**Terms of Reference and Scope of Services**

**Support to the Ministry of labor, employment, veteran and social affairs/National Employment Service in redesign of the entrepreneurship program**

**Position:** Consultant

**Duration:** August 2020 – December 2021

**Resources**: Up to 40 days

# Background

The accession to the EU is one of the key priorities of the Government of Serbia and at the same time the main driver of structural reforms. Negotiations for EU acquis chapter 19 – Social Policy and Employment – and relevant Action plan concluded that Serbia is moderately prepared in the area of social policy and employment. Some progress was made in further aligning the legislation with the acquis, mainly in the area of working conditions. In the coming period, Serbia should ensure adequate financial and institutional resources for employment and social policies to more systematically target the young, women and long-term unemployed, a priority indicator of the E2E in the second phase. The Social Inclusion and Poverty Reduction Unit (SIPRU), a part of the Prime Minister’s Office, will support this process of social dimension of EU accession and relevant youth employment policies.

In the previous period, the Instrument for Pre-Accession Assistance (IPA) funds were unsuitable for developing and testing ideas for policy reforms before the wider implementation. The Government of Serbia (GoS) has invited Switzerland to support the ESRP process within the E2E main phase, as the Swiss support to the GoS reforms so far has been assessed as the very influential in the social and economic field. As Switzerland also leads the Human Resources and Social Development (HRSD) Sector Working Group, in the frame of donor coordination, and within the already established strategic partnership with SIPRU, Switzerland is well positioned to influence positively youth employment policy framework through proposed interventions. The good reputation is further supported by the excellent results of the Swiss engagement in the education reform support.

The education system still fails to develop skills relevant for the Serbian labour market. This mismatch between skills supply and demand on the labour market affects mainly young persons and among them the young women that face a long transition from school to work and thus often become long-term unemployed or even inactive. The impact hypothesis of E2E is reflected in the strategic policymaking approach whereby improved employment policies and capacities of institutions are built up to promote a more efficient use of public resources in the field of employment and education.

The Project “From Education to Employment – E2E“ is part of the larger E2E program launched by the Swiss Agency for Development and Cooperation (SDC) in 2015 with the overall goal to increase decent youth employability in Serbia in a socially inclusive and sustainable way. E2E improves the position of youth on the Serbian labour market through modernization of youth employment policies and the development of young skilled labour demanded by the private sector.

The E2E program supports evidence-based approaches in the youth employment policies in Serbia. Under the lead of the SIPRU, it facilitates the policy dialogue between key national and local stakeholders. By including good practices from the main phase’ pilot regions, SIPRU advocates changes in the youth policy framework. The key line ministry in charge of the implementation of the youth employment and employability policies in Serbia relevant for implementation of the E2E is the Ministry of Labor, Employment, Veteran and Social Affairs (MoLEVSA) with the support of the Ministry of Education, Science and Technological Development (MoESTD). Line ministries were actively involved in the design and implementation of the main phase and the 2nd phase is continuation of the joint efforts for youth employment up to 2021.

# Introduction

The overall goal of the E2E program is to increase decent youth employment in Serbia in a socially inclusive and sustainable way. The project has two outcomes:

Outcome 1: Relevant national and local key stakeholders apply effective and evidence-based policies on youth employment and employability through increased performance capacities and diversified funding portfolio.

Outcome 2: Young jobseekers are better able to position themselves on the labour market through employment promotion measures and non-formal training offers required by the private sector in selected regions of Serbia.

As per Outcome 1 the following key Outputs are envisaged as the employment policy prioritization:

1. Within the legal framework: 1) the amendments to the Law on Employment and Unemployment Insurance in order to align with the Law on Planning System including institutional framework for NSCO will be revised; 2) the amendments to the Labour Law, and with an particular focus on improving the quality framework for traineeships and youth employability (Action Plan for Chapter 19).
2. Within the strategic framework: 1) Employment Strategy for the period 2021-2026; 2) National employment action plan (NEAP) for the period 2021-2023; 3) National Standard Classification of Occupations (NSCO).
3. In line with the Law on Planning System, evaluation of the National Employment Strategy 2011-2020 will be conducted in addition to regular NEAP reports adopted by the GoS.

This specific Terms of Reference is related to achievement of Outcome 1 and support to the National Employment Service in redesign of the entrepreneurship program. More specifically, this assignment will contribute to the achievement of output 1.2 where support for NES in entrepreneurship program redesign in envisaged.

1. **Objective of the Assignment**

Objective of the assignment is the provide the support to the Social inclusion and poverty reduction unit of Government of Serbia in delivering the output 1.2. of the Education to Employment Program. Focus of the assignment will be to assess the current NES entrepreneurship program, analyze it, develop the redesigned entrepreneurship program and support its testing in order to see its functionalities. Entrepreneurship program in context of this assignment is a comprehensive term encompassing the different entrepreneurship measures such as entrepreneurship training, financial subvention to entrepreneurs, training and mentoring support for entrepreneurs and other similar activity NES offers to entrepreneurs.

Also, in accordance with needs of beneficiaries (NES and MoLEVSA) of this task and potential effects of testing the redesigned entrepreneurship Program in 2021, the scope of work for this expert might be widened and therefore contract to be annexed.

1. **Scope of Work and Tasks**

It is expected from the consultant to map the process, steps, instruments, HR, financial and organizational capacities and procedures used by the NES in implementing the entrepreneurship program. Based on findings, expert should suggest redesigned entrepreneurship program and in cooperation with NES/MoLEVSA support testing in practice to see its functionalities. Within the delivery of this task, it is planned to undertake, among other things, the following activities:

* + Review the legal and public policy framework in the field of employment in the Republic of Serbia in order to identify the scope and elements of entrepreneurship program
	+ Review the quality, content, duration, intensity, objectives and outcomes of NES entrepreneurship program delivered to the end-users (focus on entrepreneurship training, business mentoring and individual counseling for entrepreneurship)
	+ Review the impact of the current entrepreneurship support program (program effect one year after the end of the intervention) implemented by the NES using available analyzes (such as subsidized employment measures effect etc.) and evaluations (in cooperation with the MoLEVSA, National Employment Service, SIPRU, etc.);
	+ Assess the personnel, material, financial, organizational and other capacities/capabilities of the NES in the implementation of the entrepreneurship program;
	+ Review and compare the existing entrepreneurship program delivered by the NES with other / similar entrepreneurship support programs available in the Republic of Serbia (examples of good practice at national and local level), Western Balkan countries and in relevant EU member states to identify similarities, differences, shortcomings, overlaps and on that basis propose novelties for a redesigned entrepreneurship program
	+ Draft a set of recommendations to improve the current NES entrepreneurship program that would be available to end-users focusing at least to the following areas
* improvement of curricula for entrepreneurship training, business mentoring and entrepreneurship counseling
* improvement of legal, financial and administrative support that end-users receive in process of becoming the entrepreneurs
* create the content for new elements in entrepreneurship programs such as psychological support, online course for entrepreneurship training etc. (IT expert will support the introduction of online course in NES IT system)
* potential linking NES entrepreneurship program with other available entrepreneurship programs in Serbia offered by different actors such as RAS etc.);
* draft the recommendations to adjust the existing organizational, human, material and financial resources to effectively support the redesigned entrepreneurship program

Phase II (planned for 2021)

* + Provide required support in implementing all recommendations regarding entrepreneurship program in cooperation with the National Employment Service, MoLEVSA and SIPRU
	+ Provide support to the NES/MoLEVSA in monitoring the implementation of redesigned entrepreneurship program
	+ Any other task related to this ToR assigned by the SIPRU manager
1. **Responsibilities**

The selected Consultant is expected to work in close collaboration with SIPRU E2E Policy team leader, Head of division for international cooperation in National Employment Service, Head of sector for employment support, Head of department for entrepreneurship support, National expert within MoLEVSA, Head of Division for Active Employment Policy in MoLEVSA.

Responsibility of the NES, SIPRU and MOLEVSA is to guide the Team Leader and supporting expert in entire process of redesigning and testing the entrepreneurship program, ensure that experts are obscured with all relevant data, information and that consultation process is well supported.

1. **Outputs/Deliverables**
	* Develop a work plan for delivering the assignment, including a methodology for the analysis / redesign of the entrepreneurship program implemented by the NES;
	* Preparation of a draft report on evaluation of entrepreneurship program implemented by the NES, which will include all above mentioned elements, including a proposal for a new design of the entrepreneurship support program
	* Organize and conduct a consultation process with all relevant stakeholders (in minimum to cover MoLEVSA, NES, SIPRU, Education to Employment Program, Development Agency of Serbia, Ministry of Economy, Cabinet of Ministry without Portfolio responsible for innovations etc.) in order to obtain relevant feedback and comments on improving the NES entrepreneurship program;
	* Based on the received comments, develop the final report with set of recommendations to improve the NES entrepreneurship support program which should cover in minimum elements described in chapter 4.
	* Preparation of training material/curricula for entrepreneurship training, mentoring, counseling.
	* To train relevant NES staff in qualitative assessment of business plan (program for the training, conducting of the training).

Phase II (planned for 2021)

* + Provide required support to the NES in implementing the recommendations so to improve the entrepreneurship services, assess the data/information throughout the process and provide the feedback
	+ Provide the support to NES in monitoring the implementation of redesigned entrepreneurship program
1. **Qualifications**
* A university education degree of at least 4 years in the field relevant for the assignment (business, economy, entrepreneurship, etc.) or an equivalent of 10 years of experience in business/entrepreneurship area in case education profile is related to social sciences
* At least 5, preferably 7 years of postgraduate experience in relevant areas related to assignment (development and implementation of business plans, entrepreneurship, small and medium enterprises, support and mentoring the start-ups, etc.)
* Relevant experience in conducting similar tasks / analyzes within employment measures / services in the Republic of Serbia will be considered as an advantage
* Relevant experience in designing and / or implementing, as well as analyzing, various entrepreneurship support programs will be considered as an advantage.
* Excellent knowledge of the Serbian and the English language;
* Excellent analytical, writing and reporting skills;
* Strong organizational and output delivery skills.
1. **Reporting**

The selected consultant will report to the SIPRU manager who is accountable for all contracts signed by SIPRU, but with engagement and quality assurance of Education to Employment Program Policy Team Leader.

Following deliverables are expected to be delivered by the expert:

* Working plan with the methodology for the delivery of the assignment by the end of August 2020
* Draft report on evaluation of entrepreneurship program implemented by the NES by the end of October 2020 with recommendations for redesigning it
* Organized consultation process and collected feedback on draft report on new design of entrepreneurship program by middle of November 2020
* Final report with recommendations to improve the existing NES entrepreneurship program by end of November 2020
* Delivery of training for relevant NES staff in order to enhance business plan assessment process

Phase II

* Support to the NES in order to implement recommendations and test redesigned entrepreneurship program in practice in 2021
* Ongoing monitoring/reporting process on delivery of redesigned NES entrepreneurship program in 2021
1. **Duration of the Assignment and Payment**

Assignment will last in the period between August 2020 – December 2021. Payment will be based on time sheet method. Here below the indicative usage of days and payment dynamic is presented:

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| --- | --- |
| Delivery of working plan with methodology | 1 man days |
| Draft report on evaluation of entrepreneurship program implemented by the NES by the end of October 2020 with recommendations on its improvement  | 7 man days |
| Organized consultation process and collected feedback on draft report on entrepreneurship program by middle of November 2020 | 2 man days |
| Final report on redesigned NES entrepreneurship program by end of November 2020 | 2 man days |
| Preparation of required training material/curricula for entrepreneurship training, mentoring, counseling  | 8 man days |
| To train relevant NES staff in qualitative assessment of business plan. | 10 man days |
| Support to the NES in order to test redesigned entrepreneurship in practice in period from November 2020 until March 2021 | 5 man days |
| Ongoing monitoring/reporting process on testing the redesigned NES entrepreneurship program by the end of 2021 | 5 man days |

For delivery of envisaged assignment, a local expert will be hired with up to 40 days in total. Indicative deadlines for delivery of the assignment are presented in Chapter no. 8 of the Terms of References.

Delivery of the Phase II outputs of the Terms of References will be subject to the assessment of SIPRU/NES/MoLEVSA after phase I is finished.