

TERMS OF REFERENCE FOR EXPERTS

Terms of reference for on-site activities and missions

Action code and partner country: *SOCIEUX 2023-10 MONTENEGRO*

Action title: Reform of the social and child protection system based on the Road Map –
Costing of the Roadmap

Partner institution: Ministry of Labour and Social Welfare

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

- Activity *#1* – Development of a methodology for Internal Budgeting Exercise

Tentative dates of implementation and location:

- Activity *#1* - August 21st, 2023 to September 29th, 2023 (onsite: 04-15/09 Podgorica)

Expert positions and responsibilities (by activity):

- Activity *#1* : Expert *#1* (principal) – Expert in Finance and Reform
- Activity *#1* : Expert *#2* – Expert in Financing of Child Protection

Workload:

Activity *#1* - Expert *#1* : Total 18.5 days (8.5 days at distance; and 10 days onsite)

Activity *#1* - Expert *#2* : Total 17.5 days (7.5 days at distance; and 10 days onsite)

Call for experts' reference: **23-10/MNE/1**

Version - #: ____

☐ Draft

☒ Final

Date: *July 12, 2023*

1 BACKGROUND INFORMATION

1.1 Country overview

Montenegro is a country located in South-Eastern Europe; the capital is Podgorica. Montenegro has an area of 13 883 square meters and a population of approximately 613,100 inhabitants. Montenegrin is the official language of the country, other languages such as Bosnian, Croatian, Serbian and Albanian are also used officially. Montenegro is a parliamentary republic and gained its independence from Serbia in 2006. Presidential elections will be held in March and April 2023. Montenegro has a GDP of 5.9 billion USD. Inflation has been significant but its effect on the cost of living was limited. High public debt and a deteriorating global environment require the country to pursue fiscal consolidation and reforms.

Negotiation for the accession of Montenegro to the EU began in June 2012. To this date, 33 negotiating chapters are opened, of which three have been provisionally closed. Montenegro continued to implement the Stabilisation and Association Agreement (SAA). Concerning chapter 19, related to Social Policy and Employment; EU rules in the social field foresee minimum legal labour standards, equality, health and safety at work and non-discrimination and aim to promote social dialogue. The EU Commission declared in its 2022 report that Montenegro has some level of preparation in the field of social policy and employment. In 2023, Montenegro has been advised to continue the reform of the social protection system based on the Roadmap of Social Protection Reform. Montenegro should adopt and implement the strategy of deinstitutionalisation. On the de-institutionalisation of children in care, no progress has been made towards the transition to community and family-based services: professional foster care has not been introduced and the adoption of the Strategy on de-institutionalisation is still pending.

1.2 Sector situation

The social and child protection system currently contributes to the poverty reduction by only 6 percentage points (SILC 2021), while there is a large potential for further reduction of the poverty headcount by increasing efficiency and enhancing currently allocated funds (close to 2 percent of GDP), which would utilise an enormous development potential. Short-term and long-term recovery depends on the capacity of the system to respond to increased needs for support to households and families, by protecting their capacity to achieve their full potential and contribute to the Montenegrin economy. Based on the above stated, a multi-year action plan for reform of the social and child protection system needs to be proposed, including appropriate financing mechanisms. Poverty rate before social transfer was 27.2 percent, and after social transfers 21.2 percent.

Financing of social services has been low and a minimum level of services cannot be guaranteed, despite the increased need and demand, which will only be exacerbated by an aging population requiring long-term care. In the framework of the European integration of Montenegro, social protection reforms and policies are part of the enlargement agenda in order to align with the EU social framework (EU Pillar for Social Rights), but also the Sustainable Development Agenda of the UN or Agenda 2030. This is in line with the IPA III priority which will "continue to support reforms to improve the governance and financing systems of the social policies and the education systems with a view of fostering inter-sectoral cooperation".

1.3 Role of partner institution in the sector

The Ministry of Labor and Social Welfare is responsible for preparing legislative and policy proposals in the field of employment policies, labour markets, social welfare policy, social and child protection, pension and disability insurance. The Ministry supervises the implementation of the legislative and strategic framework and supervises the Employment Agency, Pension and Disability Fund, Labor Fund and Centers and Institutions of Social and Child Protection.

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)

Improve strategic and financial framework in the area of social and child protection.

2.3 Expected results

- Cost implications of the roll-out of social and child protection reforms are assessed.
- Capacities of the ministry of Labour and Social Welfare to conduct costing exercises are strengthened.

2.4 Final deliverables

- Methodology for Fiscal Space Analysis and Internal Budgeting Exercise linked to the reform of social assistance and protection of children
- Internal budget and costing analysis for the roadmap of reform

3 METHODOLOGY

3.1 General methodology (of the action)

The aim of this action is to support the Ministry of Labour and Social Welfare in the implementation of Child Protection Reforms and more particularly the Roadmap of reforms of social assistance and social and child protection services in Montenegro. To do so the action will support the financial planning of the reforms. The action will support the partner institution during their performance of a normative budget and fiscal space analysis. The action will support the partner during a phase of internal budget exercise. The action will also support the capacity building of the partner institution to ensure the sustainability of the results and ensure that the partner institution will be able to repeat similar costing exercises in the future.

3.2 Planned activities (work plan of the action)

The following activities are currently planned for the action:

- Activity 1 – Development of a methodology for Internal Budgeting Exercise

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

- Activity #1.

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 **Error! Reference source not found.**). 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 #1 – Development of a methodology for Internal Budgeting Exercise

Prior to on-site activities, the mobilized experts will familiarize themselves with the Montenegrin context, the partner institution, the Ministry of Labour and Social Welfare, and other relevant stakeholders. The aim of this activity is to develop a methodology for the costing exercise linked to the [roadmap](#) of reform established by the partner and UNICEF. The roadmap identifies 15 reforms, the actions to achieve each reform as well as the timeline to achieve them. Experts should identify tools, methods and processes to be used for fiscal space analysis and costing exercises for the 15 reforms of the roadmap. The methodology should describe :

- How to define and identify categories of expenditures and revenues
- How to calculate normal and actual costs
- How to identify, select and analyse data
- How to elaborate short/medium (min. years) analysis and forecasts
- How to perform budget modelling and projections
- How to re-evaluate and actualise projections
- How to perform gender, child and disability inclusive budget analysis

The Experts:

The principal expert will lead the mission on site. Experts are responsible for the production of all deliverables of the activity. They will also be responsible for the preparation, coordination, implementation and reporting and/or coordination of the overall activity.

The experts shall conduct the activity by means of organising a series of workshops with the Partner Institution and all relevant stakeholders, based on the co-developed methodology and agenda.

The Partner Institution:

The partner institution shall work in collaboration with the experts supporting the preparation and implementation of the activity. The partner institution shall facilitate the organisation of the activity with regards to the following aspects:

- providing one or more resource-persons to support the experts in the material and technical organisation.
- contributing to the technical organisation and implementation of the activity, including sharing relevant information, contacts and technical inputs with the experts
- convening participants to the meetings and ensuring their participation to the peer-to-peer dynamic, including external stakeholders as relevant the material organisation on site
- the Partner will support SOCIEUX+ in identifying interpreters/translators English/Montenegrin
- the Partner will provide professional interpretation for the on-line preparatory meetings and debriefings with the experts mobilized by SOCIEUX+.

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

4.2.2 Final deliverables

- D1: 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).
- D2: An individual completed Expert Feedback Form (ExF) completed online (see instructions and link on the ExMR template).
- D3: 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.
- D4 :Completion of Socieux e-learning on inequality and feedback
- D5 : Methodology for Fiscal Space Analysis and Costing Exercises for the roadmap of reforms encompassing at minimum :
 - Definition categories of expenditures and revenues
 - Definition of normal and actual costs
 - identification, selection and analysis of data
 - realisation short/medium (min. years) analysis and forecasts
 - realisation of budget modelling and projections

- re-evaluation and actualisation of projections
- realisation of gender, child and disability inclusive budget analysis

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.
- Follow the SOCIEUX+ inequality e-learning and provide feedback

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): Expert in Finance and Reform

Area(s) of expertise:

- *Social Security Financing, Gender Equality, Data analysis, Projection*

Specific skill(s) & competency(ies):

- *Individuals' capacity building/training, Finance & budgeting*

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.
- Relevant experience in conducting budgeting exercises and/or financial analysis
- Knowledge of EU's practices in the field of financing reforms
- Knowledge of quantitative analysis
- Fluent in English, written and oral

Additional assets (advantageous in selection):

- Knowledge of Montenegrin
- A previous experience in delivering short-term technical assistance in international cooperation.
- A previous professional experience in the Western Balkans

Principal expert (Expert #2): Expert in Financing of Child Protection

Area(s) of expertise: *Rights of the Child, Human Rights, Data analysis, Projection*

Specific skill(s) & competence(s):

- *Individuals' capacity building/training, Finance & budgeting*

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.
- Relevant experience in financial management and coordination of social protection projects
- Knowledge of EU’s practices in the field of child protection and financing of child protection
- Fluent in English, written and oral

Additional assets (advantageous in selection):

- Knowledge of Montenegrin
- A previous experience in delivering short-term technical assistance in international cooperation.
- A previous professional experience in the Western Balkans

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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, indicating the reference of the call for experts.

6.2 Estimated workload¹

	Preparation	Onsite work	Distance work	Reporting & deliverables	Total
Principal expert (#1)	4.5	10	0	4	18.5
Expert (#2)	4.5	10	0	3	17.5
Total experts	9	20	0	7	36

¹ 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 by²:
 - 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 format³.
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 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.

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

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+.

² SOCIEUX+ expert database and other management tools comply with the General Data Protection Regulation (GDPR) -Regulation (EU) 2016/679.

³ 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

[...Text...]

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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