

## TERMS OF REFERENCE FOR EXPERTS

Terms of reference for on-site activities and missions

<p><b>Action code and partner country:</b> <i>SOCIEUX 2020-22 NIGERIA</i></p> <p><b>Action title:</b> <i>Community-based information on containment of COVID-19 infections</i></p> <p><b>Partner institution:</b> <i>National Social Safety Nets Coordinating Office (NASSCO)</i></p> <p><b>Activity number and title (if applicable):</b> <i>Activity 1 – Development of an awareness and knowledge strategy to inform and strengthen NASSCO capacity to respond to COVID-19 at community level</i></p> <p><b>Date of implementation of activity/ies:</b> <i>October 1, 2020 to November 30, 2020</i></p> <p><b>Expert positions and responsibilities (by activity):</b></p> <p>Activity # 1: Expert #1 (principal) – <i>F.00 Education and Training</i></p> <p>Activity # 1: Expert #2 – <i>E15 Social Services</i></p> <p><b>Workload:</b></p> <p>Activity #1.1 - Expert #1: 18 days</p> <p>Activity #1.1 - Expert #2: 16 days</p> <p><b>Call for experts' reference:</b> _____</p>
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## 1 BACKGROUND INFORMATION

### 1.1 Country overview

*The political and socio-economic situation, including HDI and other SDGs-related indicators, etc. (250 words)*

A key regional player in West Africa, Nigeria accounts for about half of West Africa's population with approximately 202 million people and one of the largest populations of youth in the world. The governmental system is a Federal Presidential Constitutional Republic. The capital city is the Federal Capital Territory, Abuja. Nigeria is divided into 36 states and one Federal Capital Territory, which are further sub-divided into 774 Local Government Areas (LGAs). A multinational state, Nigeria is inhabited by more than 250 ethnic groups with over 500 distinct languages all identifying with a wide variety of cultures. It has six geo-political zones and English is the official language. Since its return to democracy in 1999, the country held several national elections. The incumbent president, Muhammadu Buhari was sworn in for a second term in 2019.

Nigeria is the largest economy in Africa. The major economic sectors in terms of contribution to the National GDP are Agriculture (22.55%), Trade (17.57%), Information and Communication (12.68%) and Mining and Quarrying (8.26%). However, while it has made some progress in socio-economic terms in recent years, the lack of job opportunities is at the core of the high poverty levels, of regional inequality, and of social and political unrest in the country. The eleven-year crisis due to the Boko Haram insurgency and a lack of economic development in the northern part of the country has led to high political, social and economic instability, internally displaced persons and is now compounded by the COVID-19 pandemic.

The country continues to face developmental challenges, which include the need to reduce the dependency on oil and diversify the economy, address insufficient infrastructure, and build strong and effective institutions, as well as governance issues and public financial management systems. Inequality in terms of income and opportunities has been growing rapidly and has adversely affected poverty reduction. Large pockets of Nigeria's population still live in poverty, without adequate access to basic services. Nigeria's HDI value for 2018 is 0.534— which put the country in the low human development category— positioning it at 158 out of 189 countries and territories.

As of 10<sup>th</sup> September 2020, there have been 55,829 confirmed COVID-19 cases in Nigeria. The COVID-19 pandemic is placing a significant strain on healthcare facilities that are already overwhelmed by lack of capacity, especially in the North-East where conflict persists. The LGAs most impacted by COVID-19 also have a high prevalence of comorbidities with other diseases and other public health risks (damaged public health facilities, inaccessible populations unable to receive vaccinations and other essential health services, and congested camp and camp-like settings). A lack in social protection measures for vulnerable populations might exacerbate the current situation, with further heightened risks for the most vulnerable population groups, and trigger unrest and greater criminal activity or foster enrolment into non-state armed groups.

### 1.2 Sector situation

*Specific institutional framework for the area of intervention (social protection or labour & employment), including key policies, systems and programmes, legal framework, key stakeholders, etc. (500 words)*

In recent years, the Nigerian government and its development partners have sought to develop social protection instruments to tackle the country's high rates of poverty and vulnerability. Social intervention programmes were introduced in Nigeria with emphasis on employment opportunities and poverty reduction (2004 National Economic Empowerment and Development Strategy, NEEDS) and universal primary education, reducing child mortality and improving maternal health care (2007). These sets of interventions, however, did not achieve the desired result due to weak statistics on poverty, particularly on income poverty and following the demise of the then president in 2010. The Goodluck Jonathan administration also recognized the importance of social protection intervention by introducing the Youth Enterprise with Innovation in Nigeria (YOUWIN) and Community Service Schemes with human capital development in mind.

The incumbent administration has identified fighting corruption, increasing security, tackling unemployment, diversifying the economy, enhancing climate resilience, and boosting the living standards of Nigerians as main policy priorities. The new administration created in 2016 the National Social Safety Net Coordination Office (NASSCO), placed under the department of the Vice President,

with the responsibility of coordinating all social assistance programmes in Nigeria. The administration launched a series of Social Investment Programmes specifically targeting households living in poverty throughout Nigeria, which include: the National Cash Transfer Office (NCTO), implementing cash transfers to targeted vulnerable households; Youth Empowerment and Social Support Operations (YESSO), supporting vulnerable youths with life skills trainings, grants and reorientation; and the Community and Social Development Project (CSDP) providing grants to boost the development agenda of vulnerable communities. These programs were encapsulated in the Government of Nigeria National Social Safety Nets Project (NASSP). The percentage of GDP spent on social protection in Nigeria (around 2%) is however considerably low compared to some other countries.

In response to COVID-19, the Government announced six social protection measures, according to the global monitor on Social protection responses to Covid-19 crisis around the world<sup>1</sup>. Responses announced by Nigeria cover the various social protection functions of health, food and nutrition, special allowances/grants and tax relief. In addition, Lagos state and other states are rolling out state-level interventions.

### 1.3 Role of partner institution in the sector

*Role of requesting institution in the institutional framework of the sector described above.*

The National Social Safety-Net Coordinating Office (NASSCO) was established in 2016 by the Government of Nigeria in partnership with the World Bank to strengthen social safety nets and social protection system in Nigeria as a core strategy to help end extreme poverty and to promote shared prosperity. The core mandate of NASSCO therefore is to lay a strong foundation of rigorous and reliable evidence of poor and vulnerable households in Nigeria, by building a National Social Register (NSR), as well as coordinate, refine and integrate the social safety-net programs into social protection systems, while ensuring policy coherence.

Given the multi-sectoral nature of social protection, governments at various level are increasingly establishing mechanisms and bodies to enhance coordination across institutions, ministries and functions. Social safety net programs often involve a range of ministries and sectors for program implementation, especially in the case of conditional transfers. Coordination is key when coordinating systems functions. For this purpose, NASSCO as the coordinating organ of NASSP has set down protocols for engagement with the States and LGAs across the country.

In April 2020, NASSCO released the National Social Register of Poor & Vulnerable Households (PVHHs) by states, with the aim to contribute to COVID-19 Government response measures by identifying vulnerable people which may benefit from the Federal Government COVID-19 response as a priority. To date, NASSCO identified over 13 million PVHHs individuals in over 3 million households across the 36 states. This census is ongoing, so far covering 465 LGAs, 5'351 wards and over 50'000 communities.

NASSCO is also developing a rapid-response register for palliative measures for the general population, consisting in cash-transfers and other benefits. NASSCO's citizens engagement is aimed at creating an environment that facilitates effective delivery of project benefits through promotion of transparency and accountability, citizen participation, a system of registration and resolution of grievances, collecting information that can be used to improve operational performance, deterring fraud and corruption, and mitigating project risks. On the other hand, Grievance Redress Mechanism (GRM) is a system designed to respond to queries or clarifications, resolve problems with implementation, and efficiently and effectively address complaints and grievances. In general, the systems are designed to address citizen's needs in project interventions, assure beneficiary participation, contribute to building an effective feedback system to improved results.

*If applicable:*

*Sectoral and institutional needs and gaps in particular related to the original objectives agreed with the PI.  
(400 words)*

Nigeria has been affected by the COVID-19 pandemic with over 55'000 cases to date. A community-based approach can improve contact tracing and detection of cases and promote early treatment, as identified by the national strategy. NASSCO is developing a rapid-response register for palliative

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<sup>1</sup> <https://www.social-protection.org/gimi/ShowWiki.action?id=3417>

measures for the general population (cash-transfers and other benefits), but a gap was identified in the capacity of staff in NASSCO, including State Operations Coordinating Units (SOCU), and LGA Desk Offices, to raise awareness and reach out to local communities on a routine basis. Specifically, there is the need to effectively produce and disseminate information to sensitize local communities about risks, best practices and behaviours, so to help protect higher-risk individuals and communities from the adverse impacts of COVID-19. In addition, following the adoption of the rapid-response mechanism in the coming months, NASSCO expect to receive an increased volume of complaints from households that are not eligible/not receiving the benefits that would need to be addressed promptly by staff at various levels.

*Listing and short description of existing initiatives (cooperation programmes) and international cooperation partners addressing the needs and gaps identified above. (200 words)*

## **2 ACTION DESCRIPTION**

### **2.1 Overall objective**

To raise awareness and knowledge at community level about risks, best practices and behaviours for dealing with COVID-19 infection

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

SO1: To strengthen the community-based approach to COVID-19 infection prevention, control and spread.

### **2.3 Expected results**

ER1: NASSCO's citizens' engagement and grievance redress structures are strengthened

### **2.4 Final deliverables**

A document providing guidance and recommendations on the awareness-raising strategy that NASSCO should adopt to effectively engage with local communities in response to the health and social impacts of Covid-19

## **3 METHODOLOGY**

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

Type of activity: Expert advice and consulting on specific technical issues.

The expert support for the preparation of a document providing guidance and recommendations together with NASSCO, will be implemented in the framework of a single cooperation activity, as per SOCIEUX+ Covid-19 simplified request process. The activity will take place entirely remotely, given the current global context and as per SOCIEUX+ remote cooperation and support strategy.

The envisaged activity will consist in provision of expert support to NASSCO's officials in preparing a community-based awareness-raising strategy specifically designed to address health and social risks of poor and vulnerable members. This strategy should aim at improving the engagement with existing community structures which are best placed to disseminate information and advice at a local level.

The preparation of the deliverable will result from a peer-to-peer exchange through a series of online meetings between the experts mobilized by SOCIEUX+ and officials at NASSCO. NASSCO will be

responsible for inviting all the staff who will participate in the meetings led by the experts. SOCIEUX+ will provide the experts, on request, with access to remote work platforms (Zoom Pro, Moodle).

Experts shall have access and review relevant, first-hand information about the roles and responsibilities of the various interested stakeholders to the design of the guidelines document, as well as the functional and operational linkages. They will also have to consider the crucial role of appropriate communications and dissemination channels that will enhance the scope and reception of an awareness-raising and sensitisation strategy. In this respect, particular consideration shall be given to community-based existing structures that are active in supporting and protecting the poor and vulnerable members at a local level.

To be most effective in preventing and controlling the spread of COVID-19, the overall implementation of activity will need to be of rapid response, making use of existing structures, particularly at the state and local level, existing knowledge of the context and available information. E.g. the recent National Social Register of Poor & Vulnerable Households by states developed by NASSCO and the draft rapid-response register mechanism, guidelines and criteria for providing palliative measures, currently under development.

The guidance document will be incorporated in the general rapid-response mechanism guidelines. This guidance document is intended for NASSCO staff at various levels, principally SOCU and LGA Desk Offices, but to be shared with federal staff too.

The guidance document should include considerations of the most effective channels of communications and practical guidance for reaching out to local communities (particularly the poor and vulnerable households) and local stakeholders. The guidance should include considerations on how to simplify key messages on hygiene and sanitation that would enhance community-based sensitization on combating COVID-19 infection spread. The guidance document will also guide staff on how to effectively address future complaints from households that will be left out from the palliative measures set out in the rapid-response mechanism criteria.

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

The following activities are currently planned for the action:

- *Activity 1 – Development of an awareness and knowledge strategy to inform and strengthen NASSCO capacity to respond to COVID-19 at community level*

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

## **4 ACTIVITIES DESCRIPTION**

### **4.1 Tasks**

The principal expert will lead the remote mission. He/she will be responsible for the delivery of all deliverables of the activity (see below Section 4.2). He/she will be responsible for the preparation, coordination, implementation and reporting of the overall activity towards SOCIEUX+.

The main tasks of the remote mission team include:

- Ahead of the remote mission, to get substantial knowledge of the local context; review any relevant background documents provided by the SOCIEUX+ Team and/or the Partner;
- Preliminary contacts with the Partner in view of the preparation of the remote mission's methodology and agenda, to be transmitted ahead of mission to the SOCIEUX+ team for approval;
- Taking part to the pre-launch of activity briefing with SOCIEUX+ team (around 1 week before the activity);
- During the remote meetings, to conduct regular consultations with the Partner's executives and staffs, as well as any other external actor that can support the positive deployment of the action, as indicated by the Partner;
- To make themselves available for a meeting (by remote) with the EU Delegation office in Nigeria;
- To present the outcomes of the action to the partner in order to discuss account for comments on the contents of the deliverables before their finalization.

## 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. The Methodological Note shall not exceed 3 pages (excluding cover page and annexes).
- P2: A activity/mission agenda, detailing the remote 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.

## 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 written [by email] to the experts by the SOCIEUX+ Team.

### **5.2.1 Pre-mission deliverables**

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

### **5.2.2 Final deliverables**

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

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

## 6 REQUIRED EXPERTISE

### 6.1 Expertise profile

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

**Area(s) of expertise:** F.00 Education and Training

**Specific skill(s) of expertise:** 8. Individual capacity building. Expertise in providing strategic orientation in view to set up and run a capacity-building-awareness initiative

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

- Education: university level (Masters or PhD relating to the subject are considered a plus)
- At least 15 years of professional experience within EU public administrations or, academia, social partners, civil society organizations
- Specific experience and skills in: F. Education and Training
- Areas of horizontal competences: 8. Individual capacity building. Expertise in providing strategic orientation in view to set up and run a capacity building-awareness initiative
- Previous experience in delivering sensitization strategies on community-based approach, preferably in the sphere of public health targeting vulnerable groups
- Fluent in English, written and oral;
- Acute sense of diplomacy and institutional relations.

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

- A previous experience in delivering short-term technical assistance in international cooperation;
- A previous professional experience in sub-Saharan Africa

#### **Expert #2**

**Area(s) of expertise:** E15 Social Services

**Specific skill(s) of expertise:** 3.6 Service delivery

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

- Education: university level (Masters or PhD relating to the subject are considered a plus)
- At least 15 years of professional experience within EU public administrations or, academia, social partners, civil society organizations
- Specific experience in: E. Social protection – Social services
- Areas of horizontal competences: 3.6 Service delivery
- Previous experience in delivering community-based approach action, preferably on delivering information on containment of COVID-19 infections



- Fluent in English, written and oral;
- Acute sense of diplomacy and institutional relations.

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

- A previous experience in delivering short-term technical assistance in international cooperation;
- A previous professional experience in sub-Saharan Africa

OR/AND

**Collaborative institution:**

**Area of expertise:** \_\_\_\_\_

**Geographic and institutional span:** \_\_\_\_\_

**6.2 Estimated workload**

	<b>Preparation</b>	<b>On-site work</b>	<b>Travel</b>	<b>Reporting &amp; deliverables</b>	<b>Total Working days</b>
Principal expert (#1)	4	10	0	4	<b>18</b>
Expert (#2)	3	10	0	3	<b>16</b>
<b>Total</b>	<b>7</b>	<b>20</b>	<b>0</b>	<b>7</b>	<b>34</b>

**7 APPLICATIONS**

**7.1 Call for experts**

All calls for experts for SOCIEUX+ activities are published online on the SOCIEUX+ website. Interested experts should submit their application on the SOCIEUX+ on-line 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>2</sup>:
  - a. Providing contact details
  - b. Providing information on the competences, 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 competences 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>3</sup>.

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

<sup>3</sup> Europass templates for CVs are available here: <http://europass.cedefop.europa.eu/en/documents/curriculum-vitae/templates-instructions>

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

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

## 7.4 Financial compensations

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

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

National regulations on remuneration and compensation of public employees and civil servants applies, 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 in accordance with the **Guide for Experts and Collaborative institutions** with detailed information on contracting with SOCIEUX+ (version as on 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 the preparation of 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 EuropeAid. 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 at 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 a culturally-sensitive behaviour in their way to deal with the local counterparts.

## **10 OTHER CONSIDERATIONS**

*If applicable*

## **11 ANNEXES**

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