Call for submission of a full project proposal within the project
EU4EMPLOYMENT in BOSNIA AND HERZEGOVINA IPA 2021 - Harnessing the Green and Digital Transitions

Appendix 1 of the Guidelines for project proposal applicants

LOT 1: Development and Piloting of Jobs of the Future Platform - Support Services for Green and Digital Self-employment

Intervention Specification for development of the Jobs of the Future Platform

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NOTE

This document provides a detailed specification of the intervention packages, steps/activities and expected targets that implementing partners must deliver to beneficiaries in an integrated manner and in the defined sequence under Intervention LOT 1. This Intervention Specification outlines the order, scope, and intensity of services and programmes that must be provided to institutional and end beneficiaries from the moment of inclusion into the project to the exit point: self-employment for end beneficiaries and institutionalized cooperation for institutional beneficiaries. The document establishes the minimum standards for the delivery of individual services and programmes within the intervention.

This document forms an integral part of the Call for Project Proposals and sets out the mandatory technical requirements for applicants and co-applicants, which must be clearly reflected and described in the Full Project Proposal (Form 1). Accordingly, this document should be read in conjunction with the Guidelines for Project Proposal Applicants, and its technical provisions interpreted in light of Section 9 of the Guidelines. Project proposals submitted under LOT 1 that fail to follow this Intervention Specification outlined in this document will not satisfy the technical criteria of the Call as specified in the Guidelines for Project Proposal Applicants.

This Intervention Specification and its components have been developed drawing on international good practices in the delivery of services and programmes for targeted end beneficiaries. It incorporates insights from entrepreneurship ecosystem and beneficiary needs research, findings from evaluations of active labour market policies in other countries, contributions from international experts and domestic institutions engaged in the project's Expert Working Group, as well as lessons learned from the EU4Employment - Jobs for All project, where the methodology was previously tested and refined. This adaptation reflects the objectives, available resources, and timeframe of the EU4Jobs of the Future project.

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INTERVENTION SPECIFICATION: Development and Piloting of Jobs of the Future Platform - Support Services for Green and Digital Self-employment

1. Intervention Specification Structure

The table below summarises the *Intervention Specification*, outlining the intervention packages, their components (services and programmes delivered within different packages), their sequencing, and expected outcomes. The Intervention Specification comprises three intervention packages and six components, implemented in an integrated and chronological manner. Activities must begin with the design of the Jobs of the Future Platform, which delivers support services for green and digital self-employment. The Platform is then piloted and refined based on implementation experience. Finally, the adapted Platform is scaled and institutionalised.

Table1. Intervention Specification Summary

Intervention Package	Intervention Component
1. Development of The Jobs of the Future Platform	1.1. Baseline determination and Minimum Standards development
	1.2. Platform design and enhancement of Standards
	1.3. Capacity building of the Platform
2. Application of the Platform for self-employment of end beneficiaries (piloting of the Platform)	2.1. Pilot implementation of the Improved service provision model
3. Scaling and institutionalisation of the Jobs of the Future Platform	3.1. Platform scaling and system-level capacity building
	3.2. Governance and coordination of the Platform

2. INTERVENTION SPECIFICATION DESCRIPTION

Intervention Package 1. Development of The Jobs of the Future Platform
Intervention Component 1.1. Baseline Determination and Minimum Standards Development **Activity 1.1.1.** Identification and validation of priority areas for improvement in the existing self-employment support system **Activity 1.1.2.** Development of a preliminary set of minimum standards describing essential requirements for the design and operationalisation of self-employment support programmes
Intervention Component 1.2. Platform Design and Enhancement of Standards **Activity 1.2.1**. Design of improvements across the key aspects of self-employment support programmes, based on initial set of priority areas **Activity 1.2.2**. Development of an integrated Programme Standards Manual, outlining standardised guidelines, processes, and quality requirements **Activity 1.2.3**. Definition of common Key Performance Indicators (KPIs) and the overarching Monitoring, Evaluation and Learning (MEL) architecture to ensure consistency and comparability across programme implementations **Activity 1.2.4**. Validation of the improved model and standards through structured consultations with Platform members
Intervention Component 1.3. Capacity Building of the Platform **Activity 1.3.1.** Development of resource packages for delivery of support programmes **Activity 1.3.2.** Piloting of training on programme design, delivery methodologies, green and digital competencies, and MEL implementation **Activity 1.3.3.** Delivery of targeted capacity-building modules **Activity 1.3.4.** Facilitation of peer-to-peer learning, shadowing, and on-the-job support to reinforce practical uptake of new skills and methodologies
Intervention package 2. Application of the Platform for self-employment of end beneficiaries (piloting of the Platform)
Intervention Component 2.1. Pilot implementation of the Improved service provision model **Activity 2.1.1.** Implementation of the improved self-employment support model. **Activity 2.1.2.** Establishment of an external institutional monitoring panel **Activity 2.1.3.** Monitoring and documentation of the implementation process **Activity 2.1.4.** Final refinement, validation, and public presentation of the Platform
Intervention Package 3. Scaling and institutionalization of the *Jobs of the Future Platform* through capacity building and networking of institutional beneficiaries

Intervention Component 3.1. Platform scaling and system-level capacity building **Activity 3.1.1.** Structured outreach to institutional stakeholders, for adoption of the Platform **Activity 3.1.2.** Capacity building of the institutions from the group of Platform early adopters for the improved delivery of self-employment support services.
Intervention Component 3.2. Governance and Coordination of the Platform **Activity 3.2.1.** Establishment of collaboration frameworks of participating organisations **Activity 3.2.2.** Establishment of SIYB institutionalisation collaboration framework between the Platform members and the ILO. **Activity 3.2.3.** Creation of coordination and decision-making mechanisms to facilitate Platform's communication, alignment, and joint planning.

Note: All activities under intervention packages 1 and 3 are to be conducted **in co-creation with the ILO**. The participation of the ILO is to secure methodological alignment and quality assurance. Therefore, **the final design of all activities under intervention packages 1 and 3 requires prior approval of the ILO's project team**.

3. THE DEVELOPMENT OF THE SELF-EMPLOYMENT SUPPORT MINIMUM STANDARDS, PILOTING AND INSTITUTIONALISATION

Introductory Notes

Minimum Standards: The minimum standards presented through this document reflect documented good practices that already exist within the self-employment support ecosystem and therefore serve as an initial reference point rather than a final or exhaustive framework. These practices provide a baseline upon which further improvements are both possible and necessary. The analysis of the current situation and existing standards forms part of the project application (Section 2.2. of the Relevance chapter), while proposed improvements, together with the demonstrated capacity of applicants to implement them, constitute a core element of the project proposal evaluation (evaluation criteria 2.2 .and 5.3., Chapter 8.1. of the Guidelines for Project Proposal Applicants). Through project implementation, and in close co-creation with the ILO, these practices are expected to be further refined, expanded, and consolidated into updated minimum standards.

Order of Steps: The sequence of intervention packages, intervention components and activities presented in the previous chapter of this document is logical rather than strictly chronological. If the Implementing Partner determines that a significant deviation from the sequence logic is necessary, this must be communicated to the ILO project team and approved prior to implementation.

Monitoring Tool: All Implementing Partners are required to use the digital platform Pathway Monitoring and Evaluation Tool (PAMET) developed by the ILO project team. The platform serves three functions:

(i) End beneficiary profiling assistance tool: All baseline information on end beneficiary profiles and specific barriers must be entered into the platform (activity *2.1.1.d.*),

(ii) Individual Support Plan: Details of the support to be provided through the activity 2.1.1.e. must be entered and updated promptly in the event of plan revisions.

(iii) Monitoring tool and data repository: The platform enables real-time monitoring of the support and outcomes of the support on end beneficiaries, thus enabling the steering and technical guidance targeting, as well as analysis of the effectiveness of measures.

All beneficiaries are expected to provide the necessary data during profiling and career guidance sessions. A draft consent form will be provided by the ILO project team to Implementing Partners at the beginning of project implementation.

The standards and instructions provided below should be interpreted in conjunction with Section 9 of the Guidelines for Project Proposal Applicants, which specifies the jobs and/or sectors that the support outcomes should lead to. This is particularly relevant for activities 2.1.1.a, 2.1.1.d and 2.1.1.e.

The term Implementing Partner used in this document refers to the partnership formed by the applicant and co-applicants under a single approved application or full project document.

3.1. Intervention Package 1: Development of The Jobs of the Future Platform

Intervention Package 1 establishes the structure, methods, tools, and knowledge base needed to deliver services under Packages 2 and 3. While these resources will continue to evolve beyond the project, a minimum viable set must be completed earlier to enable effective implementation of subsequent packages and to provide technical support for projects under LOT 2 and LOT 3 of this Call.

For this reason, the indicative implementation period for completing activities under Intervention Package 1 (with the exception of Activity 1.3.4) is set at **seven months**.

Intervention Component 1.1. Baseline Determination and Minimum Standards Development

The objective of Intervention Component 1.1 is to establish a clear baseline and define a preliminary set of minimum standards for the design and delivery of self-employment support programmes, grounded in priority weaknesses identified through the entrepreneurship ecosystem analysis.

This intervention component is to be implemented through following activities:

A.1.1.1. Identification and validation of priority areas for improvement in the existing self-employment support system

This activity builds on the entrepreneurship ecosystem analysis conducted during the project preparation (pre-approval) phase which, at minimum includes[1]:

- Analysis of self-employment potential of the groups that are the primary focus of the EU4Jobs of the Future project (Chapter 1.3.1. of the Guidelines for project proposal applicants)
- Analysis of self-employment opportunities within the green and digital economy
- Analysis of existing supply of self-employment support services.

Grant applicants' capacity to conduct a preliminary ecosystem assessment is evaluated under the Relevance section of the evaluation matrix in the Guidelines for Project Proposal Applicants (main document) (criteria 1.1, 1.2, and partially 1.3). Drawing on these pre-award analyses and the draft entrepreneurship ecosystem analysis prepared by the ILO, Activity A.1.1.1 aims to finalise a consolidated entrepreneurship ecosystem analysis.

The ILO draft analysis provides an initial, evidence-based assessment of the entrepreneurship ecosystem in Bosnia and Herzegovina and serves as a preliminary baseline for identifying key challenges and priority areas for intervention. To function as a shared and operational reference for subsequent implementation, however, the analysis requires validation and prioritisation of findings.

Activity A.1.1.1 therefore focuses on finalising the consolidated entrepreneurship ecosystem analysis through a structured co-creation process. This ensures that the analysis reflects both the ILO's methodological framework and empirical findings, as well as the contextual insights and preliminary assessments provided by successful grant applicants in their project proposals. This co-creation process shall involve the following actors:

- The International Labour Organization (ILO)

[1] As requested in the Chapter "1.2. Priorities of the Call for Proposals" of the "Guidelines for Project Proposal Applicants".

- The implementing partner responsible for the project intervention in Republika Srpska and the Brčko District of Bosnia and Herzegovina
- The implementing partner responsible for the project intervention in Federation of Bosnia and Herzegovina and the Brčko District of Bosnia and Herzegovina.

The final entrepreneurship ecosystem Analysis shall consist of two distinct levels of findings:

1. Findings common country-wide
   - jointly developed by all three actors (the ILO, the implementing partners in charge of project implementation in Republika Srpska and the Brčko District of Bosnia and Herzegovina and Federation of Bosnia and Herzegovina and the Brčko District of Bosnia and Herzegovina), and
   - subject to final review and validation by the ILO, which retains ultimate decision-making authority regarding the consolidated section.
2. Findings specific to each administrative unit

These findings shall be developed separately, in accordance with the territorial coverage of each grant-funded project, as follows:

- Analysis for Republika Srpska and the Brčko District of Bosnia and Herzegovina, developed jointly by the ILO and the implementing partner from Republika Srpska and the Brčko District of Bosnia and Herzegovina.
- Analysis for Federation of Bosnia and Herzegovina and the Brčko District of Bosnia and Herzegovina, developed jointly by the ILO and the implementing partner responsible for Federation of Bosnia and Herzegovina and the Brčko District of Bosnia and Herzegovina.

The ILO ensures methodological alignment, coherence of outputs, and compatibility between the consolidated findings and the findings developed for each administrative unit.

Finalization of the entrepreneurship ecosystem analysis must adhere to the following minimum standards:

- **Timeframe**: a maximum duration of one month upon signing of the Implementation Agreement.
- **Method**: A structured validation and prioritisation process will build on (i) the draft entrepreneurship ecosystem analysis prepared by the ILO and (ii) the preliminary ecosystem assessments included in successful applicants' proposals. The methodology will centre on a comprehensive validation workshop(s) bringing together the ILO and implementing partners, during which findings and recommendations are jointly reviewed, stress-tested, and refined. The process focuses on confirming the relevance of identified challenges, prioritising areas for intervention, and ensuring their practical value for implementation. Additional consultative methods (e.g. targeted working sessions or focused discussions) may be used as needed.
- **Finalisation**: the Analysis shall be considered final upon verification by the ILO.
- **Deliverable/Means of Verification**: Approved Baseline Report/Analysis.

Applicants must demonstrate, through their project proposal (Chapter 3 of the Project Proposal Form), the capacity to co-create and finalise the entrepreneurship ecosystem analysis jointly with the ILO.

Activity 1.1.2. Development of preliminary minimum standards

Building on the consolidated entrepreneurship ecosystem analysis completed under Activity A.1.1.1, this activity develops a preliminary set of minimum standards defining the essential requirements for future self-employment support programmes. It identifies, on an evidence basis, a limited number of priority areas for improvement (typically four to six) that address the main weaknesses revealed by the analysis and form the foundation for programme enhancement under subsequent intervention components.

These standards establish an agreed framework for the baseline quality, scope, and core functional elements that effective self-employment support programmes must include. Consequently, they remain sufficiently flexible and modular to allow adaptation to different purposes, end beneficiaries, delivery modalities, and operational contexts. The standards thus define the essential, feasible core of support, while recognising the need for programme-specific adjustments to ensure inclusiveness, relevance, and proportionality.

Grant applicants must, in their project proposals, present **preliminary recommendations** outlining their initial vision of priority areas for improvement. These recommendations are assessed under the Relevance section of the evaluation matrix in the Guidelines for Project Proposal Applicants (main document) (criterion 1.3). Applicants' capacity to co-create and finalise the standards during implementation is assessed under criterion 2.2.

The development of the preliminary minimum standards shall be undertaken through a structured co-creation process involving the ILO and the implementing partners. The ILO retains the authority to verify and approve the resulting set of standards, ensuring methodological consistency, alignment with international good practice, and coherence with the baseline findings.

The process of developing the preliminary minimum standards shall, at a minimum, include:

- A structured review and synthesis of the weaknesses, gaps, and needs identified in Activity A.1.1.1.
- Identification and prioritisation of the core areas for improvement in self-employment support provision.
- Formulation of clear, actionable, and verifiable minimum standards related to those priority areas, keeping in mind institutionalisation prospects of the proposed standards.
- Consultations with relevant stakeholders to validate the feasibility and relevance of the proposed standards.
- Definition of principles for adapting (tailoring) the standards to different purposes, target groups, and operational settings.

The development process must adhere to the following minimum standards:

- **Timeframe**: a maximum duration of one month, following completion of Activity A.1.1.1.
- **Method**: analytical review, structured consultations, working groups, expert validation sessions, and other participatory methods supporting co-creation.
- **Finalisation**: the preliminary set of minimum standards shall be considered final upon verification and approval by the ILO.
- **Deliverable/Means of Verification**: Approved Preliminary Minimum Standards for Self-employment Support Programmes.

Intervention Component 1.2. Platform Design and Enhancement of Standards

The objective of Intervention Component 1.2 is to develop improved processes, methodologies, and standards that all Platform members are expected to apply when designing and delivering self-employment support programmes.

This intervention component is to be implemented through the following activities:

Activity 1.2.1. Design of self-employment support programmes improvements

Activity 1.2.1 builds on the findings and minimum standards developed under Intervention Component 1.1. Its objective is to design concrete improvements for each priority area identified under Activity 1.1.2 (typically four to six). These improvements address the main weaknesses in the existing self-employment support system and form the substantive basis for developing Platform-wide standards, guidelines, and monitoring frameworks.

For each priority area, the activity develops a coherent and technically sound improvement package that specifies what should be strengthened, how the improvements should function, and their intended effects on self-employment outcomes. These packages provide the core inputs for the subsequent development of standardised processes and quality requirements under Activity 1.2.2.

The design process integrates tailoring principles to ensure that the proposed improvements can be adapted to different programme purposes, groups of end beneficiaries, sectors, and delivery modalities, while remaining aligned with the minimum standards established under Intervention Component 1.1.

This activity is implemented through a structured co-creation process involving the ILO and implementing partners. The ILO retains authority to review and approve the improvement packages, which are service-focused and intended to deliver tangible improvements.

The design of improvement packages shall, at a minimum, include:

- Detailed elaboration of improvement concepts for each priority area identified under Activity A.1.1.2.
- Definition of the intended outcomes and rationale for each improvement, based on weaknesses and gaps identified in the baseline Analysis.
- High-level design of functional elements (e.g., what a strengthened process or intervention should achieve, without yet defining procedural standards).
- Formulation of design principles that ensure flexibility and the ability to tailor improvements to different groups of end beneficiaries and programme purposes.
- Preliminary mapping of how each improvement area contributes to strengthening the overall self-employment support pathway.
- Expert-level consultations focused on refining the conceptual design of improvements (not full validation, which occurs under Activity 1.2.4).

The design process must adhere to the following requirements:

- **Timeframe**: a maximum duration of one month following the completion of Intervention Component 1.1.
- **Method**: expert working sessions, analytical design processes, thematic consultations with implementing partners, and co-creation workshops.

- **Finalisation**: the improvement packages are considered final upon verification and approval by the ILO.
- **Deliverables/Means of Verification**: at least 4 Improvement Packages (one per priority area).

Activity 1.2.2. Development of an integrated Programme Standards Manual

Activity 1.2.2 translates the improvement packages developed under Activity 1.2.1 into a coherent and integrated Programme Standards Manual. While Activity 1.2.1 designs the conceptual improvements across priority areas, this activity operationalises them by defining the standardised guidelines, processes, and quality requirements that all Jobs of the Future Platform members must apply when designing and implementing self-employment support programmes.

The Programme Standards Manual provides a unified, practical, and evidence-based framework establishing minimum service quality, procedural consistency, and functional alignment across all future interventions. It also defines the principles and parameters for tailoring programme components to different target groups and contexts, ensuring that all adaptations remain consistent with the Platform's minimum standards and quality framework.

The ILO shall lead a structured co-creation process with the implementing partners to develop the Manual. The ILO retains the final authority to verify and approve the Manual, ensuring its compliance with international good practice and its alignment with the minimum standards defined under Intervention Component 1.1 and the improvement packages produced under Activity 1.2.1.

The development of the Programme Standards Manual shall include, at a minimum:

- Systematic conversion of each improvement package into standardised process flows, operational protocols, and quality assurance specifications.
- Formal definition of the core service processes constituting the minimum support continuum across the self-employment pathway, including entry, eligibility and needs assessment, advisory services, skills development, business development services, financial support mechanisms, and post-start-up follow-up.
- Formulation of eligibility of service providers, including mandatory competencies, functional roles, and accountability structures required for high-quality delivery.
- Definition of minimum service intensity thresholds, delivery modalities, and performance benchmarks as integral components of the minimum standards.
- Development of operational protocols, templates, tools, and workflow guidance to ensure consistent and replicable programme implementation.
- Specification of tailoring principles, ensuring that programmes can be adapted to different groups of end beneficiaries and structural contexts while maintaining full compliance with the core minimum standards.
- Integration of all elements into a single, structured Programme Standards Manual suitable for operational use by Platform members.

The Programme Standards Manual development must adhere to the following requirements:

- **Timeframe**: a maximum duration of one month following the completion of Activity 1.2.1.
- **Methodology**: technical drafting sessions, co-creation workshops, expert review processes, and structured consultations with implementing partners.

- **Finalisation**: the Programme Standards Manual shall be considered final upon verification and approval by the ILO.
- **Deliverable/Means of Verification**: Approved Programme Standards Manual.

Activity 1.2.3. Definition of common KPIs and the overarching MEL architecture

Activity 1.2.3 establishes a unified monitoring, evaluation, and learning (MEL) architecture and a set of common key performance indicators (KPIs) for all self-employment support programmes implemented under the Jobs of the Future Platform. It ensures that performance, efficiency, outreach, and outcomes are measured consistently, remain comparable across interventions, and generate evidence to support continuous improvement and informed decision-making.

While the Programme Standards Manual developed under Activity 1.2.2 defines the operational and quality requirements for delivery, Activity 1.2.3 establishes the measurement framework needed to monitor compliance with those standards, assess programme effectiveness, and generate comparable data across end beneficiary groups, geographic areas, and implementing partners.

The ILO guides and reviews the design of the common KPIs and MEL architecture through a structured co-creation process with implementing partners. The ILO retains authority to verify and approve the final KPIs and MEL framework, ensuring alignment with international good practice and coherence with the standards under Intervention Component 1.1 and the Programme Standards Manual.

The development of the common KPIs and MEL architecture shall include, at a minimum:

- Definition of a core set of KPIs that all Platform members must use, covering inputs, outputs, outcomes, and, where feasible, impact-level dimensions of self-employment support.
- Formulation of indicator definitions, including precise descriptions, calculation formulas, disaggregation requirements, and application guidelines that enable consistent measurement across programmes.
- Design of an overarching MEL architecture, outlining roles, responsibilities, data flows, reporting cycles, verification steps, and quality assurance mechanisms.
- Specification of minimum data collection requirements, including standardised tools, methods, and templates necessary to generate reliable and comparable data.
- Integration of mechanisms for adaptive learning, ensuring that MEL processes support real-time adjustments, evidence-informed programme improvements, and cumulative learning across the Platform.
- Alignment of KPIs with the Programme Standards Manual, ensuring direct complementarity between service delivery standards and performance measurement.
- Preparation of a consolidated MEL and KPI Framework, suitable for operational use by all Platform members.

The KPI and MEL architecture development process must adhere to the following requirements:

- **Timeframe**: a maximum duration of one month following the completion of A.1.2.2.
- **Method**: technical working sessions, indicator development workshops, MEL system design sessions, and structured co-creation consultations with implementing partners.
- **Finalisation**: the common KPIs and MEL architecture shall be considered final upon verification and approval by the ILO.

- **Deliverables/Means of Verification**:
  - Approved Common KPIs
  - Approved MEL Architecture for Self-employment Support Programmes

Activity 1.2.4. Validation and consultations

Activity 1.2.4 aims to validate the full set of products developed under Intervention Component 1.2, including the improvement packages (Activity 1.2.1), the Programme Standards Manual (Activity 1.2.2), and the common KPIs and MEL architecture (Activity 1.2.3), through a structured and participatory consultation process involving current and prospective members of the Jobs of the Future Platform.

The objective of this activity is to ensure that all core elements of the improved self-employment support model are feasible, contextually appropriate, aligned with institutional capacities, and fully supported by relevant stakeholders prior to operationalisation. The validation process also strengthens ownership among key actors and enhances the likelihood of consistent application of Platform-wide standards in different contexts.

The ILO shall lead the validation process and retain final authority to approve the validated version of the improved model and standards, ensuring coherence with international good practices and alignment with the Platform's strategic objectives.

The validation process shall include, at a minimum:

- Organisation of structured consultation sessions with Platform members, including public institutions, self-employment support organisations, business service providers, private-sector actors, and other relevant stakeholders.
- Presentation and structured review of all products developed under Intervention Component 1.2: (Improvement packages (Activity 1.2.1), Programme Standards Manual (Activity 1.2.2), Common KPIs and MEL architecture (Activity 1.2.3).
- Collection of feedback, including comments, suggestions, and implementation considerations raised by Platform members.
- Technical assessment and incorporation of relevant feedback, ensuring that all modifications remain consistent with the minimum standards and methodological requirements established under Intervention Components 1.1 and 1.2.
- Preparation of a revised, validated version of the improved model, incorporating agreed refinements.
- Documentation of the validation process, to be used as a reference for future governance and quality assurance purposes.

The validation process must adhere to the following requirements:

- **Timeframe**: a maximum duration of one month following the completion of A.1.2.3.
- **Method**: validation workshops, structured consultation sessions, expert review meetings, and written feedback rounds.
- **Finalisation**: the improved model and standards shall be considered final once the validation process is completed and the revised materials are formally verified and approved by the ILO.
- **Deliverables/Means of Verification**:
  - Validation Report
  - Final Version of the Improved Self-employment Support Model and Standards.

Intervention Component 1.3. Capacity Building of the Platform

The objective of the Intervention Component 1.3. (Capacity Building of the Platform) is to strengthen the technical and operational capacities of organisations participating in the Platform, enabling them to design, deliver, and monitor self-employment support programmes in line with the improved model and minimum standards.

This intervention component is to be implemented through the following activities:

Activity 1.3.1. Development of resource packages for delivery of support programmes

The development of practical toolkits, templates, standard operating procedures (SOPs), and resource packages, supports the consistent application of the improved model across all participating organisations. While previous activities focus on development of the service delivery improvements, this activity ensures that practitioners implementing upcoming capacity building activities (especially A.1.3.2. and A.3.1.2.) have access to standardised operational instruments necessary for the coherent and efficient application of the Platform's methodologies. These tools will serve as mandatory or recommended instruments (as defined in the Programme Standards Manual) for programme design, delivery, follow-up, data collection, reporting, and quality assurance.

The implementing partners shall lead the development of these practical resources, with the ILO participating in co-creation, providing technical oversight, and retaining final approval authority to ensure alignment with the Platform standards, the Programme Standards Manual, and the MEL architecture defined under Activity 1.2.3.

The development of practical implementation tools shall include, at a minimum:

- Development of standardised templates and forms, such as participant entry forms, assessment tools, progress-tracking sheets, training plans, and advisory session records.
- Drafting of standard operating procedures (SOPs) for the key processes defined in the Programme Standards Manual, including outreach, screening, assessment, advisory support, training delivery, mentoring, coaching, and post-start-up follow-up.
- Preparation of practitioner toolkits, including guidance notes, step-by-step instructions, checklists, and examples to support the operationalisation of the improved model.
- Development of data-collection tools and reporting templates, aligned with the common KPIs and MEL architecture defined under Activity 1.2.3.
- Creation of resource packages, such as case examples, facilitation guides, digital tools, and reference materials to support practitioners in applying the Platform standards in diverse contexts.
- Integration of all materials into a coherent, accessible resource suite, formatted for ease of use by trainers, mentors, coaches, programme managers, and other relevant staff.

The resources development process must adhere to the following requirements:

- **Timeframe**: to be completed within a period aligned with the capacity-building schedule and ahead of the validation process foreseen under Activity 1.3.4.
- **Method**: co-creation workshops, expert drafting sessions, iterative refinement based on practitioner feedback, and alignment reviews with the ILO.
- **Finalisation**: practical tools and resources shall be considered final upon verification and approval by the ILO.

Deliverable/Means of Verification: Practical implementation toolkits, templates, SOPs, and resource packages.

Activity 1.3.2. Piloting of training on programme design, delivery methodologies, green and digital competencies, and MEL implementation

Activity 1.3.2 aims to build the foundational technical and methodological capacity required for organisations participating in the Platform to deliver trainings and other support programs designed under Intervention Component 1.2. This activity represents the core capacity-building step that enables participating institutions to confirm in the practice the validity of the structural logic, quality requirements, delivery processes, and monitoring mechanisms for developed support services.

The purpose of this activity is to (i) demonstrate and test the delivery of individual training programs in practice, and (ii) ensure that participants acquire the skills necessary to practically transfer the ability for the application of the Programme Standards Manual, integrate the common KPIs and MEL architecture into programme design, and tailor programme components to specific target groups and operational contexts. Delivery of these pilot trainings will serve as a completion of the training of trainers' process, securing that emerging trainers are able to deliver said training to the external audiences within the activity A.3.1.2. and beyond.

The training is to be based on practical, application-oriented exercises, such as scenario simulations, case examples, and structured design tasks that demonstrate how the improved model is operationalised in practice. It is to be delivered through a structured learning process led by the implementing partners, with the ILO participating in co-creation, providing technical oversight, and ensuring methodological consistency. The ILO retains final authority to review and approve the training content, delivery methodology, and certification of participants, ensuring full alignment with the quality and methodological requirements defined under Component 1.2.

The training under Activity 1.3.2 shall tentatively include:

- Programme design training, covering needs assessment, target-group segmentation, intervention logic, and alignment with the minimum standards and improvement packages.
- Training on delivery methodologies, including approaches for advisory support, skills upgrading, business planning facilitation, and tailored service provision.
- Green and digital competencies, ensuring that programme design and delivery incorporate relevant thematic requirements and enable participants to support self-employment in green and digital sectors.
- MEL implementation competencies, including the use of common KPIs, data-collection requirements, reporting protocols, and mechanisms for adaptive learning.
- Certification of participants, confirming that they have achieved the required competencies to deliver trainings in line with Platform standards.

The capacity building process must adhere to the following requirements:

- **Timeframe**: to be completed within a period aligned with the overall sequencing of Component 1.3, and in parallel with the specialised training of trainers, mentors, and coaches (Activity 1.3.2).
- **Methodology**: blended learning formats, workshops, expert-facilitated training sessions, and competency-based assessments.
- **Finalisation**: training is considered completed when participants fulfil the certification criteria validated by the ILO.
- **Deliverables/Means of Verification**: Trained and certified pool of practitioners.

Activity 1.3.3. Delivery of targeted capacity-building modules

The aim of the activity 1.3.3. is to build training, coaching and mentoring capacity of the experts appointed by Platform members, for the delivery of support services. It relies on the internationally recognized methodologies and certifications, such as SIYB, Get Ahead and alike. This activity ensures that trainers, mentors, coaches, programme managers, and other relevant staff possess the specialised skills required to apply the improved model and minimum standards in day-to-day programme implementation.

The implementing partners and the ILO shall lead the organisation and delivery of these specialised capacity-building modules, with the ILO providing oversight, and final approval of the training content, delivery methodology, and certification of participants.

The following list represents an indicative example of the types of specialised training activities expected to be included, subject to refinement during implementation:

- specialised training for trainers, focusing on adult-learning principles, facilitation techniques, session design, and application of the improved programme methodologies.
- specialised training for mentors and coaches, emphasising advisory competences, structured guidance approaches, and alignment with Platform standards.
- operational programme management and other trainings covering programme oversight, workflow implementation, quality assurance, and alignment with the Programme Standards Manual.

This activity is expected to result with the creation of a trained and certified pool of practitioners capable of delivering Platform-aligned self-employment support services. Tentative workload, to be further refined and negotiated with the ILO upon the start of the project implementation is to include three 10-days trainings.

Applicants are required, through the structure of their partnerships, to ensure an adequate geographic distribution of practitioner capacities (candidates for trainers, mentors, coaches, programme managers, and other relevant staff) across the focus area of the project implementation. This distribution is essential to guarantee equitable access to high-quality self-employment support services within the Platform and will therefore be assessed under evaluation criteria 2.2. and 5.3 (as per Evaluation Matrix, chapter 8.1. of the Guidelines for Project Proposal Applicants).

Applicants must also demonstrate, within their project proposals, the adequacy and readiness of the trainer, mentor, and coach candidates they propose for participation in the capacity-building process. Detailed references for all proposed candidates must be included in the application form. The quality and suitability of these candidates will be assessed under evaluation criterion 5.3 of the evaluation matrix. The final acceptance of individual candidates will be subject of the analysis of relevant master trainers.

The capacity building process must adhere to the following requirements:

- **Timeframe**: This activity is to be initiated early in the project (as early as the first month of the implementation) in order to secure availability of the trainers' pool for the delivery of trainings under all LOTs of this Call. The early start will be enabled by the ILO decision-making in selection of methodologies and setup of training of trainers' sessions.
- **Method**: interactive workshops, supervised practice, peer feedback, coaching simulations, and competency-based assessments.

- **Finalisation**: training is considered completed when participants fulfil the certification criteria set or validated by the ILO.
- **Deliverables/Means of Verification**: Trained and certified pool of practitioners.

Activity 1.3.4. Facilitation of peer-to-peer learning, shadowing, and on-the-job support

Activity 1.3.4 aims to ensure the effective translation of training, tools, and methodological guidance into day-to-day implementation practices across all participating organisations. While Activities 1.3.1, 1.3.2, and 1.3.3 focus on building foundational and specialised competencies and developing standardised resources, this activity provides the practical, experiential learning environment necessary for practitioners to apply the improved model with confidence, accuracy, and consistency.

The purpose of this activity is to facilitate structured peer-to-peer learning, shadowing, supervision, and on-the-job support mechanisms that reinforce the adoption of new methodologies introduced through the Platform. Through these mechanisms, practitioners will be able to observe model practices, exchange knowledge, receive feedback, and resolve implementation challenges in real time. This activity strengthens the operational coherence of the Platform and enhances the overall quality of self-employment support services delivered across both territorial focus areas.

The implementing partners shall lead the organisation of peer learning structures and on-the-job support arrangements, while the ILO participates in co-creation, provides technical oversight, and retains final approval authority to ensure alignment with the Platform's standards and methodological framework.

Applicants are expected, within their project proposals, to provide a preliminary design of the peer-to-peer learning, shadowing, and on-the-job support arrangements they intend to establish. The proposed approach must be grounded in their analysis of practitioner needs and operational capacities and will be assessed under the Relevance section of the evaluation matrix (evaluation criterion 1.3).

In line with the above, the facilitation of experiential learning under this activity is expected to include, as an indicative set of examples, the following types of interventions:

- Peer-to-peer learning sessions, enabling practitioners from different organisations to exchange experiences, discuss implementation challenges, and collectively identify solutions.
- Shadowing and observational learning, allowing trainers, mentors, coaches, and programme managers to observe the work of more experienced practitioners and learn through direct exposure to real-life delivery settings.
- Supervised practice, during which practitioners receive structured feedback from senior experts or certified practitioners to improve the quality and consistency of their work.
- On-the-job technical support, including problem-solving assistance, targeted guidance during programme delivery, and real-time troubleshooting of methodological or operational challenges.
- Establishment of Communities of Practice (CoPs) or similar mechanisms to maintain continuous knowledge exchange, shared learning, and cross-institutional collaboration throughout the implementation period.
- Documentation and feedback loops, ensuring that recurrent issues, good practices, and innovative solutions identified through experiential learning feed back into programme refinement and continuous improvement.

The experiential learning facilitation process must adhere to the following requirements:

- **Timeframe**: to be implemented continuously throughout the capacity-building phase and aligned with the delivery of programme activities under subsequent Components.
- **Method**: structured peer learning formats, supervised practice, mentoring and coaching exchanges, facilitated group reflection, observational learning, and problem-solving sessions.
- **Finalisation**: the activity is considered complete when participating practitioners have demonstrably applied newly acquired skills in practice, as confirmed through supervision reports, peer-learning logs, and ILO-approved documentation.
- **Deliverables/Means of Verification**: Documentation of peer-learning processes, supervision reports, shadowing records, and on-the-job support logs…

3.2. Intervention Package 2: Application of the Platform for self-employment of end beneficiaries (piloting of the Platform)

Intervention Component 2.1. Pilot Implementation of the Improved Service Provision Model

The objective of Intervention Component 2.1 (*Pilot implementation of the improved service provision model*) is to test the improved programme model and standards in real-life conditions and refine them based on practical insights. In this process, implementing partners are obliged to secure self-employment of at least 30 end beneficiaries.

This intervention component is to be implemented through following activities:

Activity 2.1.1. Implementation of the improved self-employment support model

Activity 2.1.1 represents the core of Intervention Component 2.1 and aims to operationalise, in real conditions, the improved service provision model developed under Intervention Package 1. This activity consists of a structured sequence of service delivery steps described in the following text.

The pilot implementation is intended to test the improved model under practical conditions across different institutional, geographical, and socio-economic contexts. The implementing partners shall lead the pilot implementation, with the ILO providing technical oversight and ensuring methodological consistency.

The pilot shall include the following sub-activities:

Sub-activity 2.1.1.a. Outreach

The rationale for outreach activities is to contact and engage beneficiaries who are outside the labour force, unemployed but not registered with Public Employment Services, or discouraged due to prolonged unemployment, as well as those in informal employment or underemployment who are reluctant or disengaged from moving towards decent employment because they[1]: (i) lack relevant information; (ii) do not trust public authorities; or (iii) believe that no one can genuinely help them with the challenges they face. In this context, outreach can be understood as the act of informing potential beneficiaries on opportunities with the aim of influencing their labour market behaviour. Outreach is not passive information provision or a general awareness-raising campaign; rather, it is an instrument for engaging the current or potential labour force in active labour market participation and job search.

[1] For definitions of unemployed persons, persons outside the labour force and alike please see Glossary at the end of this document.

The purpose of the outreach step is to:

- Inform beneficiaries about available support and programme eligibility,
- Motivate them to engage with the entrepreneurship ecosystem and the labour market,
- Raise awareness of the benefits of employment and self-employment, and
- Encourage them to register with the Public Employment Services (where applicable and required for participation).

Outreach shall be implemented through structured awareness-raising campaigns followed by group and/or individual information sessions.

The outreach and awareness-raising campaign must comply with the following minimum standards:

1. **Duration**: A high intensity campaign, aimed to secure expected number of beneficiaries for the piloting of the Platform, shall last for a minimum of one month and can be repeated periodically in line with the dynamics of Platform piloting (additional groups of beneficiaries). However, the communication with the public, aimed to promote results, advocate for improved policies, and improve the perception of the entrepreneurship in the general public is expected to be implemented continuously.

2. **Required outreach modalities**. The campaign must include at least three of the following modalities:

- Leaflets (digital and/or printed versions)
- Infographics and/or videographics
- Informative and motivational videos (e.g., featuring individuals who have undertaken the same journey and developed sustainable businesses, etc.)
- Tailor-made outreach events and field visits (e.g., meetups and info sessions hosted in co-working spaces and tech hubs for software developers and digital designers; pop-up sessions at architecture studios and engineering firms focusing on green building solutions; field visits to renewable energy installations and green startups for engineers and environmental specialists; ideation workshops embedded in hackathons, makerspaces, and innovation labs where digitally skilled professionals already gather)
- Social media posts and/or Q&A formats
- TV or radio spots
- Appearances in TV, radio shows, podcasts or other digital media.

3. **Communication channels**. The campaign must use at least one (preferably several) of the following communication channels:

- Digital channels and social media (Facebook, Instagram, Reddit, Discord, Twitch, YouTube, etc.), web landing page, messaging applications (Viber, WhatsApp)
- Traditional media (TV, radio) and online news portals
- Group or individual information sessions organised in public employment service offices, employers' organisations, education institutions, professional associations, and alike
- Group or individual sessions organised as part of community and cultural events, social activities, sports events, gaming events, and other types of gatherings that can help reach specific beneficiary groups

In addition to the formats and channels listed above, the use of diverse and innovative approaches is encouraged. However, their application must be well justified and clearly

explained, outlining the rationale and the expected impact of the proposed formats or channels.

Implementing Partners may deliver outreach using internal capacities or external providers (through contracted services). If Implementing Partners intend to outsource these services fully or partially to external providers, they should submit letters of intent with the providers, including, where applicable, the provider's mission statement and strategy, as well as the curriculum vitae of individual experts.

Implementing Partners are required to demonstrate their capacity to organise and deliver outreach and awareness-raising campaigns, focusing on existing capabilities, prior and ongoing experience in engaging the selected target groups, and the strategies that will be employed to attract potential beneficiaries into the self-employment support pathway. This should include an explanation of how specific tools, channels, approaches, and partnerships will contribute to achieving the desired outcomes.

Monitoring: The performance of Implementing Partners in implementing outreach campaign will be assessed using the following mandatory indicators:

- Total number of unique persons belonging to target groups reached and informed about the support available to them through outreach activities, as documented by verifiable evidence of participation, disaggregated by target group, sex, age, and registration status with the public employment service (registered / not registered).
- Total number of persons belonging to target groups registered as unemployed with the Public Employment Service as a result of outreach activities implemented under the project, disaggregated by target group, sex, and age.

Implementing Partners must specify in their application means of verification for the list of mandatory indicators above. For the second indicator, the records of the Public Employment Service will be the sole means of verification. In addition to mandatory indicators, implementing partners can include additional indicators providing information on specific issues relevant for targeted populations.

Note: The above are core indicators against which performance and impact of Implementing Partners will be assessed. These are the *activity specific indicators* used to assess the results and outcomes of individual services and programmes implemented within the intervention specification; applicants are not expected to propose targets for the activity level indicators in their project proposals, except for the key indicators with minimum target values specified in the Guidelines for Project Proposal Applicants (Section 1.3.2). In addition, the ILO project team will monitor numerous indicators across the Intervention Specification using entries in PAMET. This will enable the team to steer support, provide guidance, identify risks, implement corrective or risk mitigation measures where necessary, and further analyse progress, performance, and the overall impact of interventions.

Sub-activity 2.1.1.b. Registration with Public Employment Service

This step is carried only for beneficiaries eligible for participation but not registered in the public employment services. It is a part of the mandate and regular work of Public Employment Services, in accordance with relevant legislation and rulebooks. Therefore, specific minimum standards or requirements for this activity is not prescribed in this document.

Sub-activity 2.1.1.c. Profiling and basic counselling services

This step is carried only for beneficiaries newly registered in the public employment services within the sub-activity 2.1.1.b. It is to be implemented as part of the mandate and regular work of Public Employment Services, in accordance with relevant legislation and rulebooks. Therefore, specific minimum standards or requirements for this sub-activity are not prescribed in this document. This sub-activity may, to some extent, be integrated with sub-activity 2.1.1.d. as further elaborated within this sub-activity description. The final decision is left to the internal assessment and agreement of the Implementing Partners.

Sub-activity 2.1.1.d. Basic career guidance services

Basic career guidance services shall be provided to beneficiaries engaged through outreach activities who have registered with the Public Employment Services, as this is a prerequisite for accessing the services and programmes set out in this intervention specification. These services shall be delivered to at least the minimum number of beneficiaries specified in Section 1.3.2 of the Guidelines for Project Proposal Applicants. If Implementing Partners have sufficient capacity to provide basic career guidance to additional beneficiaries, they may do so, which is recommended as a strategy to mitigate potential dropouts.

The purpose of this service is to gain a deeper understanding of the beneficiary's profile and the specific barriers they face (advanced profiling), thereby complementing the profiling insights obtained by the Public Employment Services, and to tailor the support package delivered in order to support the beneficiaries' transition to successful and sustainable self-employment. Accordingly, the outcome of the basic career guidance service shall be an Individual Support Plan, agreed upon by the beneficiary and the career guidance counsellor of the Grant Implementer, setting out the type, sequence, and timeline of services and programmes to be provided. This plan shall form an integral part of the Basic Career Guidance Services and must be developed by career guidance counsellors who meet the expert profile described below.

Both advanced profiling and the Individual Support Plan must be developed using the digital platform Pathway Monitoring and Evaluation Tool (PAMET), which will be provided by the ILO project. Career guidance counsellors will receive training from the ILO project team on its use. The Implementing Partner may agree that staff from the partner Public Employment Service enter part of the profile-related information directly into PAMET, provided the PES has the capacity to do so, thereby improving process efficiency. However, this is not mandatory, as career guidance counsellors may collect and enter the relevant data themselves. The Implementing Partner may use other profiling and planning tools as supplementary to PAMET (e.g., standardised psychological tests), but these cannot replace the use of PAMET.

Upon completion of basic career guidance, beneficiaries may be included into the provision of the self-employment support services package, or, alternatively, they may be referred back to the regular support provided by Public Employment Services. This should occur if the beneficiary is assessed as not sufficiently committed and/or lacking the basic requirements for self-employment or it is determined that adequate support cannot be provided within the self-employment support service package.

Basic career guidance services shall consist of a minimum of two sessions, totalling at least 75 minutes per beneficiary, as follows:

- First session (approximately 45 minutes): This session aims to establish rapport, verify the beneficiary's personal details, review profiling results, and discuss their career background and self-employment aspirations. It is recommended that some beneficiary data be collected in advance, for example through digital tools, to maximise

the effectiveness of the session by enabling reflection on inputs and meaningful conversation.

- Second session (approximately 30 minutes): Beneficiaries will receive information on available services and programmes, along with counselling and guidance on the sequence most suited to their needs and labour market requirements. This session should produce a draft Individual Support Plan in PAMET, which will be essential for referring beneficiaries to appropriate programmes.

In addition to these two sessions, further ad hoc or structured sessions may be provided where it is subsequently determined that the plan requires adaptation. Any changes must be recorded in PAMET.

Basic career guidance services shall adhere to the following minimum standards:

- **Duration**: These services shall be delivered in a minimum of two sessions, totalling at least 75 minutes per beneficiary, over a period ranging from one to two months. This timeframe may overlap with sub-activities 2.1.1.a, 2.1.1.b, and 2.1.1.c.
- **Minimum content of career guidance services**:
    - Self-employment Market and Ecosystem Information: Details on relevant demand and supply in the focus industry, contextual and regulatory prerequisites for engagement in the self-employment, and the characteristics and qualifications sought by clients for specific self-employment attempt.
    - Needs Assessment: Evaluation of individual attributes, competencies, preferences, psychological situation, informal and non-formal learning, and self-employment motivation.
    - Mapping of Service Lines: Description of available service lines, their purpose, expected outcomes for beneficiaries, time requirements, and the financial and non-financial support provided throughout the process.
- **Content of Profiling and Individual Support Plan**: As determined by PAMET.
- **Relevance of the Individual Support Plan**: The plan shall reflect the beneficiary's profile, his/her self-employment support needs (as identified through the needs assessment and service line mapping), and the market requirements.
- **Profile of career guidance counsellors**: Professionals assigned to basic guidance services should have a professional background in applied psychology, and/or career guidance/coaching, and/or human resource management, and/or work- or career-related psychotherapy.

Implementing Partners may deliver basic career guidance using internal capacities or external providers (through contracted services). If Implementing Partners intend to outsource these services fully or partially to external providers, they should submit letters of intent with the providers, including, where applicable, the provider's mission statement and strategy, as well as the curriculum vitae of individual experts.

Monitoring: The performance of Implementing Partners in delivering basic career guidance services will be assessed using the following set of mandatory indicators:

- Total number of beneficiaries who received two sessions of basic career guidance, disaggregated by beneficiary group, sex, and age.
- Total number of beneficiaries for whom an Individual Support Plan has been developed, disaggregated by beneficiary group, sex, and age.

Implementing Partners must specify in their application the means of verification for the list of mandatory indicators above.

Note: The above are core indicators against which performance and impact of Implementing Partners will be assessed. These are the activity specific indicators used to assess the results and outcomes of individual services and programmes implemented within the intervention specification; applicants are not expected to propose targets for the activity level indicators in their project proposals, except for the key indicators with minimum target values specified in the Guidelines for Project Proposal Applicants (Section 1.3.2). In addition, the ILO project team will monitor numerous indicators across the Intervention Specification using entries in PAMET. This will enable the team to steer support, provide guidance, identify risks, implement corrective or risk mitigation measures where necessary, and further analyse progress, performance, and the overall impact of interventions.

Sub-activity 2.1.1.e. Self-employment support

Self-employment support shall be provided by Implementing Partners to beneficiaries who, during basic career guidance sessions, (i) have demonstrated an aspiration for entrepreneurship; (ii) possess the vocational and entrepreneurial skills required to manage a business; (iii) are aware of the challenges associated with starting their own business. Prior work experience is appreciated.

The self-employment support programme shall include: (i) business advisory and counselling services; (ii) training for the development of a viable business plan; (iii) a non-refundable business grant of at least USD 3,000, with an advisable range of USD 6,000-9,000; and (iv) three follow-up coaching sessions.

This section sets out the minimum standards for self-employment support. Presented services are not be considered as exhaustive list: they are to be be built upon and improved within the Intervention Package 1 (Development of the Jobs of the Future Platform), by inclusion of new, improvement and/or expansion of existing and through modification of outdated elements (especially relevant in the context of ever changing standards for digital transformation and environmental sustainability of businesses).

While awaiting the described improvement of standards, current obligatory minimal standards include the following: support delivery is to be based on ILO or ILO approved methodologies, specifically the Start and Improve Your Business (SIYB) training methodology and GET Ahead counselling methodology for low-skilled women. Considering available capacities and infrastructure, SIYB should be considered the foundational methodology, while GET Ahead serve as effective complementary methodology to prepare low-skilled women for entrepreneurship, should the Implementing Partner choose this beneficiary group as part of their project. The standards of these methodologies take precedence over other methodologies/standards.

If implementation of the above-mentioned methodologies is not feasible due to capacity or infrastructure constraints, alternative methodologies that comply with the minimum standards outlined below may be proposed. Such proposals will be subject to thorough analysis during the project proposal evaluation stage and require written approval of the ILO Project team.

Self-employment support shall adhere to the following minimum standards:

- **Dynamics**: The self-employment support programme shall last for a minimum of six months and include at least 136 hours of advisory, counselling, training, coaching and potentially other services.
- **Content of business advisory and coaching services:** Business advisory and coaching services shall comprise of (i) pre-registration business advisory delivered individually, aligned with SIYB, Get Ahead or other ILO-approved methodology and

designed to support business idea validation and business plan preparation (expected total duration for one group of beneficiaries is 4 days – 32 hours); and (ii) follow-up (post-registration) coaching support, consisting of four (quarterly) 2-hours sessions indicatively scheduled in the first, fourth, seventh and tenth month following business registration. These sessions aim to support beneficiaries in applying acquired knowledge in practice, maintaining strategic focus, and setting and achieving realistic business goals during the early stages of business operation.

- **Content of training courses**: The grant implementer shall ensure that beneficiaries participate in the following training activities:
  - **Pre-registration:**
    - Training module 1:
      i. Duration: 3 days/24 hours (followed by 8 hours of business advisory services, as specified in item *business advisory and coaching services*)
      ii. Focus: Establishment of the digital-friendly environment for business development, developing and validating the business idea, preparation of the marketing plan.
    - Training module 2:
      i. Duration: 3 days/24 hours (followed by 8 hours of business advisory services, as specified in item *business advisory and coaching services*)
      ii. Focus: Development of the Operational / Production / Service Provision Plan and Human Resources and Organisation Plan. This includes examination of legal and regulatory requirements especially in relation to the environmental impact of the planned business.
    - Training module 3:
      i. Duration: 3 days/24 hours (followed by 8 hours of business advisory services, as specified in item *business advisory and coaching services*)
      ii. Focus: Development of the Financial Plan.
    - Training module 4:
      i. Duration: 1 day (8 hours)
      ii. Focus: Presentation of the developed business plan (pitch)
- **Post-registration (support for beneficiaries selected for financial support only):**
    - ILO Improve Your Business (IYB) module:
      i. Duration: 3 days (24 hours) delivered using dynamics aligned with the need of beneficiaries, typically between 4th and 6th month post-registration.
      ii. Focus: to be determined from the pool of IYB topics, based on the training needs assessment determined through coaching sessions
- **Start-up grant**: The grant shall be disbursed to selected beneficiaries in two instalments: 50 per cent within 15 days of the formal registration of the business, and the remaining 50 per cent 60 days after registration, upon the approval of the report on spending of the first instalment. Awarding of the financial support (start-up grant) is conditioned with the own contribution of the beneficiary in the minimal amount of 50% of the funds requested in the form of a grant. Further, grant award is conditioned with the minimal duration of the active business development post-registration of 12 months.
- **Profile of trainers and coaches**: For certified SIYB, and GET Ahead trainers, a valid certificate combined with reasonable experience in delivering training shall be considered sufficient. For all other trainers, a minimum of three years' experience in business start-up training is required, including expertise in some or all of the following areas, depending on the specific training or coaching module/session to be delivered:

business planning; finance and accounting; business and commercial legal frameworks; marketing and sales for small enterprises.

Services listed above are the minimal service provision standard and can be expanded with additional services with adequate argumentation.

Monitoring: The performance of Implementing Partners in delivering self-employment support will be assessed using the following mandatory indicators:

- Total number of beneficiaries enrolled in and attending advisory and business counselling services, disaggregated by beneficiary group, sex, age, and educational attainment.
- Total number of beneficiaries completing the entire business start-up training programme, disaggregated by beneficiary group, sex, age, and educational attainment.
- Total number of beneficiaries receiving the business start-up grant and registering their business activity, disaggregated by beneficiary group, sex, age, and educational attainment.
- Total number of beneficiaries remaining in self-employment (i) six and (ii) twelve months after the registration, disaggregated by beneficiary group, sex, age, and educational attainment.

Implementing Partners must specify in their application the means of verification for the list of mandatory indicators above.

Note 1: project partners will be obliged to align their start-up award selection procedures with the ILO transparency and effectiveness standards. Furthermore, alignment with the ILO standards is obligatory in relation to the equipment award and transfer of ownership procedures.

Note 2: The above are core indicators against which performance and impact of Implementing Partners will be assessed. In addition, the ILO project team will monitor numerous indicators across the self-employment support intervention entries in PAMET. This will enable the team to steer support, provide guidance, identify risks, implement corrective or risk mitigation measures where necessary, and further analyse progress, performance, and the overall impact of interventions.

Activity 2.1.2. Establishment of an external institutional monitoring panel

External institutional monitoring panel is composed of representatives of institutions expressing interest to enhance their capacities in provision of the self-employment support services. They are to observe and follow the pilot implementation from an independent, system-level perspective.

Through this approach, the activity 2.1.2 aims to ensure buy-in for newly developed methods of work by institutions not included into the initial Platform members (early adopters). By observing the initial implementation from within, these institutions are to be incentivised to adopt the developed practices in their own work. Additionally, by having members of institutions as a monitoring panel, the Platform will be able to fine-tune the solutions towards the shape acceptable to other ecosystem stakeholders in BiH, as some proposed solutions, even though generally beneficial, might not be applicable in local BH contexts for variety of contextual, cultural or process reasons.

Applicants are expected, to provide within their project proposals an approach for targeted promotion of the participation opportunity for institutional representatives as well as a transparent selection procedure for diverse and manageable monitoring panel.

The experiential learning facilitation process must adhere to the following requirements:

- **Timeframe**: to be implemented prior to the initiation of the Activity 2.1.1. (pilot implementation of the improved model of self-employment support service program).
- **Method**: public call for participation, targeted letters and/or presentations of the intervention to institutions (potential monitoring panel members).
- **Finalisation**: the activity is considered complete when participating monitoring panel members, representing at least 5 different institutions relevant for the implementation of the self-employment support programs, have formally accepted the membership and panel is thereby established.
- **Deliverables/Means of Verification**: Memoranda of understanding with participating institutions including accepted scope of work of the monitoring panel and its members.

Activity 2.1.3. Monitoring and documentation of the implementation process

The monitoring and documentation of the implementation process is to be achieved using the MEL architecture defined under Component 1.2. and operationalised under Component 1.3., with active participation of the external institutional monitoring panel to strengthen transparency, learning, and system-level alignment.

The activity is designed to generate continuous evidence on implementation quality, beneficiary pathways, operational bottlenecks, and contextual factors influencing outcomes, while enabling timely corrective actions and informed refinement of the model.

This activity serves a dual purpose:

i. To support adaptive management of the pilot implementation through real-time feedback loops; and
ii. To generate structured learning and documentation that will inform future scale-up, institutionalisation, and policy alignment of the improved service provision model.

Monitoring and documentation shall be implemented throughout the entire duration of the pilot and shall cover all key stages of the project intervention, including outreach, profiling, career guidance, self-employment support, and follow-up. Data collection, analysis, and reporting shall rely primarily on the digital tools and indicators embedded within the MEL architecture, including systematic use of PAMET for beneficiary-level tracking.

A core feature of this activity is the active participation of the external institutional monitoring panel established under Activity 2.1.2. Members of the panel shall be engaged as structured observers of the implementation process, contributing an independent, system-level perspective on relevance, feasibility, coherence with existing institutional mandates, and alignment with national and local contexts. Their engagement is expected to strengthen transparency, enhance mutual learning between Platform members and non-member institutions, and increase the likelihood of broader adoption of the improved model.

The monitoring process must adhere to the following requirements:

- **Timeframe**: to be implemented in the same period (concurrently) to the activity 2.1.1. with the final monitoring report completed in 1 month upon the completion of the activity 2.1.1.

- **Method**: Monitoring and documentation shall be implemented by the Implementing Partners, in line with the MEL architecture defined under Component 1.2 and operationalised under Component 1.3, combining quantitative and qualitative methods and covering all stages of the self-employment intervention. The ILO project team shall participate by providing methodological guidance, quality assurance, and technical support, and by facilitating learning and alignment across implementing contexts. The methodology shall include, at a minimum:
  - Continuous collection, entry, and analysis of implementation data by Implementing Partners through PAMET and other MEL tools, covering beneficiary pathways, service delivery milestones, and performance indicators across the self-employment intervention
  - Regular structured monitoring meetings organised on a monthly basis by Implementing Partners, with tentative participation of the ILO project team, focusing on review of implementation progress, identification of operational risks and bottlenecks, and agreement on corrective or adaptive measures
  - Milestone-based monitoring meetings, organised by Implementing Partners upon completion of key implementation milestones in line with sub-activities under Activity 2.1.1 (including outreach, basic career guidance, enrolment into self-employment support, completion of training modules, grant disbursement, and follow-up coaching). These meetings shall simultaneously serve as structured observation moments for the external institutional monitoring panel, enabling its members to follow implementation from within, assess feasibility, institutional coherence, and system-level alignment, and provide structured feedback
  - Final validation and learning event, organised by the Implementing Partners with participation of the ILO project team and the external institutional monitoring panel. The event shall be designed as a facilitated workshop or roundtable and shall aim to jointly review and validate implementation results, key findings, and lessons learned from the pilot of the self-employment intervention. Implementing Partners shall prepare and present consolidated implementation materials for this event, including analytical summaries and statistical outputs generated through the MEL system (PAMET), as well as qualitative evidence from monitoring activities. The conclusions and agreed recommendations formulated during this event shall constitute the substantive basis for the final monitoring and implementation report of Activity 2.1.1.
- **Finalisation**: The activity is considered complete when monitoring data have been consolidated, learning and reflection processes finalised, and a structured monitoring and learning report has been produced and validated by the ILO project team, incorporating inputs from Implementing Partners and the external institutional monitoring panel.
- **Deliverables/Means of Verification**: consolidated monitoring and learning report documenting implementation progress, key findings, lessons learned, and actionable recommendations for refinement and scale-up of the improved service provision model

Activity 2.1.4. Final refinement, validation, and public presentation of the Platform

This activity represents the final consolidation phase of the pilot implementation of the Platform and aims to translate the evidence, findings, and lessons generated under Activity 2.1.3 into a refined, validated, and publicly positioned service provision model and standards. It marks the transition from pilot testing to a system-ready solution designed for broader institutional uptake and future scale-up.

The activity is designed to achieve three interrelated objectives:

i. To finalise and technically refine the improved service provision model and standards based on validated evidence from the pilot implementation
ii. ii. To formally validate the refined model through a structured, multi-stakeholder review process, and
iii. To present the final model and standards to a wider institutional and professional audience, thereby strengthening visibility, credibility, and readiness for adoption beyond the pilot context.

The activity shall build directly on the consolidated monitoring and learning outputs produced under Activity 2.1.3, including the final monitoring and learning report and the conclusions of the final validation and learning event. Particular attention shall be given to the practicality, usability, and institutional feasibility of the refined model across different beneficiary groups and geographical contexts.

The refinement, validation, and dissemination process must adhere to the following requirements:

- **Timeframe**: To be implemented immediately following the completion of Activity 2.1.3, with all activities completed within a maximum period of two months
- **Method**: The activity shall be implemented by the Implementing Partners, with the ILO project team providing methodological guidance, technical validation, and quality assurance. The methodology shall include, at a minimum:
  - Technical refinement of the service provision model and standards by the Implementing Partners, based on evidence generated through the MEL system (PAMET), validated monitoring findings, and agreed recommendations from Activity 2.1.3
  - Formal validation of the refined model and standards through a structured internal review involving Implementing Partners, the ILO project team, and representatives of the external institutional monitoring panel, aimed at confirming methodological soundness, internal coherence, and system-level applicability
  - Organisation of a **public presentation and validation event**, targeting institutions not involved in the pilot, potential future implementers, relevant public authorities, and other ecosystem stakeholders. The event shall present the refined model, key pilot results, and practical implications for implementation, and shall serve as a platform for institutional dialogue and knowledge transfer.
- **Finalisation**: The activity is considered complete when the refined and validated version of the Platform's improved service provision model and standards has been formally endorsed by the ILO project team and publicly presented to relevant stakeholders, and when the outcomes of the public event have been documented.
- **Deliverables/Means of Verification:** (i) Documentation of the validation process, (ii) Report and materials from the public presentation and validation event.

Intervention Package 3. Scaling and institutionalization of the Platform

Scaling and the institutionalization of the *Jobs of the Future Platform* is to be promoted through capacity building and networking of institutional beneficiaries (as defined in the Chapter 1.3.1. of the Guidelines for Project Proposal Applicants). In addition to potential institutional beneficiaries identified by the applicants, in the project preparation phase and later, the perspective early adopters (institutional beneficiaries) are expected to include ILO implementing partners under LOT 2 and LOT 3 of this Public Call.

Intervention Component 3.1. Platform scaling and system-level capacity building

The objective of the Intervention Component 3.1. (*Platform scaling and system-level capacity building*) is to extend the impact of the Platform beyond the initial target localities by strengthening the capacities of additional institutional stakeholders across Bosnia and Herzegovina, enabling them to design, deliver, and monitor self-employment support programmes that are aligned with the Platform's improved model and standards.

This intervention component is to be implemented through following activities:

Activity 3.1.1. Structured outreach to institutional stakeholders, for the adoption of the Platform

Scaling of the improved standards of self-employment support services delivery requires continued and strategically structured communication with institutional stakeholders operating at different administrative levels and possessing varying baseline levels of technical and organisational capacity. This activity is therefore designed as a sequenced outreach process, combining targeted consultations, public visibility actions, and tailored follow-up engagement.

The outreach process shall be grounded in the transparent presentation of the improved service provision model and standards, as validated under Intervention Component 2.1., and informed by evidence and learning generated through the pilot implementation. Particular emphasis shall be placed on lessons emerging from the external institutional monitoring body established under Activity 2.1.2., whose members are expected to act as early adopters, champions, and reference institutions for wider system-level replication.

The activity shall consist of targeted consultations and follow-up meetings with key institutional stakeholders, particularly members of the external monitoring/observer group and other strategically relevant institutions (e.g. public employment services, development agencies, ministries, cities/municipalities, etc.). These consultations shall serve to:

- Present the Platform's improved model, standards, and MEL architecture.
- Discuss institutional relevance, feasibility, and alignment with existing mandates and policy frameworks, and
- Identify initial entry points for adoption or adaptation of the Platform within institutional programmes.

The outreach process shall be implemented in close coordination with the ILO, which shall ensure coherence with the Platform's overall strategic direction, consistency of messaging, and alignment with international good practice. Implementing partners shall be responsible for operational delivery, stakeholder engagement, and documentation of outcomes.

The activity shall adhere to the following requirements:

- **Timeframe**: Implemented over a period sufficient to allow for iterative engagement and follow-up and aligned with the sequencing of Activities 3.1.2. and 3.1.3.
- **Methodology**: Structured consultations, public presentations, bilateral and small-group meetings, and targeted communication materials.
- **Output**: The activity is considered complete upon the selection of the first group of institutions, early adopters of the Platform.
- **Deliverable / Means of Verification**: Outreach report, agenda and participant lists of consultations and public events, MoUs on cooperation in adoption of the Platform.

Activity 3.1.2. Capacity building of the Platform's early adopters

This activity aims to strengthen the institutional, technical, and operational capacities of Platform's early adopters to effectively apply, adapt, and institutionalise the improved self-employment support service provision model. It consolidates a set of complementary capacity-building actions, including (i) specialised training, (ii) tailored mentoring and advisory support, (iii) development and dissemination of standardised tools and digital resources, and (iv) facilitation of cross-institutional learning and knowledge exchange. Through this integrated approach, the activity supports early adopters in embedding Platform-aligned standards, methodologies, and MEL practices into their own programmes, policies, and operational frameworks, while fostering peer learning, harmonisation, and system-level uptake of the Platform's methodologies.

Sub-activity 3.1.2.a. Development and dissemination of standardised tools, templates, and digital resources for Platform early adopters

This sub-activity establishes the foundational practical infrastructure for the capacity-building of Platform early adopters by developing and making available a comprehensive set of standardised tools, templates, and digital resources aligned with the Platform's improved service provision model and standards. These resources shall constitute the core operational materials to be used across subsequent training, mentoring, and peer-learning sub-activities.

The sub-activity shall focus on the preparation of all key practical materials required for the design, delivery, and monitoring of self-employment support programmes, including programme design frameworks, delivery standards, MEL tools and templates, curricula, and other operational guidance materials. In addition to their use within the capacity-building programme, these resources shall be designed to support longer-term institutional uptake and replication.

To ensure accessibility, consistency, and sustainability of knowledge transfer, the developed resources shall be organised and disseminated through a dedicated digital knowledge platform (e.g. a web-based portal) serving as a central repository for current and future practitioners. The platform shall function as a shared knowledge base, enabling institutions to access, apply, and continuously refer to Platform-aligned standards, tools, and methodologies.

This sub-activity provides the necessary preconditions for the effective implementation of subsequent sub-activities under Activity 3.1.2, ensuring that training, mentoring, and peer-learning processes are grounded in a common set of practical instruments and a shared operational language.

The sub-activity shall adhere to the following requirements:

- **Timeframe**: Implemented as an initial step of Activity 3.1.2. It is to be initiated parallel to the implementation of the activity 2.1. and completed prior to the delivery of training and mentoring sub-activities.
- **Methodology**: Desk-based development, adaptation of existing materials, expert inputs, validation with the ILO and selected Platform members, and digital structuring of resources.
- **Finalisation**: The sub-activity shall be considered final upon validation of the developed tools and operationalisation of the digital knowledge platform by the ILO.
- **Deliverables / Means of Verification**: Approved set of standardised tools and templates; operational digital knowledge platform.

Sub-activity 3.1.2.b. Delivery of specialised training programmes for institutional stakeholders on programme design, delivery standards, MEL implementation, and green/digital integration

This sub-activity focuses on the delivery of a structured set of specialised training modules aimed at strengthening the capacities of institutional stakeholders to design, implement, and monitor self-employment support programmes aligned with the Platform's improved model and standards. The training programme shall consist of a coherent group of trainings delivered in close succession, forming an integrated capacity-building cycle rather than standalone events.

The training modules shall, at a minimum, cover the following thematic areas:

- Outreach to potential entrepreneurs and stimulation of interest in self-employment, including targeted communication approaches and engagement strategies
- Programme design and structuring of self-employment support interventions
- Application of delivery standards and quality requirements defined under the Platform
- Implementation and use of the common MEL architecture and KPIs
- Integration of green and digital dimensions into self-employment support programmes.

The training programme shall be implemented over a limited and clearly defined period (e.g. up to two months for the full set of trainings). Participation shall be role-based, with institutions nominating different staff members to attend specific modules in accordance with their institutional roles and responsibilities. Together, these participants shall form an institutional team whose combined competencies support the effective delivery of Platform-aligned self-employment support services.

Formal training shall represent one element of a broader capacity-building approach. The transfer and consolidation of knowledge and practical experience shall be reinforced through complementary sub-activities under Activity 3.1.2, including mentoring and advisory support, provision of practical tools and templates, and peer learning and knowledge exchange.

The sub-activity shall adhere to the following requirements:

- **Timeframe:** Up to two months for the delivery of the full training programme, aligned with the overall sequencing of Activity 3.1.2.
- **Method:** Interactive training sessions, case-based learning, practical exercises, and facilitated discussions, building on lessons from the pilot phase.
- **Finalisation:** The training programme shall be considered completed upon delivery of all planned modules and validation of participation by the ILO.
- **Deliverables / Means of Verification:** Training curricula and materials; agendas and participant lists; training reports and documentation of delivered sessions.

Activity 3.1.2.c. Provision of mentoring and tailored advisory support to help these institutions integrate Platform-aligned standards and methodologies into their own programmes, policies, and operational frameworks.

This sub-activity focuses on providing targeted mentoring and tailored advisory support to institutional stakeholders as they begin the practical application of the Platform-aligned standards, tools, and methodologies introduced through the preceding sub-activities. Its primary objective is to support institutions in translating acquired knowledge and tools into concrete changes in programme design, operational procedures, and internal practices related to self-employment support.

Mentoring and advisory support shall be delivered in a demand-driven and context-sensitive manner, responding to the specific institutional mandates, maturity levels, and operational environments of participating organisations. The support shall focus on assisting institutions in adapting and embedding the Platform's standards, delivery models, and MEL practices within their existing programmes, policies, and organisational frameworks, while maintaining alignment with the core requirements defined by the Platform.

The mentoring process shall build directly on the standardised tools and materials developed under Sub-activity 3.1.2.a. and the competencies strengthened through sub-activity 3.1.2.b., ensuring continuity and coherence across the capacity-building sequence. Mentors and advisors shall work closely with designated institutional teams to address practical implementation challenges, support problem-solving in real-time, and reinforce correct and consistent application of Platform methodologies.

The sub-activity shall adhere to the following requirements:

- **Timeframe**: Implemented following completion of the training programme and aligned with the initial phases of practical application of the Platform-aligned model by participating institutions.
- **Methodology**: One-to-one and small group mentoring sessions, tailored advisory support, structured problem-solving, and practical guidance linked to ongoing institutional activities.
- **Finalisation**: The sub-activity shall be considered completed upon delivery of the planned mentoring and advisory support and documentation of supported integration processes.
- **Deliverables / Means of Verification**: Mentoring and advisory support plans; records of mentoring sessions; brief institutional integration notes documenting applied changes and adaptations.

Activity 3.1.2.d. Facilitation of cross-institutional learning and knowledge exchange, promoting harmonisation, peer learning, and systemic uptake of Platform's methodologies

This sub-activity aims to promote structured cross-institutional learning and knowledge exchange among Platform early adopters, with the objective of supporting harmonisation of approaches, peer learning, and longer-term systemic uptake of the Platform's standards and methodologies. It provides a collaborative space for institutions to reflect on implementation experiences, share practical insights, and jointly address common challenges arising from the application of Platform-aligned self-employment support models.

The activity shall build on lessons generated through the preceding sub-activities, particularly the practical application of tools and standards and the mentoring-supported integration processes. Knowledge exchange shall focus on comparative learning across different institutional contexts, identification of good practices and implementation bottlenecks, and exploration of opportunities for further alignment and improvement of self-employment support provision at the system level.

Cross-institutional learning processes shall be facilitated through structured formats such as peer-learning workshops, thematic exchanges, communities of practice, and moderated discussion forums. Where relevant, these exchanges may also be supported through the digital knowledge platform developed under sub-activity 3.1.2.a., enabling continuity of interaction beyond in-person events and supporting cumulative learning.

The sub-activity shall adhere to the following requirements:

- **Timeframe**: Implemented in parallel with or following the mentoring and advisory support phase and aligned with the overall timeline of Activity 3.1.2.
- **Method**: Facilitated peer-learning sessions, thematic workshops, experience-sharing formats, and use of digital collaboration tools.
- **Finalisation**: Peer-learning and knowledge exchange mechanisms established under this activity are expected to continue beyond the project duration as part of the Platform's longer-term institutional collaboration framework.
- **Deliverables / Means of Verification**: Reports from peer-learning events; participant lists; documented lessons learned and good practices; records of online knowledge exchange activities.

Intervention Component 3.2. Governance and Coordination of the Platform

The objective of the Intervention Component 3.2. is to establish practical and functional coordination mechanisms that enable effective collaboration among Platform members in the initial phase, while laying the groundwork for the development of more formal governance arrangements as the Platform evolves.

This intervention component is to be implemented through following activities:

Activity 3.2.1. Establishment of collaboration frameworks of participating organisations

This activity aims to establish clear and functional collaboration frameworks among organisations participating in the Jobs of the Future Platform, providing a structured basis for coordinated implementation, learning, and gradual institutionalisation of the Platform's improved service provision model. The collaboration frameworks are intended to support both effective project-level cooperation and longer-term system-level engagement by outlining roles, expectations, and the basic coordination principles.

Applicants are expected, as part of their project proposals, to propose an initial model of collaboration among project partners, primarily focused on the project implementation phase. The proposed model should demonstrate how cooperation arrangements will enable the practical application of the Platform's standards and methodologies in a manner that maximises coverage, coherence, and operational feasibility within the targeted project area. An emphasis should be placed on ensuring that collaboration mechanisms support the consistent application of the improved model across different institutional contexts.

In addition to project-level collaboration, applicants are expected to propose a scalable collaboration model that enables the expansion of the Platform to additional institutions. This model should outline how new institutions may join the Platform through participation in capacity-building and outreach activities under Intervention Component 3.1., and how their roles, responsibilities, and levels of engagement will be defined and managed over time.

The refinement of collaboration frameworks in the implementation phase shall be undertaken in close cooperation with the ILO, which will actively participate in shaping and validating the proposed arrangements. The ILO shall support the alignment of collaboration frameworks with the Platform's strategic objectives, ensure consistency with international good practice, and contribute to the design of solutions that are feasible and implementable in practice.

- **Timeframe**: Implemented during the early phase of the intervention and refined throughout the implementation period, in alignment with the rollout of capacity-building and outreach activities under Intervention Component 3.1.

- **Method**: Structured co-creation and consultation process involving project partners, Platform members, and the ILO; facilitation of coordination workshops and bilateral discussions; drafting, review, and validation of collaboration arrangements and formal cooperation instruments.
- **Finalisation**: The activity shall be considered finalised upon validation of the collaboration frameworks by the ILO and formalisation of agreed arrangements among participating organisations, while allowing for iterative refinement as the Platform expands to additional institutions.
- **Deliverables / Means of Verification**: (i) adopted Sustainability Action Plan - documented collaboration framework(s) outlining roles, responsibilities, and coordination principles, (ii) signed Memoranda of Cooperation (or equivalent instruments).

Activity 3.2.2. Establishment of SIYB institutionalisation collaboration framework between the Platform members and the ILO.

This activity aims to establish a formal collaboration framework between the Jobs of the Future Platform members and the ILO for the sustainable institutionalisation and delivery of the ILO's SIYB methodology across Bosnia and Herzegovina. In line with the phased approach outlined in the SIYB Implementation Guide, the framework shall enable the Platform to become a recognised partner authorised to support SIYB implementation, adaptation, and scaling beyond the project period.

Applicants are expected to propose a collaborative model that clearly defines roles, responsibilities, and modalities of cooperation between the Platform members and the ILO for SIYB institutionalisation. The collaboration framework should articulate how the Platform will contribute to key SIYB implementation stages, including needs assessment, selection and development of trainers, adaptation of training materials for local conditions, roll-out of SIYB trainings, and ongoing support and quality assurance, as described in the SIYB Implementation Guide.

The collaboration framework should support the Platform's evolution into an accredited implementing partner that can:

- Participate in joint planning and delivery of SIYB activities with the ILO
- Host and coordinate local SIYB Training of Trainers (TOT) and subsequent training cycles
- Document and share best practices from SIYB implementation
- Support continuous improvement of SIYB delivery through feedback, monitoring, and adaptation, and
- Facilitate linkages with other national and regional stakeholders for long-term sustainability.

Development of this collaboration framework shall be a joint process, with active participation from both the Platform members and the ILO. The ILO will provide technical guidance and validation to ensure that the proposed institutional arrangements align with global good practice and the operational requirements of the SIYB methodology. The finalised framework is intended to guide coordinated SIYB implementation during the project and form the basis for post-project continuation and expansion of SIYB activities in Bosnia and Herzegovina.

Activity 3.2.3. Creation of coordination and decision-making mechanisms to facilitate Platform's communication, alignment, and joint planning

This activity aims to establish practical coordination and decision-making mechanisms that operationalise the collaboration frameworks developed under Activity 3.2.1. and support effective communication, alignment, and joint planning among Platform members. These mechanisms are intended to enable structured cooperation in the implementation, scaling, and further development of the Platform's improved self-employment support model.

Building on the agreed collaboration arrangements, the activity shall define how participating organisations coordinate their actions, exchange information, and take joint decisions related to programme design, capacity-building activities, piloting, scaling, and continuous improvement of standards and methodologies. Particular attention shall be given to ensuring that coordination mechanisms remain proportionate, functional, and adaptable to the evolving composition of the Platform as new institutions join through activities under Intervention Component 3.1.

The design of coordination and decision-making mechanisms shall be closely aligned with the institutionalisation framework for the SIYB methodology established under Activity 3.2.2. The ILO shall continue to play an active role in supporting the development and validation of these mechanisms, ensuring consistency with SIYB institutionalisation principles, quality assurance requirements, and international good practice. This includes supporting arrangements that enable structured technical guidance, alignment of implementation approaches, and safeguarding the integrity of SIYB-related processes within the Platform.

Coordination mechanisms may include as appropriate, regular coordination meetings, technical working groups, thematic committees, or other agreed formats that facilitate joint planning, monitoring of progress, and collective problem-solving. The mechanisms shall support both project-level coordination and longer-term collaboration beyond the project duration, contributing to the sustainability and institutional anchoring of the Platform.

The activity shall adhere to the following minimum standards:

- **Timeframe:** Implemented following the establishment of collaboration frameworks and refined throughout the implementation period, in line with the expansion and institutionalisation of the Platform.
- **Method:** Co-design of coordination arrangements facilitated workshops and consultations, definition of decision-making procedures, and iterative validation with Platform members and the ILO.
- **Finalisation:** The activity shall be considered finalised upon agreement and operationalisation of the coordination and decision-making mechanisms, while allowing for their continued use and adaptation beyond the project period.
- **Deliverables / Means of Verification:** Documented coordination and decision-making procedures; records of coordination meetings and joint planning sessions; evidence of agreed governance or working arrangements.

GLOSSARY OF TERMS

SUPPORT ROLES[1]

Coach	A coach is a trained professional who supports a development of coached person through active listening, structured questioning, and facilitation techniques. A coach does not provide solutions or guidance based on personal experience. Instead, a coach helps individuals strengthen clarity, decision-making, accountability, and self-awareness. Effective coaches demonstrate emotional intelligence, neutrality, strong communication skills, ethical conduct, and the ability to guide reflective learning.
Coaching	Coaching is a structured, goal-oriented developmental process in which the coach facilitates an individual's thinking, self-reflection, and decision-making without offering advice or personal experience. It focuses on unlocking the client's potential by enabling them to generate their own insights, solutions, and strategies for professional growth.
Consultant	A consultant (or business advisor) is a subject-matter expert engaged to provide specialized knowledge, analytical insights, and practical solutions to a client's challenges. Consultants rely on their expertise, research, and methodologies to propose improvements, design strategies, or solve specific problems. Effective consultants demonstrate analytical thinking, domain expertise, structured problem-solving, objectivity, and the ability to translate complex information into clear, actionable recommendations.
Consulting	Consulting (or business advisory) is a professional, expertise-based service in which a specialist analyses a client's situation, identifies problems or opportunities, and provides concrete recommendations or solutions. It typically involves diagnostic work, structured methodologies, and evidence-based advice aimed at improving performance, processes, strategy, or decision-making. Unlike coaching or mentoring, consulting focuses on delivering expert insights, actionable plans, and, often, support with implementation.
Mentor	A mentor is an experienced professional who supports the growth of a less experienced person by drawing on their own expertise, achievements, and real-life lessons. Mentors typically possess industry knowledge, practical insights, credibility, and the willingness to share experiences openly. A good mentor is supportive, communicative, trustworthy, and capable of offering constructive feedback and realistic guidance that aligns with the mentee's goals and stage of development.
Mentoring	Mentoring is a developmental relationship in which an experienced person shares knowledge, practical experience, and guidance with a less experienced one. The mentor provides recommendations, examples from practice, and career or business-related perspectives to help the mentee develop competencies, navigate challenges, and accelerate progress.
Networking Facilitation	Networking facilitation is the deliberate structuring and moderation of interactions among participants to enable meaningful connections, exchange

[1] Descriptions of the terms included in this Glossary are informed by multiple authoritative sources, including the International Labour Organisation, the International Training Centre of the International Labour Organisation, the International Regulator for Coaching and Mentoring Industry (CIC), the International Coaching Federation, the European Mentoring and Coaching Council, and the International Federation of Training and Development Organisations. These definitions have been contextually adapted to reflect business-related applications of the respective roles, as well as the institutional, market, and regulatory context of BiH.

	of experiences, and the identification of potential collaborations or business opportunities. The facilitator enables a productive environment but does not act as a trainer, coach, or mentor.
Networking Facilitator	A networking facilitator is a professional who designs and manages activities to encourage interaction, connection, and collaboration of participants. The facilitator maintains a neutral stance, guides group dynamics, ensures inclusive participation, and creates opportunities for relationship-building. Effective facilitators are skilled in communication, group dynamics, and creating a supportive networking environment.
Shadowing	Shadowing is an experiential learning approach in which an individual learns by observing the work and professional practice of a more experienced person in a real work setting. Learning occurs through observation of tasks, interactions, and decision-making, without formal instruction, advice, or active guidance.
Trainer	A trainer is a subject-matter expert responsible for transferring knowledge and skills in a clear, structured, and accessible way. Trainers design training materials, guide participants through learning activities, and ensure that learning objectives are achieved. An effective trainer demonstrates expertise, pedagogical skills, clarity of communication, adaptability, and the ability to engage and motivate learners.
Training	Training is structured educational activity in which trainer delivers knowledge, skills, tools and structured content to participants through instruction, presentation, guided exercises and practice. The goal is the acquisition or improvement of specific competencies.

BENEFICIARIES-RELATED TERMS[1]

Informal workers	Individuals engaged in working arrangements that are, in practice or by law, not subject to national labour legislation, income taxation, or entitlements to social protection or other employment guarantees. Consequently, they are not recognised as employed by the relevant taxation authorities or within the social protection system and may also be registered as unemployed with the Public Employment Service (although this is not necessarily the case). Informal workers typically receive an envelope salary and work under highly precarious conditions.
Persons in (time-related) underemployment	Underemployment, in the context of this Call, refers specifically to time related underemployment. Therefore, it includes persons who are employed at fewer hours than a specified threshold during the reference period (i.e. fewer than 40 hours per week) but willing and available to increase their working hours to reach regular full-time hours, signalling inadequate current employment
Persons outside the labour force	Individuals of working age (15-64) who, during the reference period (four weeks), were neither in employment nor seeking employment, whether for voluntary or involuntary reasons.
Unemployed persons	Individuals of working age (15-64 in the context of this Call) who are not in employment, have actively sought work during a recent period (last four weeks), and are currently available to take up employment if a job opportunity arises

[1] Listed definitions follow the International Labour Organization (ILO) statistical classification and standards.

SUPPORTING ROLES – COMPARATIVE OVERVIEW

Criteria	Trainer	Consultant	Mentor	Coach	Networking Facilitator
Provides knowledge/teaches skills	yes	yes	yes	no	no
Gives advice/recommendations	yes	yes	yes	no	no
Provides ready-made solutions	no	yes	no	no	no
Shares personal experiences	no	sometimes	yes	no	no
Facilitates reflection and self-discovery	sometimes	no	sometimes	yes	yes
Uses structured educational content	yes	sometimes	no	no	no
Analyses the client's situation	no	yes	yes	no	no
Supports behavioural or mindset change	sometimes	no	sometimes	yes	no
Focus is on skill acquisition	yes	yes	partly	no	no
Focus is on decision-making support	no	yes	yes	yes	no
Focus is on personal or professional growth	partly	no	yes	yes	no
Creates opportunities for connection between participants	no	no	no	sometimes	yes
Works with groups	yes	yes	sometimes	yes	yes
Works one-on-one	yes	yes	yes	yes	sometimes
Uses diagnostic tools/assessments	sometimes	yes	no	sometimes	no
Role neutrality	moderate	low	low	very high	high