

TERMS OF REFERENCE FOR EXPERTS

Terms of reference for on-site activities and missions

Action code and partner country: *SOCIEUX 2020-20 NIGERIA*

Action title: *Strengthening the NASSCO's capacity for the development of a database of Poor and Vulnerable Households (PVHHs) in shock response*

Partner institution: *National Social Safety Nets Coordinating Office (NASSCO)*

Activity number and title:

Activity #3 Develop an assessment of the current NASSCO's protocols and practices on information management, data privacy and security aspects (including cybersecurity); and Provide practical guidance for strengthening NASSCO's MIS

Date of implementation of activity/ies:

Provisional dates for the mission: 5 to 18 December (TBC)

Expert positions and responsibilities (by activity):

Activity #3 : Expert #1 (*principal*) – Access to other Basic Social Services; Information management systems

Activity #3 : Expert #2 – Access to other Basic Social Services; Information management systems

Workload:

Activity #3 - Expert #1 : 22 days (20 days if remote)

Activity #3 - Expert #2 : 21 days (19 days if remote)

Call for experts' reference: **20-20/NRA/3**

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1 BACKGROUND INFORMATION

1.1 Country overview

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.

1.2 Sector situation

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.

1.3 Role of partner institution in the sector

The National Social Safety-Net Coordinating Office (NASSCO) was established in 2016 by the Government of Nigeria in partnership with the World Bank and under the supervision of the Federal Ministry of Humanitarian Affairs, Disaster Management and Social Development.

Established to consolidate social safety nets programs and develop systems that would serve as a robust platform for effectively targeting and delivering social assistance in the country, amongst others, NASSCO has the mandate to build a consolidated National Social Register (NSR) of poor and vulnerable households; ensure policy coherence in the social protection sector; integrate, harmonize and coordinate social safety-nets programmes and provide guidance on the framework for the administration, finance, monitoring and evaluation and management system for supporting the poor and vulnerable population.

The Key objectives of NASSCO include the following:

- Create synergy across programs for optimization of use of resources and impact.
- Coordinate and consolidate information from the various social safety net programs.
- Conduct identification and registration of the poor and vulnerable households.
- Establish and facilitate the use of the NSR.
- Generate knowledge to inform policy and programming (e.g. livelihoods, knowledge management).
- Ensure efficient communication and facilitate knowledge management and experience sharing.
- Facilitate implementation of NSC decisions across programs.
- Disseminate and publish social safety net policies and guidelines; and
- Provide appropriate links between government, development partners, private sectors and NGOs on social safety nets.

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.

2 ACTION DESCRIPTION

As per work-plan.

2.1 Overall objective

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

2.2 Specific objective (s) (purpose)

S1. To improve existing national administrative and delivery structures of social protection systems and their responsiveness to shocks

S2. To base policy and decision making and service delivery for poor and vulnerable groups on poverty data analysis and management

2.3 Expected results

R1. NASSCO's individual capacities on data analytics for social protection systems and the related humanitarian relief response are strengthened.

R2. Institutional capacities across the social protection-humanitarian nexus with regards to the implementation of relief operations in the medium- and long-term are strengthened.

R3. Knowledge on poverty dynamics for profiling Poor and Vulnerable Households (PVHHs) is strengthened

2.4 Final deliverables

D1. A pre-training assessment report on technical capacities of staff on knowledge management for analysing poverty dynamics and informing policy

D2. Delivery of training sessions and materials, consisting in the content of the training modules on knowledge management and any other pedagogical tools developed

D2.1 A post-training assessment report evaluating the capacities enhanced through the course of the activity and providing feedback to participants

D3. A set of learning management tools for monitoring and evaluating staff performance on the job after conducting trainings

D4. *Assessment of the current NASSCO's protocols and practices on information management, data privacy and security aspects (including cybersecurity); and practical guidance for strengthening NASSCO's MIS*

3 METHODOLOGY

3.1 General methodology (of the action)

The first activity of the action focused on the development of individual technical capacities of the NASSCO team in knowledge management, tools and techniques for analysing poverty dynamics and transforming data-driven research into policy messages. Activity 2 consisted in developing a series of tools for monitoring and evaluating staff performance on knowledge management through time.

The present Activity 3 shall develop guidance for improving the security aspect of handling sensitive data within NASSCO's management information system (MIS) with regards to the National Social Registry (NSR) database and its subsets. The mission should be preferably conducted on site, if traveling conditions due to Covid-19 emergency allow.

This Action falls within the scope of a parallel DEVCO-ILO project with NASSCO entitled "Strengthening and Expanding the NSR as a shock-responsive social protection system in Nigeria", which aims to increase access to social assistance for Nigerian extreme poor and vulnerable individuals, in particular those affected heavily by the COVID-19 crisis. To ensure complementarity between the two technical assistance interventions, close collaboration was kept between SOCIEUX+, NASSCO, the EU Delegation in Abuja and the ILO team in Abuja, in compliance with DEVCO's recommendation on the occasion of the approval of the 2020-20 Request.

Synergies between the DEVCO-ILO Outcome 1 and SOCIEUX+ 2020-20 were found whereby:

- DEVCO-ILO project will focus on building organisational capacities of the NASSCO team with a view to support and expand the existing National Social Registry and MIS tools for analysing poverty dynamics in shock response;
- SOCIEUX+ action will complement the capacity building component by strengthening individual capacities of technical staff on knowledge management. It will also include a guidance component on data security for NASSCO' MIS.

3.2 Planned activities (work plan of the action)

The following activities are currently planned for the action:

- Activity 1.1 – *Conduct a pre-training assessment on the existing individual technical capacities on knowledge management for analysing poverty dynamics and informing policy*
- Activity 1.2 – *Implement training sessions for technical staff focusing on knowledge management for informing policies for building social protection systems and conduct a post-training assessment on the acquired capacities of the participants*
- Activity 2 – *Develop learning management tools for enhancing the M&E capacity of NASSCO in tracking staff performance on the job after conducting trainings*
- Activity 3 – *Develop an assessment of the current NASSCO's protocols and practices on information management, data privacy and security aspects (including cybersecurity); and Provide practical guidance for strengthening NASSCO's MIS*

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

Activity #3 Develop an assessment of the current NASSCO's protocols and practices on information management, data privacy and security aspects (including cybersecurity); and Provide practical guidance for strengthening NASSCO's MIS

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:

Remove if necessary, issues identified as non-relevant in WP.

- Gender equality;
- Good governance;
- Social and economic inclusion of vulnerable groups.

4 ACTIVITIES DESCRIPTION

4.1 Tasks

NASSCO's National Social Register (NSR) is a tool to identify and register the poor & vulnerable and their socio-economic profile to inform pro-poor policies and manage social programs in an integrated way. Within the NSR, two subsets of data are deployed: the Rapid Response Register (RRR), including a repository for C-19 transient poor and vulnerable households (PVHHs), and the Unified Register of Beneficiaries (URB). Data interoperability allows to access, integrate and distribute data between the NSR and subsets. Ensuring that this large and rapidly expanding volume of sensitive data is safely stored and protected on the cloud is a key challenge and priority for NASSCO.

Activity 3 will address this challenge by working closely with the Management and Information System (MIS) team at NASSCO, with the aim to:

- a) Carry-out an assessment of the current NASSCO's protocols and practices on information management, data privacy and security aspects (including cybersecurity);
- b) Formulate practical guidance and recommendations to NASSCO for strengthening their Monitoring and Information System (MIS), according to the global and EU good practice.

Methodology

Considering the design of this activity, which is based on the interaction between the experts and the NASSCO team responsible for implementing the back-end structure and MIS operations of NASSCO, an on-site mission is envisaged. However, if restrictions due to the Covid-19 pandemic will not allow an on-site mission, a remote intervention will be organised instead.

Experts shall be granted remote/onsite access to the network facilities of NASSCO. Prior to granting access to any restricted information, a non-disclosure agreement shall be signed between the Experts and the NASSCO before the start of the mission.

The principal expert will lead the mission. He/she will be responsible for all deliverables of the activity (see below Section **iError! No se encuentra el origen de la referencia.**). He/she will be responsible for the preparation, coordination, implementation and reporting of the overall activity towards SOCIEUX+.

From the outset, experts will work in close contact with the team responsible for the design, implementation, and operation of the MIS at NASSCO.

The Partner institution will have the responsibility of providing the contacts of resource persons to co-develop the agenda and methodology of the mission; granting the Experts access to its relevant

network facilities and protocols; ensuring that the relevant staff is able to always work alongside experts.

During the preparation phase, experts shall revise the background information to co-develop a methodological note and detailed agenda of the meetings to be conducted during the assessment. Experts will identify the existing structures and procedures currently in use at NASSCO (SOPs, data cleaning, data sharing protocols).

During the on-site/remote implementation, experts shall test the existing tools and procedures in place hands-on, with the aim to identify gaps and needs for the MIS team at the strategic, implementation and operation levels and provide on-the-spot recommendations.

In the reporting phase: Experts will write their assessment including i) state of the art analysis; ii) identified opportunities and challenges for upgrade and iii) practical recommendations on how to maximise the data protection, design, management and efficiency of the existing tools and operations based on best available practice. Recommendations on ethical considerations while treating large amounts of sensitive data may be included.

At the end of this activity, experts will circulate a SOCIEUX+ feedback questionnaire among participants (PAF). Partners will oversee the compilation of this form.

Finally, Experts and Partners will organise a feedback “restitution” session to discuss the results of the intervention with the Partner Institution.

Minimum tasks expected from the experts shall include:

Preparation:

1. Ahead of the (remote) mission, to get substantial knowledge of the local context; review relevant background documents provided by SOCIEUX+ and the Partner.
2. Co-construct a methodological note and a detailed agenda including schedules and a list of participants for both the assessment at the distance and the on-site work. These documents must be validated by the partner institution and approved by SOCIEUX+.
3. Take part in a briefing with the SOCIEUX+ team in order to validate the intermediate deliverables and to take into account other possible aspects (visibility, knowledge management).
4. Take part in a briefing and debriefing with the EU delegation office in Abuja.

Implementation:

5. Conduct the assessment at the distance/on-site according to the methodology and agenda.
6. Circulate the online evaluation forms (PAF) among the participants met during the hands-on sessions. Only online forms are accepted.
7. Forward to SOCIEUX+ any useful material (photos, recordings, interviews, notes or articles), taken with the prior agreement of the participants.

Reporting:

8. Write and submit to SOCIEUX+ the final deliverables. Use the templates provided. Round of comments in interaction with SOCIEUX+ and the Partner Institution.
9. Organise a feedback session to reinforce the appropriation of the tools by the partners.
10. Participate in a debriefing meeting with SOCIEUX+ at the conclusion of the activity.

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.

Pre-mission deliverables are to be transmitted to SOCIEUX+ FMT at least three working days ahead of the activity.

4.2.2 Final deliverables

- **ExMR:** 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).
- **ExF:** An individual completed Expert Feedback Form (ExF) completed online (see instructions and link on the ExMR template).
- **AcR:** 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.
- **Final deliverable Annex to AcR (D4):**

Assessment of the current NASSCO's protocols and practices on information management, data privacy and security aspects (including cybersecurity); and practical guidance for strengthening NASSCO's MIS

This deliverable may include: state-of-the-art analysis; identified opportunities and challenges for upgrade, and practical recommendations on how to maximise the data protection, design, management and efficiency of the existing tools and operations based on best available practice. Recommendations on ethical considerations while treating large amounts of sensitive data may be included.

Final deliverables are to be transmitted to SOCIEUX+ FMT no later than ten days after the activity's completion.

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: Access to other Basic Social Services

Specific skill(s) of expertise: 5.2. Information management systems

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, international organisations, academia, social partners*
- *Experience within organisations mandated with the provision of social assistance, service delivery and/or policy research*

- *Experience in assessing the management information systems of public organisations, in view of enhancing performance*
- *Practical experience in managing large volumes of data, developing SOPs for data classification, storage, cleaning, managing, and protecting social security data*
- *Learning by doing approach when communicating and sharing tools*
- *Acute sense of diplomacy and institutional relations*
- *Discretion in handling sensitive information.*

Additional assets (advantageous in selection):

- *Fluent in English, written and oral.*

Expert 2:

Area(s) of expertise: Access to other Basic Social Services

Specific skill(s) of expertise: 5.2. Information management systems

Requirements (essential/required):

- *Education: university level (Masters or PhD relating to the subject are considered a plus)*
- *At least 10 years of professional experience within EU public administrations or, international organisations, academia, social partners*
- *Experience in data collection and information management, preferably on social security and service delivery*
- *Previous experience in developing SOPs for data classification, storage, cleaning, managing, and protecting social security data*
- *Learning by doing approach when communicating and sharing tools*
- *Acute sense of diplomacy and institutional relations.*
- *Discretion in handling sensitive information.*

Additional assets (advantageous in selection):

- *Fluent in English, written and oral.*

6.2 Estimated workload

To adjust as necessary

	Preparation	On-site work	Travel	Reporting & deliverables	Total Working days
Principal expert (#1)	5	10	2	5	22
Expert (#2)	4	10	2	5	21
Total	9	20	4	10	43

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 by¹:
 - 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 format².
3. Once their profile is approved by the SOCIEUX+ Team, they can apply to any available calls for experts accessible under the tab “Call for experts” and click on “Apply.”

If more information is needed, please contact SOCIEUX+ by email at experts@socieux.eu with the reference number of the application.

Collaborative or interested institutions wishing to make expertise available for a specific call for application may directly contact the team of SOCIEUX+ at experts@socieux.eu.

7.2 Selection of experts

In principle, SOCIEUX+ mobilises experts from the public administrations and mandated bodies of EU member states, and practitioners working for social partners, including:

- Practitioners, civil servants and employees from publicly mandated bodies;
- Collaborators and employees of social partner institutions, such as trade unions and employer associations; and,
- Academic and research institutions.

Active public experts from collaborative institutions are given priority in the selection. Private consultants may also apply. Their application will be considered 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

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+.

¹ SOCIEUX+ expert database and other management tools comply with the General Data Protection Regulation (GDPR) -Regulation (EU) 2016/679.

² Europass templates for CVs are available here:
<http://europass.cedefop.europa.eu/en/documents/curriculum-vitae/templates-instructions>

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+. This 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

...Text...

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ABOUT SOCIEUX+

The European Union (EU) promotes and maintains dialogue on social protection and inclusive employment policies with an increasing number of partner countries. This effort has been confirmed by the European Commission (EC) Communication COM (2016) 740 final - "Proposal for a new European Consensus on Development, entitled *Our world, our dignity, our future*. A significant number of cooperation initiatives in these fields are funded by geographic or thematic instruments of the EU in different countries. Those initiatives are highly structured and address the medium- to long-term needs of partner countries. However, short-term measures and peer-to-peer cooperation to promote the development of social protection systems are needed to complement the EU's cooperation with third countries. SOCIEUX+ - EU Expert Facility on Employment, Labour and Social Protection responds to this need.

The SOCIEUX+ facility was setup by the EU through co-funding from France, Spain and Belgium and the resources managed by the European Commission's Directorate for Development and Cooperation (EuropeAid). The facility is implemented by a partnership composed of development cooperation agencies from Member States: 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 general objective of the Facility is to expand and improve access to better employment opportunities and inclusive social protection systems in partner countries. Its specific objective is to enhance the capacities of partner countries to better 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 European Union initiatives.

The Facility is an expansion of SOCIEUX Social Protection EU Expertise in Development Cooperation, established in 2013.

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