**Annex A**

**Terms of Reference and Scope of Services**

**Training of trainers/training of mentors**

**Support to the National Employment Service in modernizing the entrepreneurship training and mentorship program**

**Position:** Consultant

**Duration:** April 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: 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). 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). 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 support NES staff in testing of modernized entrepreneurship training and mentoring program. 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) 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 support NES in already launched process of redesigning the entrepreneurship Program in accordance with findings from analysis on NES entrepreneurship program delivered in 2020. Within the delivery of this task, it is planned to undertake, among other things, the following activities:

* Support the organization and deliver the NES inhouse entrepreneurship trainers selection process in close cooperation with Team Leader and KE2
* Organize and deliver the training of trainers’ process for NES staff implementing the entrepreneurship program
* Support the NES in piloting the redesigned training and in close cooperation with Team Leader and KE2 support NES in evaluating the experience at training
* Provide the support to NES in enhancing their capacities so supervision of delivering the redesigned entrepreneurship training is smoothly organized (closely cooperate with KE2 in part related to user experience)
* Provide support to Team Leader and KE2 in reporting on delivered training of trainers’ program with clear set of recommendations for further NES training needed
* Provide support to the NES in design, organization and delivery of NES mentorship training program in accordance with findings from the analysis on entrepreneurship program and NES needs
* Provide support to the NES in selecting the pool of mentors
* Provide support to the NES in training mentors and delivery of supervision of mentorship program
* Provide support to NES in testing modernized entrepreneurship mentorship program to end-users of entrepreneurship program (closely cooperate with KE2 in part related to user experience)
* Provide support to Team Leader and KE2 in reporting on modernization of NES mentorship program
* Closely cooperate with psychologist who will be responsible for introduction of psycho-social assistance to end-users of NES entrepreneurship program in order to create links between training/mentoring and psycho-social assistance planned to be introduced
1. **Responsibilities**

The selected Consultant is expected to work in close collaboration with SIPRU E2E Policy team leader, Head of sector for employment support, Head of department for entrepreneurship support in NES and Team Leader and Key expert 2 who already provide support to NES on redesigning the entrepreneurship program.

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.

Having in mind that GIZ as second donor is contributing to digitalization of the NES entrepreneurship program together with SIPRU, it is expected from selected consultant to participate in joint activities between SIPRU and GIZ in matters related to the scope of work of this assignment.

1. **Outputs/Deliverables**
* Organized and delivered NES entrepreneurship training selection process with best quality pool of trainers selected based on evidence
* Organized and delivered training of trainers’ process for NES staff so new skills, knowledge, attitudes are absorbed and in line with requirements for modernized NES entrepreneurship program
* Piloting of modernized NES entrepreneurship program organized and delivered in accordance with set requirements
* Supervision of implementation of modernized NES entrepreneurship program organized and well documented within report with clear set of recommendations
* NES mentorship program for entrepreneurship designed, organized and tested
* NES pool of mentors created, their skills, knowledge and attitude enhanced in order to meet the requirements of modernized mentorship program
* NES mentorship tested in practice with feedback and clear set of recommendations for further training needs
* Final report on taken activities with set of further steps needed in order to additionally improve entrepreneurship program
1. **Qualifications**
* A university education degree of at least 4 years in the field relevant for the assignment (business, economy, entrepreneurship, training etc.) or an equivalent of 10 years of experience in entrepreneurship/training 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 of training needs assessment, development and implementation of training of trainers and/or training of mentors etc.)
* Relevant experience in conducting similar tasks / delivery of training of trainers/training of mentors Republic of Serbia will be considered as an advantage
* Relevant experience in designing and / or implementing various entrepreneurship support programs with focus on vulnerable groups will be considered as an advantage.
* Excellent knowledge of the Serbian and the English language;
* Excellent presentation, oral 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 Public Policy/Team Leader.

1. **Duration of the Assignment and Payment**

Assignment will last in the period between April 2021 – December 2021. Payment will be based on time sheet method. For delivery of envisaged assignment, a local expert will be hired with up to 35 days in total.