and men, particularly in emerging economies. The SIYB programme has been implemented in more than 100 countries over the last two decades through a consolidated network of more than 55,000 trainers and 400 master trainers who have trained more than 23 million potential and existing entrepreneurs across the globe. The DYB tool allows entrepreneurs and MSMEs to assess where they are on the digitalization pathway of their business and to develop an action plan to improve their online presence, sell its products or services through the Internet and adapt its operations (from collecting online payments to assuring trust) to the digital needs.

The intervention will be implemented over the duration of 4 months in the governorates of Amman, Mafrq, Irbid, Zarqa, Madaba, Ajloun, Karak and Tafeeleh, and it will support 100 of previous Women Do Business beneficiaries to scale their businesses and expand their access to markets through linking them with new networking and e-commerce and digital platforms for a sustainable solution.

2. Purpose & Objectives

The programme will capacitate a network of women entrepreneurs previously supported through the previous project. The programme will also integrate scalable women-owned enterprises previously supported by the previous project with business aggregators, e-commerce platforms and other available marketplaces to expand their linkages with domestic and external markets and in turn scale and sustain their business.

Throughout this assignment, the consultant is expected to do the following:

- Adapt and operationalize the existing DYB guide into a context-specific training material and merge it with the WDB training module for vulnerable Jordanians and Syrians Refugees women.
- Institutionalize SIYB in Jordan and build the capacity of local trainers among key local business development services providers in the public and private sectors in Jordan to allow them to deliver context-specific DYB-WDB training;
- Supervise the training workshops for vulnerable Jordanians and Syrians Refugees women on the context-specific DYB-WDB by local trainers from both the public and private sectors with support and supervision from the ILO.

3. Scope of work

Activity 1: Developing the Jordanian version of the DYB materials including the Trainee's Guide, Trainer's Guide, Business Plan Template, M&E tools, and PowerPoint Presentation (13 working days):

The consultant will Adapt and operationalize of the DYB guide into a context-specific DYB-WDB training module for vulnerable Jordanians and Syrians Refugees women. Material adaptation entails the following:

- Preparatory Meeting with WDB local trainers from key local business development services providers to collect comments and recommended changes in the materials.
- Agreeing on the DYB PowerPoint presentation template suggested by the Consultant and collecting the PowerPoint presentations used by the trainers during the DYB training workshops.
- Incorporating the comments and suggestions collected from the trainers in the DYB materials and producing the Jordanian version.
- Developing the DYB Operations Guide to be used by Jordanian implementing partner to manage and implement the DYB program.
- Presenting the DYB Operation Guide to local business development services providers concerned staff.
- The consultant should provide the following specific deliverables associated with this task:
 - A preliminary table of suggestions to the ILO with the content that would need to be adapted and a proposal of training programme

- A first version of the adapted DYB-WDB training package, sessions plans, power points, trainers manuals and reference tools to be reviewed and commented by the ILO;
- A final and validated version of the adapted DYB training package, sessions plans, power points, trainer manuals and reference tools.

The adaptation and materials designed by the consultant will have to reflect the particular needs and specificities of enterprises and entrepreneurs among vulnerable Jordanians and Syrians Refugees women. As part of this adaptation, the consultant is expected to develop context and sector-specific exercises, examples, explanations, forms as well as any other relevant content to operationalize DYB.

Activity 2: conduct and facilitate one training-of-trainers (ToT) process for 20 selected candidates in Jordan (5 working days)

The consultant will conduct five days training-of-trainers (ToT) of the adapted DYB-WDB training modules to build the capacity of 20 trainers from local BDS providers in the public and private sector, which will be selected with the support of the consultant using standard WDB procedures.

Activity 3: Support and supervise the delivery of the DYB-WDB training of 150 vulnerable Jordanians and Syrians Refugees women on the context-specific DYB-WDB by local trainers. (12 working days)

The participants of the ToT in activity 2 will have to train, in couple, a cohort of 15 to 20 vulnerable Jordanians and Syrians Refugees women to complete their certification as DYB/WDB trainers with a focus on digitalization. The consultant (in collaboration with ILO implementing partner) will support the candidates in selecting and reaching out relevant entrepreneurs and enterprises among vulnerable Jordanians and Syrians Refugees women and will supervise the organization of the trainings while ensuring compliance with DYB/WDB quality standards.

The consultant will work closely with the ILO implementing partner to do the following activities:

- To select local trainers among key local business development services providers in the public and private sectors in Jordan.
- To conduct one training-of-trainers (ToT) process for selected trainers
- Coaching the DYP/WDB trainers in conducting Training for 150 vulnerable Jordanians and Syrians Refugees women on the context-specific DYB-WDB

4. Deliverables, Timeframe & Indicative Work Programme

The work is planned to start on **30 April 2023** and is expected to be completed no later than, **15 Sep 2023**. The deadlines in the table below are a suggestion. However, it is preferable to abide by the starting date and finish date of the assignment.

Table 1: Deliverables & Indicative Work Plan

#	Stage	Task	Deliverables	Due Date
1	Training programme Development	Developing the Jordanian version of the DYB materials including the Trainee's Guide, Trainer's Guide, Business Plan Template, M&E tools, and PowerPoint Presentation	<ul style="list-style-type: none"> ▪ A preliminary table of suggestions to the ILO with the content that would need to be adapted and a proposal of training programme ▪ A first version of the adapted DYB-WDB training package, sessions plans, power points, trainers manuals and reference tools to be reviewed and commented by the ILO; ▪ 	30 June 2023
	Training programme implementation	<ul style="list-style-type: none"> ▪ Conduct and Facilitate one training-of-trainers (ToT) process for 20 selected candidates in Jordan ▪ Support and supervise the delivery of the DYB-WDB training of 150 vulnerable Jordanians and Syrians Refugees women on the context-specific DYB-WDB by local trainers 	<ul style="list-style-type: none"> ▪ Training report of the ToT workshop on DYB training package for 20 selected participants for 5 days. ▪ Training report on the support visits provided to the trainers in delivering DYB for 150 women 	15 August 2023
2	Final Reporting & Evaluation	<ul style="list-style-type: none"> ▪ Prepare a final report presenting the training programme, outcomes, achievements, challenges, and proposed improvements/scalability ideas 	<ul style="list-style-type: none"> ▪ Final and validated version of the Adapted digitalise DYB training programme (training package, sessions plans, power points, trainers manuals and reference tools) ▪ Final progress report 	15 Sep 2023

5. Consultant Profile

Qualifications and Experience

The assignment is specifically for a senior DYB Master Trainer with experience in the DYB adaptation. As such, the requirements for this assignment are the following:

- Certified ILO Master Trainer for delivery of DYB training
- At least 10 years of experience in training delivery
- At least 7 years of professional experience in enterprise/entrepreneurship development
- Experience in supporting digitalization and digital solutions for Micro, Small and Medium Enterprises
- Strong communication and moderation skills
- Excellent command of English (oral and writing skills)
- Previous experiences in the adaptation of DYB materials
- Previous experience in delivering ToTs and supervising trainers

6. PROPOSAL SUBMISSION PROCEDURE

The following documents/information are required to apply for this assignment:

1. Technical proposal.
2. Financial proposal.
3. Consultant CV
4. Work samples for similar assignments, if any.

The application must include all the documents requested and shall be submitted by email AMM-PROCUREMENT@ilo.org, under the email subject **“POS/Master Training-Entrepreneurship for Women/JORDAN”**. The deadline for submission of technical and financial proposals is **30 of April 2023** COB, 12 midnight.

7. Payment Schedule

The table below summarizes the planned schedule for payments to be made upon the completion and submission of deliverables delineated in this ToR. A deliverable **is considered completed upon review and satisfaction of the ILO.**

The number of working days for the assignment is **30 working days.**

The assignment will require some travels out of Amman (Mafrq, Irbid, Zarqa, Madaba, Ajloun, Karak and Tafeeleh,) to supervise and support local trainers who have participated in the ToT in their efforts of training local entrepreneurs. The project is expecting to have 12 days of travel to Mafrq, Irbid, Zarqa, Madaba, Ajloun, Karak and Tafeeleh,. However, budget and days allocated for these travels will be further defined with the consultant depending on the need and the budget available.

Any field mission conducted under the assignment shall be approved by the ILO, followed by a submission of a short report indicating the number of days in the field and the work that has been done.

<p>1st Payment</p>	<p>Upon Submission and validation of deliverable 1 as follow:</p> <ul style="list-style-type: none"> - A preliminary table of suggestions to the ILO with the content that would need to be adapted and a proposal of training programme - A first English version of the adapted DYB-WDB training package, sessions plans, power points, trainers manuals and reference tools to be reviewed and commented by the ILO - Training report of the ToT workshop on DYB training package for 20 selected participants for 5 days - Training report on the support visits provided to the trainers in delivering DYB for 150 women <p>All above deliverables to the satisfaction of the ILO.</p>
<p>2nd Payment and final payment</p>	<p>Upon Submission and validation of deliverable 2 as follows:</p> <ul style="list-style-type: none"> - Final version of the Adapted digitalise DYB training programme (training package, sessions plans, power points, trainers manuals and reference tools) - Final progress report <p>All above deliverables to the satisfaction of the ILO.</p>

SUPERVISION AND LOGISTICAL ARRANGEMENTS

The tasks and deliverables under this assignment will be carried out under the direct supervision of the POS Programme Officer and overall guidance of the POS CTA. Overall technical review will also be provided by the Regional Enterprise Technical specialist. 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 (TOR). The contents of written materials obtained and used in this assignment may not be disclosed to any third parties without the express advance written authorization of the ILO. All intellectual property rights arising from the execution of these TOR are assigned to the International Labour Organization. The intellectual property rights of the materials modified through the assignment remains with the International Labour Organization.