

## TERMS OF REFERENCE FOR EXPERTS

Terms of reference for on-site activities and missions

**Action code and partner country:** *SOCIEUX 2022-36 NAMIBIA*

**Action title:** Financial and policy advice on the establishment of the Unemployment Fund

**Partner institution:** Social Security Commission

**Activity/ies number(s) and title(s):**

- *Activity 3 – Outlining operational and administrative guidelines of UIF*

**Tentative dates of implementation and location:**

- *Activity 3 - July 3rd – August 13th, 2023 (onsite: 17-28 July)*

**Expert positions and responsibilities (by activity):**

- Activity 3 : Expert 1 (principal) – in Design and Administration of Unemployment Benefits
- Activity 3 : Expert 2 – in Administration and Governance of Unemployment Benefits

**Workload:**

Activity 3 - Expert 1 : Total 20 days (10 days at distance; and 10 days onsite)

Activity 3 - Expert 2 : Total 19 days (9 days at distance; and 10 days onsite)

**Call for experts' reference:** **22-36/NAM/3**

**Version - #:** 1 ☒ Draft

☐ Final

**Date:** *February 08, 2023*

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## 1 BACKGROUND INFORMATION

### 1.1 Country overview

The Republic of Namibia is a country located in Southern Africa and has a territory of 824 148 km. Its population amounts to 2.64 million inhabitants and the country has a demographic growth of 2,3% per year. The capital of Namibia is Windhoek. The official language of the country is English. Other languages spoken there are Oshivambo, Afrikaans, Nama/Damara, Herero, Rukavango, German, and Tswana. Namibia gained independence on the 21st of March 1990. The last presidential took place on November 2014, with the current president Hage Geingob taking office in March 2015.

The Namibian economy is dependent on its natural resources, particularly diamonds, uranium, and livestock. Despite these resources, poverty remains a significant issue in the country, with approximately 36% of the population living below the poverty line. The unemployment rate in Namibia is estimated to be around 38%. Namibia is part of upper-middle-income economies countries with a GDP of 12.31 million USD per year. In recent years, the Namibian economy has faced challenges due to a global slowdown in demand for its exports and a severe drought that has impacted agriculture. The government has responded by implementing austerity measures and seeking loans from international organizations, but the country's debt has risen to 50% of its Gross Domestic Product (GDP). It is part of countries achieving medium development category with a human development index score at 0.615. In the last two decades Namibia's HDI has been increasing. Improvements have been particularly noticeable when it comes to years of education and life expectancy at birth. That said inequalities are still prevalent in the country; Namibia has a GINI score of 59.1. Inequalities have somewhat been worsened by the Covid-19 crisis. To counter this the country put into place cash benefit social transfer during that period.

### 1.2 Sector situation

The article 95 of the Constitution of Namibia requires the state to actively promote and maintain the welfare of people. It calls for policies to provide for: (a) Equality of opportunity for women; (b) Protection of children; (c) Acceptable nutrition, health and living standards for all; (d) Fair employment practices and protection of workers' rights; (e) Regular and adequate pension for senior citizens; (f) Social benefits for the unemployed, incapacitated, indigent and disadvantaged persons.

The Social Security Commission is responsible for implementing the nine branches of social security as defined in the ILO Social Security Minimum Standards Convention 102 (1952) (medical care, sickness benefit, unemployment benefit, old-age benefit, employment injury benefit, family benefit, maternity benefit, invalidity benefit, and survivor's benefit). In terms of the Social Security Act, 1994 it is responsible for the administration of a Maternity, Sick Leave and Death Benefit Fund (MSD), Employees Compensation Fund for workplace injury and diseases, a National Pension Fund and a National Medical Benefit Fund. However, the latter two funds are not operational and there is no Unemployment Insurance Fund (UIF).

The draft Social Security Policy contemplates the creation of a basic income grant for unemployed people between 30 – 59 years facing significant child and family responsibilities. The policy favours universal transfers as they are easier and more cost effective to administer than targeted transfers. Indeed, Namibia is lacking accurate data and has a significant share of its population engaging in informal work.

As far as the UIF is concerned, a feasibility study was conducted in 2015 to investigate the modalities and options for the establishment of an unemployment insurance fund. The establishment of a UIF was identified as a strategic initiative for the SSC in the five years business plan, and provision was made in the new Social Security Bill for the inclusion of a UIF to be established.

### 1.3 Role of partner institution in the sector

The Social Security Commission of Namibia (SSC) derives its mandate from the Social Security Act, 1994 (Act 34 of 1994) read in conjunction with the Employees Compensation Act, 1995 (Act 5 of 1995) with the principal purpose of administering the Funds established by these statutes. SSC's vision is 'to be a trusted provider of exceptional social security in Namibia' and its mission 'to improve the welfare of our clients by providing quality social security products and services.'

The Commission as an entity established by a statute of Parliament is accountable to the Minister of Labour, Industrial Relations and Employment Creation and also reports on governance and financial performance to the department of public enterprises in the Ministry of Finance.

Because of high unemployment in Namibia, especially high youth unemployment, there is an increasing demand for the introduction of an unemployment insurance fund that can provide short term benefits to workers that have lost their jobs and assist them to re-skill and seek opportunities to re-enter the job market. Unemployment in Namibia is mainly structural, and there is a need to also look at assisting those that may not have worked and contributed to the fund.

Covid-19 has exacerbated job losses with business closures and a reported figure of more than 12,000 workers retrenched during the period 2020/21. SSC together with the Ministry of Finance introduced a temporary relief scheme during the height of Covid-19 referred to as the National Employment and Salary Protection Scheme to protect jobs and income by subsidising the salaries of low-paying employees and providing a cash injection and contribution waiver to employers to help fund their wage bills.

## 2 ACTION DESCRIPTION

### 2.1 Overall objective

Access to employment and social protection is expanded to poor and vulnerable groups.

### 2.2 Specific objective (s) (purpose)

S.1 : Provision of short-term unemployment insurance to all qualifying workers

S.2 : Introduction of the Unemployment Insurance Fund in the Social Security Bill

### 2.3 Expected results

- Financing options for Unemployment Insurance Fund on Namibia are defined
- Operational and administrative guidelines for the deployment of an Unemployment Insurance Fund under the Social Security Commission are outlined based on European and regional models.

### 2.4 Final deliverables

- Review and technical proposal for scaling up covid-19 benefit schemes
- Strategic review of financing options of the UIF
- Outlook of administrative and operational guidelines of the UIF

## 3 METHODOLOGY

### 3.1 General methodology (of the action)

This technical assistance provided by SOCIEUX+ through mobilized EU public experts will be performed on site. The Social Security Commission will designate a focal point that will accompany experts throughout their mission. The SSC will be responsible for setting up meetings and liaising with stakeholders to meet for the benefit of the activity.

Experts will be tasked with assessing scaling-up opportunities of the Covid-19 unemployment scheme and with outlining administrative, financial and operational guidelines of the Unemployment Insurance Fund. The experts will draw on EU Member States as well as regional model and will consult with the partner institution in order to determine the best approach to set up the UIF.

The first activity will review the Covid-19 temporary stimulus scheme deployed by Namibia. The review will take stock of the scheme, and delve into its administrative, financial and operational set-up. The goal is to analyse the possibilities for scaling up the scheme. Experts should determine if elements of the programme are transferable to the UIF and could be turned into stable scheme

for income support. Experts' work will include a brief need-assessment and current state of play regarding the establishment of the UIF.

The second activity will explore financing options for the UIF scheme. Based on the first activity and its deliverables, the experts in accordance with the partner's needs and wishes shall present EU models and case studies for the financing of unemployment benefits. Experts are also encouraged to showcase experiences of other African countries. Models and case studies to be presented will be chosen in concertation with the partner. Hand in hand with the partners and relevant stakeholders, experts might define the best financing framework for the UIF.

The third activity will specify the operational and administrative guidelines for the establishment of the UIF scheme. These guidelines shall define for example beneficiaries of the schemes, qualifying conditions, length of insurance, responsible administration, application process, procedures for claim processing, etc... Based on previous activities and its deliverables, the experts in accordance with the partner's needs and wishes shall present EU models and case studies for the administration of UIF schemes. Experts are also encouraged to showcase experience of other African countries. Models and case studies to be presented will be chosen in concertation with the partner. Hand in hand with the partners and relevant stakeholders, experts should lay out the operational and administrative guidelines of the UIF scheme.

### 3.2 Planned activities (work plan of the action)

The following activities are currently planned for the action:

- Activity 1 – Transition of temporary Covid measures into structural measures as part of the UIF
- Activity 2 – Outlining financing options for the Unemployment Insurance Fund
- Activity 3 – Outlining operational and administrative guidelines of Unemployment Insurance Fund

The present terms of reference cover the services expected for activities of the above work plan:

- Activity # 3

### 3.3 Inclusion of cross-cutting issues

SOCIEUX+ recognises the importance to include cross-cutting issues in social protection, labour and employment policies and systems. The following cross-cutting issues are duly taken into account:

- Gender equality;
- Good governance;
- Human rights (including rights of children, people living with disabilities, vulnerable groups and minorities); and,
- Social and economic inclusion of vulnerable groups.

## 4 ACTIVITIES DESCRIPTION

### 4.1 Tasks

The principal expert will lead the on-site mission. He/she will be responsible for the delivery of all deliverables of the activity (see below Section **Erreur ! Source du renvoi introuvable.**). He/she will be responsible for the preparation, coordination, implementation and reporting of the overall activity towards SOCIEUX+.

The main tasks of the mission team include:

- Task 3 Outlining operational and administrative guidelines of Unemployment Insurance Fund

Minimum tasks expected from the experts shall include:

#### Preparation:

- Get substantial knowledge of the local context; review relevant policy and institutional framework documents.
- Co-develop the mission's methodology and agenda (intermediate deliverables), in collaboration with the Partner Institution.
- Agree with the Partner on logistical arrangements for the implementation of on-site activities.
- Transmit the intermediate deliverables to the SOCIEUX+ team for approval.
- Take part to the pre-mission briefing with SOCIEUX+ team (around 1 week before the start of the action).
- Contact the EU Delegation in Namibia to organise a briefing and/or debriefing upon arrival (SOCIEUX+ will introduce the experts to the focal point within the EU Delegation).

#### Implementation:

- During the mission, conduct consultations with the Partner's key staff and other stakeholders deemed necessary to meet for the purpose of this activity as per methodology and agenda. The partner institution shall facilitate and arrange the meetings.
- To present the outcomes of the mission to the partner in order to discuss and take into account comments on the contents of the deliverables before their finalisation.
- Participate in the briefing/debriefing with the Delegation of the European Union in the country.
- Channel to SOCIEUX+ Communication officer any materials that can be useful to inform the public about the activity (pictures, interviews, brief notes or articles), in respect of SOCIEUX+ visibility policy

#### Reporting:

- At the end of the mission, timely submit to SOCIEUX+ the final deliverables (10 working days after the mission). Use the templates and evaluation forms provided by SOCIEUX+.
- Go through a round of comments and adjustments in interaction with SOCIEUX+ and the Partner.

## **4.2 Deliverables**

### **4.2.1 Pre-mission deliverables**

- P1: A methodological note, detailing the working approach, tools and methods to employ, a risks analysis, etc. The Methodological Note shall not exceed 3 pages (excluding cover page and annexes).
- P2: A activity/mission agenda, detailing the meetings and working sessions to be held, list of participants, etc. The Activity/mission Agenda shall not exceed 2 pages.

### **4.2.2 Final deliverables**

- D1: Outlook laying out administrative and operational guidelines of the UIF scheme. The report shall provide clear steps for the creation of the UIF and define the UIF's trigger, compensation duration, eligibility, enrolment procedure, claim processing, management and administration, etc...
- D2: An individual Expert Mission Report (ExMR) in SOCIEUX+ format (template provided). This report is a confidential product intended solely for and use by SOCIEUX+. The expert team may also submit a single-joint ExMR report if they prefer to do so (see instructions on the template).
- D3: An individual completed Expert Feedback Form (ExF) completed online (see instructions and link on the ExMR template).
- D4: A collective Activity Report (AcR) in SOCIEUX+ format (template provided). This AcR is to be produced jointly by the mission team. It is intended for the Partner Institution, and will be shared, most probably, with key stakeholders of the action. The report will reflect the tasks conducted in during the activity. It shall provide a meaningful contribution towards the final deliverables of the action.

## 5 REPORTING AND SUBMISSION OF DELIVERABLES

### 5.1 Formats

All deliverables and products of the activity (notes, reports, presentations, etc) shall comply with the formats and templates provided by the SOCIEUX+ Team.

All deliverables are to be submitted in electronic in electronic editable versions [Microsoft Word 97-2003 [doc], PowerPoint 97-2003 [ppt] and Excel 97-2003 [xls]; or in equivalent OpenDocument format). Non-editable electronic document such as in Portable Document Format (PDF) shall not be accepted.

Templates for electronic presentations during the activity/mission are provided by the SOCIEUX+ Team. These templates are in Microsoft PowerPoint format and comply with the SOCIEUX+ Corporate Image standards. These templates are to be used as a sole format by all members of the expert mission team. They are to be used for all presentations by the experts during and for the activity/mission. The use by the experts of their own, or their organisation(s), templates or formats are not allowed unless otherwise instructed in written [by email] to the experts by the SOCIEUX+ Team.

All versions of deliverables or other products used or produced during activity/mission by the experts shall include the following disclaimer:

*"Disclaimer:*

*The responsibility of this publication sole lies with its authors. The European Union, the European Commission, the implementation partners of SOCIEUX+ and the SOCIEUX+ Staff are not responsible for any use that may be made of the information contained therein."*

Please refer to the expert information package for further guidance on communication and templates.

All deliverables are to be provided in English.

### 5.2 Submission and approval

All deliverables versions (drafts, final or other) shall be submitted directly and only to SOCIEUX+ Team, unless otherwise instructed in writing [by email] to the experts by the SOCIEUX+ Team.

#### 5.2.1 Pre-mission deliverables

- Pre-mission deliverables shall be submitted no later than 5 working days before the start of activity or departure of the mission of the experts, whichever is the earliest.
- Pre-mission deliverables will be shared and reviewed by the SOCIEUX+ and the Partner Institution. Feedback on the deliverables should be provided to the Principal Expert at latest 2 days before the start of activity or departure of the mission of the experts, whichever is the earliest. Comments and recommendation of this feedback shall be taken into account for the implementation of the activity/mission by the experts. Only the mission agenda shall be resubmitted with revision if requested by the SOCIEUX+ Team.

#### 5.2.2 Final deliverables

- The first draft versions of the final deliverables are to be submitted no later than 10 working days upon completion of the activity or return of the experts.
- Feedback to the first draft version of the report should be provided 10 working days after its submission.
- Inclusion of the feedback on drafts versions is expected 5 working days upon reception of the comments by the principal expert. (In general, no more than one round of feedback and revision is required, unless the quality of the deliverables is considered unsatisfactory by the SOCIEUX+ Team or/and the Partner Institution.)
- Final versions of the deliverables should be approved or rejected no later than 10 working days upon their submission to the SOCIEUX+ Team.

- Final payments and reimbursement of travel costs to experts can only be authorised upon approval of the final version of the deliverables by SOCIEUX+.

## 6 REQUIRED EXPERTISE

### 6.1 Expertise profile

#### **Activity 3:**

#### **Expert n°1: Expert in Design and Administration of Unemployment Benefits**

- **Area(s) of expertise:** Unemployment Benefits E.10.12,
- **Specific skill(s) of expertise:** Policy & strategy (P&S) 1, Organisational management & administration 3

#### **Requirements (essential/required):**

- “Bachelor’s” degree (or equivalent academic degree or diploma requiring three (3) years of formal education) in the areas of expertise (see above), or another directly related discipline. In its absence, the bachelor’s degree can be replaced by a combination of:
  - A first-level academic degree (“License” or equivalent) with an additional two (2) years of professional experience in one or more relevant fields.

The additional work experience used in calculating academic equivalence shall not count towards the minimum general professional experience.

- Minimum 5 years of professional experience within EU public administrations or, international organisations, academia, social partners, civil society.
- Knowledge of EUMS’s various unemployment insurance administration and operational models
- Relevant experience in administration of unemployment benefit schemes
- Proven experience in designing UIF or related benefits
- Acute sense of diplomacy and institutional relations.

#### **Additional assets (advantageous in selection):**

- Fluency in English (reading, writing, speaking)
- A previous experience in delivering short-term technical assistance in international cooperation.
- A previous professional experience in Sub-Saharan Africa
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#### **Expert n°2: Expert in Administration and Governance of Unemployment Benefits**

- **Area(s) of expertise:** Benefits E.10.12,
- **Specific skill(s) of expertise:** Policy & strategy (P&S) 1, Organisational management & administration 3

#### **Requirements (essential/required):**

- “Bachelor’s” degree (or equivalent academic degree or diploma requiring three (3) years of formal education) in the areas of expertise (see above), or another directly related discipline. In its absence, the bachelor’s degree can be replaced by a combination of:
  - A first-level academic degree (“License” or equivalent) with an additional two (2) years of professional experience in one or more relevant fields.

The additional work experience used in calculating academic equivalence shall not count towards the minimum general professional experience.

- Minimum 5 years of professional experience within EU or African public administrations or, international organisations, academia, social partners, civil society.
- Knowledge of EUMS’s or regional unemployment insurance administration and operational models



- Relevant experience in administration of unemployment benefit schemes
- Excellent understanding of social benefits governance
- Acute sense of diplomacy and institutional relations.

***Additional assets (advantageous in selection):***

- Fluency in English (reading, writing, speaking)
- A previous experience in delivering short-term technical assistance in international cooperation.
- A previous professional experience in Sub-Saharan Africa

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**Collaborative institutions:**

*Public or publicly mandated institutions from European Union Member States with relevant expertise and competencies as outlined above are also encouraged to directly apply and contact SOCIEUX+ to provide expertise and participate in these/this activity. Focal points and responsible staff may directly contact the SOCIEUX+ Team at:*

[experts@socieux.eu](mailto:experts@socieux.eu), indicating the reference of the call for experts.

## 6.2 Estimated workload

**Activity 3 :**

	Preparation	Onsite work	Distance work	Travel	Reporting & deliverables	Total
Principal expert (#1)	4	10	0	2	4	20
Expert (#2)	3	10	0	2	4	19
<b>Total experts</b>	<b>7</b>	<b>10</b>	<b>0</b>	<b>4</b>	<b>8</b>	<b>39</b>

## 7 APPLICATIONS

### 7.1 Call for experts

All calls for experts for SOCIEUX+ activities are published online on the SOCIEUX+ website. Interested experts should submit their application on the SOCIEUX+ online expert database: <https://pmt.socieux.eu> (currently only available in English). The application process is:

1. If they have not already, experts create their SOCIEUX+ account by clicking on "Create an account" using an email address.
2. Login details for their account will be sent to experts by email, experts should create and submit their profile for review by<sup>1</sup>:
  - a. Providing contact details
  - b. Providing information on the competencies, skills and working history of the expert. Experts are required to provide only limited information through fields marked with an asterisk. However, experts are encouraged to complete in most

<sup>1</sup> SOCIEUX+ expert database and other management tools comply with the General Data Protection Regulation (GDPR) - Regulation (EU) 2016/679.



*detail de sections on skills and competencies as the SOCIEUX+ Team also regularly reviews profiles in the roster to identify and contact potential experts for future missions.*

- c. Uploading of a curriculum vitae, preferably in Europass format<sup>2</sup>.
3. Once their profile is approved by the SOCIEUX+ Team, they can apply to any available calls for experts accessible under the tab "Call for experts" and click on "Apply."

If more information is needed, please contact SOCIEUX+ by email at [experts@socieux.eu](mailto:experts@socieux.eu) with the reference number of the application.

Collaborative or interested institutions wishing to make expertise available for a specific call for application may directly contact the team of SOCIEUX+ at [experts@socieux.eu](mailto:experts@socieux.eu).

## 7.2 Selection of experts

In principle, SOCIEUX+ mobilises experts from the public administrations and mandated bodies of EU member states, and practitioners working for social partners, including:

- Practitioners, civil servants and employees from publicly mandated bodies;
- Collaborators and employees of social partner institutions, such as trade unions and employer associations; and,
- Academic and research institutions.

Active public experts from collaborative institutions are given priority in the selection. Private consultants may also apply. Their application will be considered if an appropriate public expert cannot be identified.

Only short-listed applicants may be contacted. The selection process may include interviews by phone or other communication means.

Interested candidates may download the **Guide for Experts and Collaborative Institutions** with detailed information on contracting with SOCIEUX+ at [www.socieux.eu](http://www.socieux.eu)

## 7.3 Contracting of public experts

Public experts can be on active duty or retired. Retired employees from international specialised agencies or cooperation agencies can also be mobilised, without regard to their former employer's collaborating with SOCIEUX+ on a specific action. Retired experts are considered as public experts for all purposes, benefits, and financial compensation provided by SOCIEUX+.

Short-listed candidates may be required to provide the contact of the employer or proof of their ability to be directly contracted under their status as a civil servant or public employee.

## 7.4 Financial compensations

Contract officials or active-duty or retired employees are entitled to standard fixed allowances of 350 euros per working day worked. The fees of private consultants are negotiated according to their number of years of relevant expertise and the standard scale of SOCIEUX+.

Retired experts are assimilated into public employees for all intents and purposes, benefits and financial compensation are provided by SOCIEUX+.

National regulations on remuneration and compensation of public employees and civil servants apply and may limit the payment of allowances by SOCIEUX+. The responsibility for compliance and verification lies with individual experts and their institutions of origin. The payment of income or other taxes is the sole responsibility of the mobilised experts and/or their organisations.

## 7.5 Travel costs

All travel expenses for the mobilised experts (public, private or international institutions) are covered by SOCIEUX following the **Guide for Experts and Collaborative institutions** with

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<sup>2</sup> Europass templates for CVs are available here: <http://europass.cedefop.europa.eu/en/documents/curriculum-vitae/templates-instructions>

detailed information on contracting with SOCIEUX+ (version as of the date of signature of the contract).

## **8 COMMUNICATION & VISIBILITY**

SOCIEUX + can use its communication channels, such as the web, newsletter and other media, to share information about the implementation and results of the activities. For this, contributions of the experts mobilised are expected. The experts may be requested to provide such contributions in the field of communication as photographs, provide short texts, and interviews.

Short briefings, before and after the mission, with the Communication Officer of SOCIEUX+. These briefings will provide the opportunity to identify communication opportunities and strategies.

For specific activities, visibility products, such as brochures, USB sticks, notebooks and pens, can be made available to experts for on-site distribution.

## **9 CODE OF CONDUCT**

The experts mobilised by SOCIEUX+ will provide technical assistance from the preparatory stages of each activity to the delivery of products. The SOCIEUX+ Team will assist experts to fulfil their assignments by supporting and advising on preparing background materials before meetings. The SOCIEUX+ team will collect feedback from partner institutions and relevant stakeholders to ensure that mission reports and recommendations are delivered to national authorities, the EU Delegations in the partner countries and the European Commission.

The experts mobilised are not representing SOCIEUX+ or the EU. Technical opinions and recommendations expressed are their own. They shall not express negative opinions on the implementation of actions supported by SOCIEUX+ to third parties. Nevertheless, they shall be aware of SOCIEUX+'s objectives and functioning, and promote its services to the best of their knowledge, whenever possible and feasible.

The experts shall perform their duties in the Partner Country in a way that is fully compliant with and respectful of the local institutions, policies and cultural behaviours. They shall particularly adopt culturally-sensitive behaviour when dealing with their local counterparts.

## **10 OTHER CONSIDERATIONS**

## **11 ANNEXES**

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## ABOUT SOCIEUX+

The SOCIEUX+ Facility was established and funded by the EU through the European Commission's Directorate-General for International Partnerships (DG INTPA) and Directorate-General for Neighbourhood and Enlargement Negotiations (DG NEAR). The Facility is co-funded by France, Spain, and Belgium. It is implemented by a partnership composed of Expertise France (the partnership lead), Fundación Internacional y para Iberoamérica de Administración y Políticas Públicas (FIIAPP) from Spain, Belgian International Cooperation on Social Protection (BELINCOSOC), and the Belgian Development Agency (Enabel).

The Facility's general objective is to expand and improve access to better employment opportunities and inclusive Social Protection systems in Partner Countries. Its specific objective is to enhance Partner Countries' capacity to design, manage, and monitor inclusive, effective, and sustainable employment strategies and Social Protection systems through short-term, peer-to-peer technical assistance and knowledge development.

SOCIEUX+ recognises the impact of Social Protection and employment in reducing poverty and vulnerability. It supports the efforts of partner governments in promoting inclusive and sustainable Social Protection and employment systems. SOCIEUX+ also complements the efforts made through other EU initiatives.

The Facility is an expansion of SOCIEUX Social Protection EU Expertise in Development Cooperation, established in 2013.

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