**Terms of Reference and Scope of Services**

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

**Position:** User experience design expert

**Duration:** August 2020 – December 2021

**Resources**: Up to 35 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 service it delivers. More specifically, this assignment will contribute to the achievement of output 1.2 where support for NES in entrepreneurship program redesign in envisaged. 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 such as individual counseling for entrepreneurship. User experience is a comprehensive term that will be used in this ToR in order to describe end-user’s interaction with service provider, focusing on its experience such as satisfaction, displeasures, flow, dynamic of interaction between two sides, intensity of communication, end-beneficiaries journey in the process of gaining support for entrepreneurship activities.

1. **Objective of the Assignment**

Objective of the assignment is to provide the support to the Social inclusion and poverty reduction unit of Government of Serbia in delivering the Output 1.2. envisaged within the Education to Employment Program result framework. Focus of the assignment will be to assess the experience of NES and end-users of entrepreneurship program and based on findings draft recommendations to improve the program so the user satisfaction of the NES entrepreneurship program is increased contributing thus far to the redesign of the NES measure. In delivery of the assignment it is expect from this consultant to closely cooperate with Team leader for redesign of NES/MoLEVSA entrepreneurship program, but also with other stakeholders as well (representatives of the NES, the Ministry of Labor, Employment, Veterans and Social Affairs, SIPRU, etc.).

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 this consultant to provide the assistant to the Team Leader for redesign of NES entrepreneurship program and in delivery of this task, it is planned to undertake, among other, the following activities:

Part I:

* + Assessment of the user experience of the NES entrepreneurship program based on the User Experience methodology, taking into consideration both NES and end-users experience in entire process
  + Assess the flow and dynamics of various services delivered by the NES within the entrepreneurship program;
  + Asses the degree of usefulness and an added value of the NES entrepreneurship program encompassing on all services but focusing in particular on relations between entrepreneurship training, financial subvention and mentoring.
  + Asses the profile of NES 2018 entrepreneurship program end-users in order to map their expectations, values, needs, limitations, opportunities and compatibility with the program design focusing on those who used entrepreneurship training, received financial subvention, mentoring support;
  + Assess the profile, attitude and views of the NES when designing and implementing entrepreneurship programs focusing on their expectations, values, needs, limitations, opportunities;
  + Review the NES system for managing the end-user experience and formulate recommendations for its possible improvement;
  + Draft the recommendations to improve the user experience of NES entrepreneurship focusing to at least following:
* Develop an entrepreneurship program customer profile (main drivers, needs and expectations)
* Structure NES profile as entrepreneurship program provider (main business and customer perception goals)
* Based on gained insight, develop NES entrepreneurship program vision and main end-user experience principles that will guide further design and delivery of the entrepreneurship program in practice
* Mapp current end-user’s journey covering all aspects of provided service (channels, way, and intensity of delivered services, quality of delivered services, flow of delivered service)
* Design ideal end-user’s journey using defined UX principles
* Provide insights gained through previous activities that may contribute to the improvement of the content of the entrepreneurship services offered by NES
* Propose and use adequate user satisfaction score model to determine current user satisfaction with NES entrepreneurship program, as well as develop a process for regular satisfaction measurement in later stage (after re-design)

Phase II (planned for 2021)

* + Provide required support to the MoLEVSA and NES, and in close cooperation with Team Leader to implement the recommendations for improvement of end-users experience
  + Provide requires support to the MoLEVSA/NES in monitoring the implementation of redesigned entrepreneurship program in close cooperation with Team leader
  + 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, Head of sector for employment support, Head of department for entrepreneurship support in National Employment Service, National expert within MoLEVSA, Head of Division for Active Employment Policy in MoLEVSA and all other representatives of crucial stakeholders that will be identified during the assignment.

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

1. **Outputs/Deliverables** 
   * Development of a work plan for the evaluation and redesign of NES entrepreneurship program, focusing on NES and end-users experience;
   * Development of draft report on NES entrepreneurship program as well as drafting clear recommendations for redesigning the NES entrepreneurship program based on user experience;
   * In close cooperation with Team Leader organize and deliver the consultation process with all relevant stakeholders on the improved design of the NES entrepreneurship program;
   * Development of final report on redesigning NES entrepreneurship program based on the feedback and comments received by the key stakeholders;

Phase II (planned in 2021)

* + Support the MoLEVSA/NES in testing the redesigned entrepreneurship program and reviewing its functionalities in close cooperation with Team leader
  + Support the NES in monitoring the testing of redesigned entrepreneurship program in close cooperation with Team leader
  + Any other outputs falling within the scope of work assigned by the SIPRU manager

1. **Qualifications**
   * University education of at least 4 years in the field of economy, business or management;
   * At least 5 years of relevant experience in designing / redesigning products or services based on user experience in either the public or private sector
   * Relevant experience in conducting the user experience assessment related to the entrepreneurship/employment programs in the Republic of Serbia or in any other country will be considered as an added value;
   * Excellent command of Serbian and English language;
   * Excellent analytical, writing and reporting skills;
   * Good communication skills and team working affinities;
   * Excellent understanding of people's needs and motivations;
   * Creativity and interest in user experience;
   * IT level of knowledge: MS Office package as mandatory.
2. **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 2021
* Draft report on redesigning the NES entrepreneurship by the end of October 2020
* Organized consultation process and collected feedback on draft report on redesigning entrepreneurship program by middle of November 2020
* Final report on redesigned NES entrepreneurship program by end of November 2020
* Support to the NES in order to test redesigned entrepreneurship in practice in 2021
* Ongoing monitoring/reporting process on testing redesigned NES entrepreneurship program by the end of 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 | 2 man days |
| Development of draft report on redesigning NES entrepreneurship program based on user experience | 7 man days |
| Development of recommendations/any material needed in order to support the implementation of recommendations | 5 man days |
| In close cooperation with Team Leader organize and deliver the consultation process with all relevant stakeholders on the improved design of the NES entrepreneurship program | 1 man days |
| Development of final report on redesigning NES entrepreneurship program based on user experience | 2 man days |
| Support the MoLEVSA/NES in testing the redesigned NES entrepreneurship program and reviewing its functionalities | 6 man days |
| Support the NES in monitoring testing of redesigned entrepreneurship programs | 12 man days |

For delivery of envisaged assignment, a local expert will be hired with up to 35 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.