

## TERMS OF REFERENCE FOR EXPERTS

Terms of reference for on-site activities and missions

**Action code and partner country:** SOCIEUX 2023-38 KOSOVO\*

**Action title:** *Advice on Integration of data on labour market demand for improved evidence-based policy making*

**Partner institution:** *Ministry of Finance, Labour and Transfers, Kosovo<sup>1</sup>*

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

- *Activity 3 – To establish the skills of the team in charge of data administration and management*

**Tentative dates of implementation and location:**

*Activity 3 - from 26 August to 18 October 2024*

*26 August -13 September 2024: preparatory phase*

*16 September – 27 September 2024: onsite mission*

*30 September – 11 October 2024: drafting and finalization of deliverables*

*14-18 October 2024: validation of the deliverables by the partner institution*

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

- *Activity 1, 2 : Expert 1 (principal) – Labour market statistics*
- *Activity 1, 2 : Expert 2 – Labour market statistics*

**Call for experts' reference:** 23-38/KSV/3

**Version - 1**

Draft

Final

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Partnership led by



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<sup>1</sup> This designation is without prejudice to positions on status and is in line with UNSCR 1244 and the ICJ opinion on Kosovo Declaration of Independence.

## 1 BACKGROUND INFORMATION

### 1.1 Country overview

Kosovo\* is a parliamentary republic and upper-middle-income country. It declared independence on February 17, 2008, and is recognized as an independent country by more than 100 United Nations members. Kosovo\* is a potential candidate for European Union (EU) membership and signed a Stabilization Association Agreement with the EU that has been in force since April 2016. The last parliamentary elections in the country were held on February 14, 2021, and the current government was elected on March 22, 2021.

Kosovo\* is a small economy in the Western Balkans that has seen its transition heavily influenced by complex political realities and uncertainty. This has complicated its economic development, leaving Kosovo\* among the poorest economies in the region, with gross domestic product (GDP) per capita at about €4,250 as of 2021. Some of the key weaknesses common to the Western Balkans – weak rule of law, low public administration capacity, complex inter-ethnic relations and a shaky culture of political dialogue and consensus building – have been amplified in Kosovo\*.

Though landlocked, it benefits from its location on the crossroads of the Western Balkans and the rest of Europe. It also has natural and mineral resources, not insignificant by regional standards. The economy of Kosovo\* is dominated by family-owned micro companies, present mostly in the services sector. Mining only accounts for a small share of GDP today due to underinvestment over the past three decades, while the manufacturing base is narrow. Due to high unemployment, a very young population (the youngest in Europe) and relatively high poverty rates, a large share of the 1.8 million-strong population lives and works abroad. The resulting, significant remittance inflows and services revenue cushion poverty and help to finance a sizable trade deficit. Following a Covid-19 pandemic-induced recession in 2020, the economy is recovering thanks to a supportive external sector<sup>2</sup>.

### 1.2 Sector situation

The overall activity rate stood at 38.6% in 2022, a slight decrease compared to 39.3% in 2021. Unemployment rates in 2022 were 12.6% (20.7% in 2021). The rates are higher among women, 16.5% (25% in 2021), than among men, 11% (19% in 2021). The indicators that still give rise to most concerns are the high inactivity rate, 61.4% (60.8% in 2021) and youth unemployment 21.4% (38% in 2021). Unemployment is even higher (over 90%) in the Roma and Ashkali communities. Members of these communities usually work in the informal sector, holding insecure, low-skilled and low-status jobs.

Youth unemployment remains high (21.4% in 2021), particularly among women (27%). Demographic pressures, joblessness growth pattern, a propensity towards emigration and poor education are key factors in the precarious position of young people. A recent mapping shows that since 2018 there have been remarkable shifts in the categories of young people not in employment, education or training. The rates for those with primary education had levelled at below 30%, the rates of secondary educated youth increased, at a moderate pace, to just over 40%, while the rates for university educated young people increased from around 30% to over 50%. Kosovo\* has continued the preparations for the implementation the Youth Guarantee, in line with the implementation plan adopted in November 2022. As of 2023, authorities are working to ensure conditions for piloting the Youth Guarantee in two municipalities, and in amending relevant legislation, restructuring the key delivery mechanisms (public employment services), and fast-tracking some long-due reforms in vocational education training.

Kosovo\* is restructuring the Employment Agency so as to deliver on the Youth Guarantee implementation plan. Management and operational procedures, and data management are still weak. The labour market information system to support evidence-based policy making and planning

<sup>2</sup> Kosovo\* Country Diagnostic, EBRD, 2022

is outdated and lacks operational capacity in critical areas. The lack of human resources in public employment services is the greatest concern.

On employment policy, Kosovo\* has continued drafting a new employment and labour market strategy 2023-2028, a new employment policy 2022-2024, and a concept document regulating the field of employment. The last sectoral strategy (2018-2020), albeit with modest targets, had a very low implementation rate<sup>3</sup>.

### 1.3 Role of partner institution in the sector

The Ministry of Finance, Labour and Transfers bases its mandate under the Regulation (GRK) – No. 05/2020 on the areas of administrative responsibilities of the Office of the Prime Minister and Ministries. With regards to its application, the Ministry conducts its work in the following areas of responsibilities:

- Development and implementation of labour-related policies;
- Support and promote non-discriminatory labour relations and employment, taking into account applicable international standards;
- Monitoring employment trends and propose active and appropriate measures to promote employment opportunities;
- Set standards for occupational safety and health in all sectors of the economy and supervise their implementation;
- Promote and encourage social dialogue between the social partners (trade unions, government and employer representatives).

The Ministry of Finance, Labour and Transfers faces a number of challenges in the context of Kosovo\*'s labour market. Some of these challenges include:

- **High unemployment rates:** Kosovo\* has one of the highest unemployment rates in Europe, particularly amongst young people. This puts significant pressure on the labor market and creates challenges in terms of providing adequate support for job seekers;
- **Skills mismatches:** many employers in Kosovo\* report difficulties in finding workers with the right skills for their businesses. This reflects a broader challenge in terms of aligning education and training systems with the needs of the labor market;
- **Informality** in the labor market: a significant proportion of employment in Kosovo\* is informal, which poses challenges in terms of ensuring adequate protection for workers and promoting decent work.
- **Limited data:** the Ministry of Finance, Labour and Transfers lacks adequate data on the labor demand side, which makes it difficult to plan and draft policies which reflect the needs of the labor market. The only stream of information concerning labour demands flows from the vacancies reported at the Public Employment Services. This however presents only a limited picture of the overall demand of the labor market.

Employment sector reform is categorized as one of the key priorities in the [Kosovo\\* Economic Reform Programme \(2023-2025\)](#). Furthermore, the Ministry of Finance, Labour and Transfers is the process of drafting a new employment policy 2022-2024.

## 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)

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<sup>3</sup> EC Progress Report for Kosovo\* 2023, [Kosovo Report 2023 \(europa.eu\)](#)

Capacities of the department of labour and employment to use labour market data for evidence-based policy making are strengthened.

## 2.3 Expected results

Expect Result 1: Labour market data and gender-disaggregated data sources are identified

Expected Result 2: Principles and methods of data quality, compliance and governance are set

Expected Result 3: Labour market data is used to design, implement and evaluate employment policies

## 2.4 Final deliverables

D1 - A preliminary report mapping the present situation of labour market data demand

D2 - A preliminary data model identified to measure labour market demand

D3 - Data governance framework developed, describing the organisational structure and preliminary responsibilities of the data governance team

D4 - Training material developed on data model and on data governance framework

# 3 METHODOLOGY

## 3.1 General methodology (of the action)

The Ministry of Finance Labour and Transfers lacks adequate data on the labor demand side, which makes it difficult to plan and draft sound employment policies which adequately reflect the needs of the labor market, with the country facing high unemployment rates, informality, and skills mismatches.

This Action intends to enhance the capacities of the Ministry of Finance, Labour and Transfers in mapping the present situation of labour market data demand; to develop a data governance framework; to establish the characteristics/responsibilities of the team in charge of data administration and management; and to train selected staff of the Ministry on the data governance framework developed.

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

The following activities are currently planned for the action:

- Activity 1 – To carry out a preliminary diagnosis and a mapping of the present situation of labour market data demand
- Activity 2 – To develop a data governance framework, and to establish the characteristics/responsibilities of the team in charge of data administration and management
- Activity 3 – To establish the skills of the team in charge of data administration and management

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

- **Activity 3** - To establish the skills of the team in charge of data administration and management

## 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

#### ACTIVITY 3 - To establish the skills of the team in charge of data administration and management

##### Methodology:

*This activity will aim at training selected personnel of the Ministry on the data governance framework. This activity - combined with the successful achievement of activity 1 and 2 – aims at ultimately contribute to support the Ministry of Finance, Labour and Transfers of Kosovo\* in developing and implementing sound employment policies and strategies based on a well-functioning labour market data framework.*

The experts will jointly work with the partner institution on identifying the most suitable training methodology; and will develop the necessary training material(s) and deliver a training to selected officials nominated by the Ministry on the data model (related to D.2) and on the data governance framework (related to D.3), with a view to establish the necessary skills and ownership within the partner institution. The training materials will include a specific module consisting of practical exercises/scenarios on the use of [labour market] data for policy-making (used to design, implement and evaluate employment policies).

This activity will build on the findings of activity 1 and 2.

##### Tasks:

##### Experts' team:

The principal expert will lead the onsite mission. He/she is responsible for the production of all deliverables of the activity. He/she will also be responsible for the preparation, coordination, implementation and reporting and/or coordination of the overall activity.

The experts shall hold a meeting with the EU Office in Pristina as part of their onsite mission agenda.

Experts will develop a peer to peer approach when developing the training materials and adapt these to the specific needs pre-identified by the partner institution.

##### Partner Institution:

The partner institution shall work in collaboration with 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 technical organisation of the training
- ❖ contributing to the technical organisation of the activity, including sharing relevant background documents (including **relevant Employment Policy Documents/up-to-date labour market statistics/data flow and other relevant internal procedures-related documents**), contacts and technical inputs with the experts

- ❖ nominating relevant officials of the Ministry beforehand that will benefit from the training
- ❖ the material organisation on site (including premises and logistics).

## 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

- **D4: Training material developed on data model (related to D.2) and on data governance framework (related to D.3)**
- 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.

## 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) : Expert in labour market statistics**

**Area(s) of expertise: Labour market / Labour Statistics**

**Specific skill(s) and competency(ies) of expertise:** Information management systems

**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.

- b) At least seven (7) years of professional experience within EU public administrations or, international organisations, academia, social partners, civil society - on **labour market statistics/data collection and research**;
- c) Required language knowledge:
  - Fluent in English, written and oral;N.B.: Translation and interpretation services may be commissioned by SOCIEUX+.
- d) Other essential qualification(s):
  - Relevant experience in labour market dynamics, analysis, statistics, indicators;
  - Significant knowledge of the use of data analysis methods applied to labour market studies;
  - Experience in delivering trainings/facilitation skills;
  - Relevant experience in delivering comprehensive research;
  - Relevant experience in data collection, data analysis and data governance in the field of labour market;
  - Acute sense of diplomacy and institutional relations.

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

- e) A previous experience in delivering short-term technical assistance in international cooperation;
- f) A previous professional experience in Western Balkans
- g) Computer fluency (Zoom, PowerPoint etc.) and good presentation skills.

**Expert #2: Expert on labour market statistics**

**Area(s) of expertise:** Labour market / Labour Statistics

**Specific skill(s) and competency(ies) of expertise:** Information management systems

**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) At least five (5) years of professional experience within EU public administrations or, international organisations, academia, social partners, civil society - on **labour market statistics/data collection and research**;



c) Required language knowledge:

- Fluent in English, written and oral;

N.B.: Translation and interpretation services may be commissioned by SOCIEUX+.

d) Other essential qualification(s):

- Relevant experience in labour market dynamics, analysis, statistics, indicators;
- Significant knowledge of the use of data analysis methods applied to labour market studies;
- Experience in delivering trainings/facilitation skills;
- Relevant experience in delivering comprehensive research;
- Relevant experience in data collection, data analysis and data governance in the field of labour market;
- Acute sense of diplomacy and institutional relations.

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

- e) A previous experience in delivering short-term technical assistance in international cooperation;
- f) A previous professional experience in Western Balkans
- g) Computer fluency (Zoom, PowerPoint etc.) and good presentation skills.

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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>**

Estimated workload [in days]						
	Preparation	Onsite work	Distance work	Travel	Reporting & deliverables	Total
Principal expert (#1)	7	10			5	22
Expert (#2)	7	10			5	22
<b>Total experts</b>	<b>14</b>	<b>20</b>			<b>10</b>	<b>44</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.

## TABLE OF CONTENTS

1	Background information .....	2
1.1	Country overview .....	2
1.2	Sector situation .....	2
1.3	Role of partner institution in the sector.....	3
2	Action Description.....	3
2.1	Overall objective .....	3
2.2	Specific objective (s) (purpose) .....	3
2.3	Expected results .....	4
2.4	Final deliverables.....	4
3	Methodology .....	4
3.1	General methodology (of the action) .....	4
3.2	Planned activities (work plan of the action) .....	4
3.3	Inclusion of cross-cutting issues .....	4
4	Activities description .....	5
4.1	Tasks.....	5
4.2	Deliverables .....	6
4.2.1	Pre-mission deliverables.....	6
4.2.2	Final deliverables .....	6
5	Reporting and submission of deliverables.....	6
5.1	Formats.....	6
5.2	Submission and approval.....	7
5.2.1	Pre-mission deliverables.....	7
5.2.2	Final deliverables .....	7
6	Required expertise.....	7
6.1	Expertise profile .....	7
6.2	Estimated workload .....	9
7	Applications .....	10
7.1	Call for experts.....	10
7.2	Selection of experts .....	10
7.3	Contracting of public experts.....	10
7.4	Financial compensations .....	11
7.5	Travel costs .....	11
8	Communication & Visibility.....	11
9	Code of conduct .....	11
10	Other considerations .....	8
11	Annexes .....	8

