

## TERMS OF REFERENCE FOR EXPERTS

Terms of reference for on-site activities and missions

**Action code and partner country:** SOCIEUX 2023-32 BOSNIA AND HERZEGOVINA

**Action title:** Support on the development of individual foster care plans for individuals

**Partner institution:** Ministry for Health, Work and Social Policy

**Activities numbers and titles:**

- **Activity 1: Training needs assessment of social workers**
- **Activity 2: Joint drafting of methodology for individual plans**

**Tentative dates of implementation and location:**

**Activity 1:**

Distance preparation: 23 October until 3 November 2023

On site activity: **6-10 November 2023** Bihać

Drafting of deliverables: deadline 24 November 2023

**Activity 2:**

Distance preparation: 5-16 February 2024

On site activity: **19-23 February 2024** Bihać

Drafting of deliverables: deadline 8 March 2024

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

Activity 1, 2 : Expert 1 (principal) –Rights of The Child, Access to other Basic Social Services, Service delivery, P&S steering and implementation

Activity 1, 2 : Expert 2 – Human Rights, Social Services, Individuals' capacity building/training

Activity 1, 2 : Expert 1 (principal) –Rights of The Child, Access to other Basic Social Services, Service delivery, P&S steering and implementation

Activity 1, 2 : Expert 2 – Human Rights, Social Services, Individuals' capacity building/training

**Call for experts' reference:** **23-32/BIH/1-2**

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

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## 1 BACKGROUND INFORMATION

### 1.1 Country overview

Bosnia and Herzegovina is a country in Southeastern Europe, located in the Balkans. It borders Serbia to the east, Montenegro to the southeast, and Croatia to the north and southwest. Population: 3.4 million. Its capital is Sarajevo. Bosnia and Herzegovina's HDI value for 2021 is 0,780— which put the country in the High human development category—positioning it at 74 out of 191 countries and territories<sup>1</sup>.

The country is home to three main ethnic groups, designated "constituent peoples" in the country's constitution. The Bosniaks are the largest group of the three, the Serbs are the second-largest, and the Croats are the third-largest.

The country has a social-security and universal-healthcare system, and primary and secondary level education is free. It is a member of the UN, the Organization for Security and Co-operation in Europe, the Council of Europe, the Partnership for Peace, and the Central European Free Trade Agreement; it is also a founding member of the Union for the Mediterranean, established in July 2008. Bosnia and Herzegovina is an EU candidate country and has also been a candidate for NATO membership since April 2010, when it received a Membership Action Plan.

Politics in BiH take place in the framework of a parliamentary representative democracy in which executive power is exercised by the Council of Ministers of BiH. Legislative power is in the hands of both the Council of Ministers and the Parliamentary Assembly of BiH. Members of this Assembly are chosen according to a proportional representation. The current Chairwoman of the Presidency of BiH is Zeljka Cvijanovic. The chair rotates every eight months between a Serb, a Muslim, and a Croat. The responsibilities of the presidency lie largely in international affairs. In addition, the Muslim-Croat entity and the Bosnian Serb Republic each have their own presidents<sup>2</sup>.

BiH is a liberal democracy. There are several levels of political structuring, the most important one being the division between two entities: the Federation of Bosnia and Herzegovina and Republika Srpska. The Brčko District in the north of the country was created in 2000, out of land from both entities. The third level of subdivision is cantons (10), unique to the Federation of BiH entity. Each canton has a cantonal government. The fourth level of political division in BiH are municipalities: the Federation divided into 79 municipalities, and Republika Srpska into 64. Municipalities also have their own local government, and are typically based on the most significant city or place in their territory.

### 1.2 Sector situation

In recent years, BiH has taken important steps towards reforming its child protection system, in establishing a sound system of foster care – through the implementation of legislation and policies, professionalization of social services workforce, and certification of foster parents.

On February 15th 2016, the House of Representatives of the Federal Parliament (FBiH) voted in favor of the Law on foster care, previously approved by the House of People. The law defined principles of foster care provision, legal age of staying in care and regulates financial compensation for the care givers. This was defined by the need for harmonization of the legal framework and practices with the international standard. The ultimate goal of this law was to allow more children to grow up in families that will ensure proper growth and development, rather than in large institutions, and that in the long run will reduce allocations for placement of children, as the care of children through foster care system is more economical than through institutions.<sup>3</sup>

This law was the result of intense advocacy where Save the Children in BiH played an important role, along with Hopes and Homes for Children, SOS Children's Villages and World Vision, which formed the Child Rights Working Group.

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<sup>1</sup> [Specific country data | Human Development Reports \(undp.org\)](#)

<sup>2</sup> [Bosnia-Herzegovina country profile - BBC News](#)

<sup>3</sup> [Bosnia and Herzegovina becomes a step closer towards transformation of its child protection system | Opening Doors](#)

The creation of an individual plan is prescribed by Article 44 of the Law on Foster Care in the Federation of Bosnia and Herzegovina. The decision on the recognition of the right to accommodation and referral to a foster family is made with the previously obtained consent of the cantonal Ministry regarding the foster care allowance and allowance for supporting the foster child. To obtain the consent, the center should submit a case file to the Ministry. It has been noticed that most files do not contain individual care plans. There can be various reasons for this lack of individual plans: human resource capacity, no clearly defined role of case managers, lack of skills, resistance to change in the system, insufficient promotion of foster care concept, little coordination among institutions.

Children living in residential institutions face increased risks of all forms of violence and risks are particularly high for children with disabilities living in residential care. Approximately 1,400 children are living without adequate parental care in BiH. Of these, around 400 live in foster care, mostly with their extended families, and the rest live in institutional care, like orphanages. Over 70% of all institutionalized children in Bosnia and Herzegovina are children with disabilities. In a report from 2013 presenting views of children living in institutions, 50% of children stated that they occasionally witnessed violence committed by institution staff against children.<sup>4</sup>

The aim of this action is for social workers to be better equipped to draft and monitor individual foster care plans for placing individuals in homes, in order to favor alternative care.

### **1.3 Role of partner institution in the sector**

The Ministry for Health, Work and Social Policy focuses its work and mandate on:

- Implementation of social protection policies in Una-Sana Canton, including its financing
- Work and employment policies
- Protection of civilian victims of war, protection of families with children and social protection in accordance with federal and cantonal policies and laws
- Providing expert opinions and approaches for the implementation of projects in the Canton
- Preparation of regulations
- Monitoring of conditions of civilian victims of war, protection of families with children, refugees and displaced persons, their work and employment
- Cooperation with institutions at all levels

## **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)**

To improve access and quality of foster care services in Una-Sana Canton

### **2.3 Expected results**

- R. 1: Foster care service provision in Una-Sana Canton is improved
- R. 2: Social workers are better equipped to draft and monitor individual foster care plans for individuals placed in foster families or institutions

### **2.4 Final deliverables**

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<sup>4</sup> [New Foster Care Law in Bosnia and Herzegovina gives hope to hundreds of children without parental care | ChildHub - Child Protection Hub](#)

- D. 1: The training needs (on individual plans) analysis in the form of a report summarizing data gathered on site
- D. 2: Presentation of best practices in management of individual plans
- D. 3: Methodology for drafting individual plans and M&E mechanism to follow up on plan

### 3 METHODOLOGY

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

The first activity will be conducted on site in Bihać, Una-Sana Canton. 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 Bosnia and Herzegovina.

Mobilized experts for this activity will be mandated to conduct a training needs analysis on drafting individual foster care plans. To this extent, experts will perform a gap analysis of social workers' skills and technical knowledge of foster care plans, compared to the desired level of knowledge. Experts will choose the methodology which they favor, although we can assume they will use: individual interviews, focus groups, surveys, questionnaires, and self-assessments. Experts will interview the most relevant stakeholders (identified prior) who are involved in delivering services in foster care: social workers, workers in institutions, directors, key staff in the Ministry for Health, Work, and Social Policy.

Experts will also provide staff with a presentation on best practices in drafting individual plans.

The second activity will be conducted on site in Bihać, Una-Sana Canton. 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 Bosnia and Herzegovina.

Mobilized experts for this activity will be mandated to, in partnership with social workers, draft a methodology for drafting care plans, as well as an annexed monitoring and evaluation mechanism.

While each plan should always be tailored to meet the needs of an individual child/person, there are key issues that must be the focus, as example, bringing a sense of permanence for children who cannot live at home with their birth families, involving or not the birth families in the process, is the child's perspective taken into account when drafting the plan, etc.

Interpretation English ⇔ Bosnian language will be provided by SOCIEUX+ during the on-site activity. Any interpretation/translation outside of the dates of mission shall be provided by the Partner Institution.

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

The following activities are currently planned for the action:

- A. 1: Training needs assessment of social workers
- A. 2: Joint drafting of methodology for individual plans

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

- **Activity 1: Training needs assessment of social workers**
- **Activity 2: Joint drafting of methodology for individual plans**

#### 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 (valid for both activities)

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:

**Tasks to be done by the partner institution** (Ministry for Health, Work and Social Policy)

**Preparation phase** (at distance)

- Make themselves available for pre mission briefings with experts;
- Make themselves available by email and provide all necessary documentation requested by experts to do their desk research;
- Provide contacts of interpretation/translation companies;

**Implementation** (on site)

- To be the main liaison between experts and social workers: to make the necessary arrangements for experts to visit different foster care establishments and institutions, or to bring representatives from those establishments together in one place;

**Tasks to be done by the (2) experts**

**Preparation phase** (at distance)

- Ahead of the action to get substantial knowledge of the local context, legislative framework of foster care in Bosnia and Herzegovina, practices;
- 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 Sarajevo (SOCIEUX+ will introduce the experts to the focal points)

**Implementation** (on site)

- During the mission, to conduct consultations with the Partner's key staff;
- Experts will either visit the 8 foster care centers, the 2 institutions (Center for Children without Parental Care "Duga" in Kulen Vakuf, and Social and Pedagogical Life Community Bihać, and the 1 Safe House for victims of domestic violence, or meet them in one place, in order to perform their training needs assessment; **(activity 1 only)**
- It will be up to the mobilized experts to decide how they methodologically carry out their training needs assessment (focus groups, 1-1 interviews with social workers and children, questionnaires administration etc) this shall be outlined as part of the methodological note, who is a pre-mission deliverables; **(activity 1 only)**
- Organize a ½ day workshop on best practices for drafting care plans; **(activity 1 only)**
- Conduct jointly with case workers/staff from the Ministry if deemed necessary, a methodology/guidelines for drafting individual care plans; **(activity 2 only)**
- Proposing a monitoring and evaluation mechanism of the care plans; **(activity 2 only)**

- 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 (valid for both activities)

### 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 **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 **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.
- **D. 1: the training needs analysis in the form of a report summarizing data gathered on site (activity 1 only).**
- **D. 2: presentation of best practices in management of care plans (activity 1 only).**
- **D.3: A methodology for drafting individual plans and monitoring and evaluation mechanism (activity 2 only).**

## 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 (for both activities)

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

**Area(s) of expertise:** *Rights of The Child, Access to other Basic Social Services*

**Specific skill(s) and competency(ies) of expertise:** *Service delivery, P&S steering and implementation*

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

- a) 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.

- Minimum 7 years of professional experience within EU public administrations or, international organisations, academia, social partners, civil society.
- Relevant experience in undertaking sectorial assessments in the field of social services and/or child protection, child welfare,
- Relevant experience in provision of community-based services/service provision for children, foster care providers, adoptive and kinship carers
- Experience with individual foster care plans (drafting, methodology or theory)
- Experience working with children victim of abuse, violence
- Acute sense of diplomacy and institutional relations.

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

- Fluent in English, written and oral.
- A previous experience in delivering short-term technical assistance in international cooperation.

***Expert 2:***

***Area(s) of expertise:*** Human Rights, Social Services

***Specific skill(s) of expertise:*** Individuals' capacity building/training

***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.

- Minimum 5 years of professional experience within EU public administrations or, international organisations, academia, social partners, civil society.
- Relevant experience in undertaking sectorial assessments in the field of social services and/or child protection, child welfare
- Relevant experience in provision of services to foster care families and/or children without parental care
- Experience in individuals capacity building/training
- Experience with individual foster care plans (drafting, methodology, or theory)
- Experience working with children victim of abuse, violence
- Acute sense of diplomacy and institutional relations.

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

- Fluent in English, written and oral.



- A previous experience in delivering short-term technical assistance in international cooperation.

## 6.2 Estimated workload<sup>5</sup> (for both activities)

	<b>Preparation</b>	<b>Onsite work</b>	<b>Reporting &amp; deliverables</b>	<b>Total</b>
Principal expert (#1)	4	5	3	12
Expert (#2)	3	5	3	11
<b>Total experts</b>	<b>7</b>	<b>10</b>	<b>6</b>	<b>23</b>
<b>Interpretation</b>				<b>5 days</b>
<b>Translation (volume in pages/slide)</b>				<b>50 pages</b>

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<sup>5</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>6</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>7</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>6</sup> SOCIEUX+ expert database and other management tools comply with the General Data Protection Regulation (GDPR) -Regulation (EU) 2016/679.

<sup>7</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.

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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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