

# TERMS OF REFERENCE FOR EXPERTS

Terms of reference for on-site activities and missions

**Action code and partner country:** SOCIEUX 2023-12 CAMBODIA

**Action title:** Capacity building for the SSR on governance on administrative operations

**Partner institution:** Social Security Regulator (SSR) under General Secretariat for the National Social Protection Council (GS-NSPC) Ministry of Economy and Finance (MEF)

**Activity number and title:**

**Activity 2 – Identifying objectives and targets for services provided**

**Tentative dates of implementation and location:**

**Preparation (at distance): 18-29 September 2023**

**On-site mission (in Phnom Penh): 2-13 October 2023**

**Reporting period (at distance): 16-27 October 2023**

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

- Activity 2 : Expert 1 (principal) – Social Security Administration & Inspection, Organ. structures, roles and arrangements, Quality assurance, inspection and audit
- Activity 2 : Expert 2 – Social Security, Social Assistance, Governance, transparency and accountability

**Workload:**

Activity 2 - Expert 1 : Total 17 days (7 days at distance; and 10 days onsite)

Activity 2 - Expert 2 : Total 16 days (6 days at distance; and 10 days onsite)

**Call for experts' reference:** **23-12/CAM/2**

**Version - #:** \_\_\_\_

☒ Draft

☐ Final

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## 1 BACKGROUND INFORMATION

### 1.1 Country overview

Cambodia is a Southeast Asian country with an estimated population of 16.7M. Its capital is Phnom Penh. The country is a constitutional monarchy with two legislative houses.

King Sihamoni became king in October 2004 after his father, King Sihanouk, abdicated. Hun Sen is the prime minister, and has been in power in various coalitions since 1985.

Over the two decades before COVID-19 struck in 2020, Cambodia blossomed economically. Having reached lower middle-income status in 2015, it set its sights on attaining upper middle-income status by 2030. Thanks to garment exports and tourism, Cambodia's economy grew at an average annual rate of 7.7 percent between 1998 and 2019, making it one of the fastest-growing economies in the world. Cambodia's economy is recovering from the COVID-19 related slowdown, boosted by resilient exports. However, the country faces global economic headwinds as world trade growth slows.

Inflation is rising in Cambodia, as elsewhere, and is particularly harmful to poor households, some of whom are forced to reduce food consumption and withdraw children from school. This could have long-term effects on human capital, causing losses in worker productivity and welfare, and disparities in income.<sup>1</sup> Cambodia has made considerable strides in improving health outcomes, early childhood development, and primary education in rural areas. Life expectancy at birth and maternal, under-five, and infant mortality rates have been improved significantly between 2000 and 2021. Despite this progress, human capital indicators lag other lower middle-income countries. In 2020, a child born in Cambodia would be expected to be only 49 percent as productive when grown as she or he could be if she or he enjoyed full quality education, good health, and proper nutrition during childhood. In the 2021-2022 academic year, net enrollment rates for primary, lower secondary, and upper secondary education (both public and private) reached 93 percent, 46.7 percent, and 28.6 percent, respectively.

Key reforms are needed for Cambodia to sustain pro-poor growth, foster competitiveness, sustainably manage natural resource wealth, and improve access to and quality of public services. Cambodia continues to have a serious infrastructure gap and would benefit from greater connectivity and investments in rural and urban infrastructure. Further diversification of the economy will require fostering entrepreneurship, expanding the use of technology, and building new skills to address emerging labor market needs. Accountable and responsive public institutions will also be critical. Boosting investments in human capital will be of utmost importance to achieve Cambodia's ambitious goal of reaching middle-income status by 2030.<sup>2</sup>

### 1.2 Sector situation

Cambodia has a number of social insurance, social assistance and labour market programmes in place to reduce poverty and support vulnerable groups but their coverage is low and provision is highly fragmented. Social insurance does not cover all formal workers equally and it is non-existent for those working informally. Private sector workers benefit from health insurance and injury insurance, but not from a statutory pension arrangement. On the other hand, the public sector has access to pension rights, disability and survivor benefits but health insurance provision is at a very early stage. Unemployment insurance does not exist for either group. Moreover, the current pension benefits for civil servants and the military run on a non-contributory basis, making them not financially sustainable. Cambodia has achieved improvements in health provision, particularly among the poor. Yet coverage gap persists. The largest programme in terms of coverage is the Health Equity Funds (HEF), which benefits at least 2 million poor and vulnerable Cambodians. However, even for those covered by HEF, non-financial barriers remain; as a result only 26% of HEF beneficiaries access public health care services. The Royal Government of Cambodia has adopted its first Social Protection Policy Framework in 2017 covering the period 2016-2025. This lays the foundation for an integrated social protection system to ensure social protection as a right for all

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<sup>1</sup> [Cambodia Economic Update, December 2022: Navigating Global Economic Headwinds \(worldbank.org\)](#)

<sup>2</sup> [Overview: Development news, research, data | World Bank](#)

Khmer citizens. It sets out an ambitious agenda to expand coverage and improve co-ordination between social assistance, social insurance and labour market initiatives<sup>3</sup>.

### 1.3 Role of partner institution in the sector

The General Secretariat of the National Social Protection Council, under the Ministry of Economy and Finance, is the body in charge of the technical functions of the NSPC. This last one is the key actor responsible for the overall coordination and steering on the development of various social protection strategies and policies. In particular, it is in charge of the regulatory functions and supervision through the newly established Social Security Regulator – SSR, of national social security funds. In November 2019, the Law on Social Security Schemes was promulgated, establishing the Social Security Regulator (SSR) functions and responsibilities. The National Social Security Fund (NSSF) remains the unique operator in charge of implementing the social security schemes under the supervision and regulation of the SSR. Three schemes are deployed: health insurance scheme, employment injury scheme, pension scheme.

The SSR indicated a lack of technical knowledge and guidelines to fulfil its functions and mandate as supervisor of the NSSF. SOCIEUX+ will support the SSR in capacity building of its staff in operational and administrative matters. The operational cycle of a social protection scheme includes the core administrative steps of: 1) registration, 2) assessment of eligibility, 3) enrolment for benefits, 4) payment of benefits, 5) keeping systems up-to-date, 6) appeals and complaints.

A social security organization fulfils its mission if it: collects the correct amount of contributions when due (or if contributions are collected by another organization, monitors the process to ensure that the amounts received are correct), pays benefits to the correct people in the correct amounts at the right time, undertakes these operations with a reasonable level of administrative costs. In its day-to-day work, the organization must have the administrative machinery to achieve these objectives. In its supervisory role, the SSR needs to have the information to judge whether the objectives are being achieved, so that it can take or recommend any necessary corrective action.

## 2 ACTION DESCRIPTION

### 2.1 Overall objective

☑ Institutional capacities of employment, labour and social protection institutions are strengthened and reinforced.

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

- S. 1: To build key performance indicators to monitor the NSSF
- S. 2: To operationalize the supervision function of the SSR

### 2.3 Expected results

- R. 1: The SSR staff acknowledges principles of supervision of administrative operations of social security schemes
- R. 2: Objectives and targets for services provided by the social security schemes are identified

### 2.4 Final deliverables

- D. 1: Principles and modalities of administrative operations
- D. 2: KPIs to monitor NSSF performance in administering services to its beneficiaries

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<sup>3</sup> [Social Protection System Review \(SPSR\) of Cambodia... in 60 seconds - OECD](#)

### 3 METHODOLOGY

#### 3.1 General methodology (of the action)

This action will be implemented in two activities. Both activities will be conducted on site, in Phnom Penh. They will contain a preparatory phase, after which experts will be in a position to produce a methodological note, detailing the working approach, and a mission agenda. After his preparation, experts will travel to Phnom Penh to meet SSR staff and engage in two week long exchanges with dedicated SSR staff. In the first activity, experts will be tasked in developing a methodology to develop peer-to-peer exchanges with the SSR staff and the way they envisage to attain the objectives of the activities and to define principles of supervision of administrative operations of social security schemes. The second activity will have for goal to produce objectives and targets for services provided by the social security schemes. The objectives and targets will focus on the operational cycles of social protection schemes and its administrative steps : 1) registration, 2) assessment of eligibility, 3) enrolment for benefits, 4) payment of benefits, 5) keeping systems up-to-date, 6) appeals and complaints.

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

The following activities are currently planned for the action:

- Activity 1 – Principles of supervision of administrative operations of social security schemes
- **Activity 2 – Identifying objectives and targets for services provided**

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

- **Activity 2**

#### 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

This second activity will be conducted on site, in Phnom Penh. The activity will contain a preparatory phase, after which experts will be in a position to produce a methodological note, detailing the working approach, and a mission agenda. After his preparation, experts will travel to Phnom Penh to meet SSR staff and engage in two week long exchanges with dedicated SSR staff.

Experts will, with designated staff from the SSR, draft objectives and targets, KPIs. Performance indicators are ongoing measures that show whether the organization is achieving its targets or not. They are tools that support an organization in decision-making, as well as providing a clear picture of current performance and direction of trends.

This exercise is intended as a capacity building for the SSR by way of “learning by doing” method.

The strategic and macro-policy issues (determining the social protection structure) and institutional arrangements (deciding how to implement the structure) are set. However, the administrative operations (how to make the structure work) for the SSR’s supervision of the NSSF is not developed. As stated above, the SSR is a young structure, which faces high turnover in staff.

The experts' interaction with the SSR will focus on developing the principles and modalities for ensuring a proper supervision of administrative operations of the social security scheme's management.

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+.

### **Tasks to be done by the partner institution (SSR)**

#### **Preparation phase**

- Make themselves available for pre mission briefings
- Make themselves available by email and provide all necessary documentation requested by experts to do their desk research

### **Tasks to be done by the experts**

#### **Preparation phase**

- Ahead of the action to get substantial knowledge of the local context, and previous reports produced by SOCIEUX+ related to the SSR and GS-NSPC, legislative framework of social security in Cambodia;
- Preliminary contacts with the Partner in view of the preparation of the mission's methodology and agenda, to be transmitted ahead of the mission to the SOCIEUX+ team for approval;
- Taking part to the pre-mission briefing with SOCIEUX+ team (around 1 week before the start of the action);
- To make themselves available for a briefing meeting with the EU Delegation in Phnom Penh and the ILO and GIZ counterparts (SOCIEUX+ will introduce the experts to the focal points)

#### **Implementation**

- During the mission, to construct with designated SSR staff KPIs to ensure quality and compliance of services and benefits provided by the NSSF;
- The KPIs should have a clear objective, they should be shared with all stakeholders, intended to be reviewed on a weekly or monthly basis, make sure they are actionable, and fit the changing needs of the institution;
- 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 finalization;
- At the end of the mission, timely submission to SOCIEUX+ of the final deliverables (10 working days after the mission), and availability to go through an eventual round of comments and adjustments in interaction with SOCIEUX+ and the Partner;
- To channel to SOCIEUX+ Communication officer any material that can be useful to inform the public about the activity (pictures, interviews, brief notes or articles);
- To use the different templates and evaluation forms provided by the SOCIEUX+ team.

## **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, persons to meet, etc. The Activity/mission Agenda shall not exceed 2 pages.

### **4.2.2 Final deliverables**

- 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).

- An individual completed **Expert Feedback Form** (ExF) completed online (see instructions and link on the ExMR template).
- 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.
- **Technical report:** KPIs to monitor NSSF's performance in administrating services to its beneficiaries.

## 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

#### **Principal expert (Expert 1):**

**Area(s) of expertise:** *Social Security Administration & Inspection*

**Specific skill(s) and competency(ies) of expertise:** *Organ. structures, roles and arrangements, Quality assurance, inspection and audit*

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

- The education type and level required:
 

“Master’s” degree (or equivalent advanced academic degree or diploma requiring 4 years of formal education) in the areas of expertise (see above), or another directly related discipline. In its absence, the master’s degree can be replaced by a combination of academic degree(s) with relevant years of work/professional experience combining the area of expertise and specific skills requested:

  - An intermediate academic degree (“Bachelor”, equivalent degree or diploma requiring three (3) years of formal education) with an additional three (3) years of working/professional experience; or,
  - A first-level academic degree (“License”, equivalent degree or diploma requiring two (2) years of formal education) with an additional five (5) years of working/professional experience.

The additional work experience used in calculating academic equivalence shall not count towards the minimum general professional experience.
- The number of years of relevant work/professional experience combining the area(s) of expertise and demonstrated specific skill(s) & competence(s):
 

Seven (7) years.
- Professional experience within a EU public administrations or, international organisations, academia, social partners, civil society;
- Relevant experience in administering social security schemes
- Specific competence in coaching and/or capacity building of staff of public institutions;
- Fluent in English, written and oral;
- Acute sense of diplomacy and institutional relations.
- Required language knowledge: English



## **Expert 2:**

**Area(s) of expertise:** *Social Security, Social Assistance*

**Specific skill(s) of expertise:** *Governance, transparency and accountability*

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

- a) The education type and level 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.

- b) The number of years of relevant work/professional experience combining the area(s) of expertise and demonstrated specific skill(s) & competence(s):

Five (5) years.

- i) Professional experience within a EU public administrations or, international organisations, academia, social partners, civil society;
- j) Relevant experience in administering social security schemes
- k) Specific competence in coaching and/or capacity building of staff of public institutions;
- l) Fluent in English, written and oral;
- m) Acute sense of diplomacy and institutional relations.
- n) Required language knowledge: English

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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<sup>4</sup>**

	<b>Preparation</b>	<b>On site mission</b>	<b>Reporting &amp; deliverables</b>	<b>Total</b>
Principal expert (#1)	4	10	3	17
Expert (#2)	3	10	3	16
<b>Total experts</b>	<b>7</b>	<b>20</b>	<b>6</b>	<b>33</b>

<sup>4</sup> Please note that travel days are not considered as working days.



## 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>5</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 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>6</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+.

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<sup>5</sup> SOCIEUX+ expert database and other management tools comply with the General Data Protection Regulation (GDPR) -Regulation (EU) 2016/679.

<sup>6</sup> Europass templates for CVs are available here: <http://europass.cedefop.europa.eu/en/documents/curriculum-vitae/templates-instructions>

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.

Various options for contracting:

- **Active French Public Expert** (Contracted by Expertise France)

Engagement letter (+ Cumulation of activities form signed by the hierarchical superior)

- **Active Spanish Public Expert**

Spanish public servant will be contracted by FIIAPP according to its internal rules.

- **UE Public Expert** (including French and Spanish retired or private experts)

- Service contract with expert (+ Authorization document from employer indicating the dates of the activity + a tax identification number (TIN) to be able to issue an invoice; or
- Umbrella company: experts who do not have a tax identification number allowing them to invoice for services in their country, but they are authorized to sign temporary employment contracts according to local legislation, or
- Service contract with institution: experts who do not have a tax identification number that allows them to work in their country and cannot sign an employment contract according to local legislation.

## 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 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**

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## **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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