

TERMS OF REFERENCE FOR EXPERTS

Terms of reference for on-site activities and missions

Action code and partner country: *SOCIEUX 2019-31 SURINAME*

Action title: *Enhancing capacity for Public Employment Services activities: outreach to employers, speed dating, job fairs and supervision of private employment agencies*

Partner institution: *Ministry of Labour and Youth Affairs*

Activity number and title: *Activity #3 – Develop guidelines for PES staff on delivering services to employers, including on organising job fairs and speed-dating events for attracting and maintaining a network of employers*

Date of implementation of activity/ies:

Preparation: 28 March-23 April. Onsite: 24 April-7 May. Reports: by 27 May 2022 **TBC**

Expert positions and responsibilities (by activity):

Activity #3 : Expert #1 (principal) – Employment services / Service delivery

Activity #3 : Expert #2 – Employment services / Service delivery

Workload:

Activity #3 - Expert #1 : 22 days

Activity #3 - Expert #2 : 21 days

Call for experts' reference: **19-31/SUR/3**

Version - #: 1__

Draft

Final

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1 BACKGROUND INFORMATION

1.1 Country overview

In 1975, Suriname gained independence from the Netherlands. From 1980 to 1987 the country was governed by a succession of military regimes. A new civilian constitution was approved in 1987. Another military coup took place in 1990, but the country returned to civilian rule the following year. Suriname is a member of the Caribbean Community (CARICOM), an organization of Caribbean countries and dependencies. National elections held in July 2020 appointed President Mr Chandrikapersad Santokhi. The president is both chief of state and head of government.

Suriname is one of the smallest countries in South America, with a population of 600,000 (2019 est) and total area of 163,820kmsq. The capital city, Paramaribo, lies 15 km from the Atlantic Ocean on the Suriname river. The population is concentrated for its two-thirds in urban settings along the coast, as opposed to rural settings. Surinamese population is one of the most ethnically diverse in the region. Dutch is the official language of Suriname, but the extent to which members of the various ethnic groups are able to use the language differs.

Suriname's economy is dominated by the mining industry, with exports of oil and gold accounting for approximately 85% of exports and 27% of government revenues. This makes the economy highly vulnerable to mineral price volatility. The country had been hard-hit by falling international commodity prices and by the closure of the Suralco alumina plant in 2015, the loss of which was somewhat offset by the opening in October 2016 of Suriname's second industrial gold mine. Aside from natural resources, the chief sources of income are from agriculture and remittances, mostly from the Netherlands, French Guiana, and the United States.

Nearly 70% of the working population is employed in the service sector, followed by industry (19,5%) and agriculture (11,2%). Tourism began to develop only in the early 21st century and is centred on the country's environmental features.

Suriname's Human Development Index (HDI) value for 2018 is 0.724— which put the country in the high human development category— positioning it at 98 out of 189 countries and territories. The rank is shared with Dominica, Fiji and Paraguay.

1.2 Sector situation

There are three main economic areas and relative labour markets in Suriname:

- 1) The coastal region, covering about 75% of the economically active population, dominated by wage labour, integrated in the global market. The labour legislation is here relatively well-respected and labour market information (statistics) is relatively reliable. Trade unions and employers' organisations have a presence, contributing to tripartite and bipartite institutions.
- 2) The remote areas in the interior, where the state is only marginally present, is a dual labour market, which breaks down into i) a market segment dominated by small and medium informal gold and timber company, for which no labour market information is virtually available; ii) another market segment dominated by multinational companies mainly in the gold sector, for which relatively reliable but hard to get information is available.
- 3) The population in the interior constituted by geographically dispersed small communities dependent on hunting, fishing and subsistence agriculture. No labour market properly exists since populations have no or no full-fledged money or market economies.

Employment and growth projections for the immediate future are not optimistic given the economic contraction of 2015-2017, which resulted in job losses. The recent COVID-19 pandemic and its economic effects have further exacerbated unemployment, particularly hitting the self-employed and microenterprises. The informal sector is expanding and includes both entrepreneurs and employees who may be migrating from or active in the formal sector as well.

In recent years, the Ministry of labour has taken concrete steps towards modernizing the labour laws by taking into account ILO Labour standards and CARICOM Model labour laws (ILO Decent Work Country Programme DWCP (2016)). A Labour Advisory Board and the tripartite State Council approve all concept labour laws before they are discussed in the National assembly.

The ILO DWCP identified three key priorities for labour and employment: i) awareness raising for the promotion of an enabling environment at the government and social partners level; ii)

modernization of labour legislation, including ratification of core conventions, strengthening labour inspection and institutionalized social dialogue mechanisms, iii) improvement of data collection and information systems.

The National Policy plan 2017-2021 of the past Government identified in active labour market policies and developing action programmes a way to mitigate the effects of the crisis, with the goal to stimulate and increase the GDP and job growth, more and better jobs and contributing to income and social security especially of poor families.

1.3 Role of partner institution in the sector

The Ministry of Labour is using job placement as an important measure to reduce unemployment. In order to increase employability, the Ministry offers courses in social skills and rights and obligations of workers. Furthermore, the Ministry refers unskilled and low skilled job seekers to technical and vocational institutions. It will be important to obtain sex-disaggregated data.

The Government strengthened the capacity of the Employment Service Units, specifically referring to the need to enforce the Employment Service Convention, 1948 (No. 88) and the Private employment agencies Convention, 1997 (No. 181), with the direct assistance of the ILO. Following convention ratifications, Suriname made amendment to the national legislation. The Private Employment Agencies Act 2017 and the Labour Exchange Act (LEA, 2017, in particular, establish regulation for private employment agencies with the aim to increase compliance with equal opportunity and non-discrimination and not charging fees to jobseekers.

With the assistance of the ILO, the Employment Service Unit (PES Unit) of the Ministry of Labour, is undergoing a number of changes. Operating from two main offices (Paramaribo and Nickerie) and planning expansion, the unit is reorganising its activities with the aim of improving efficiency, effectiveness and impact of its operation. With the assistance of the ILO, self-assessment and stock-taking exercises were carried out. These were followed by capacity-building activities for employment service units, tripartite constituents and relevant stakeholders. In addition, the ILO provided assistance for the elaboration and implementation of an operational plan for the triennium 2018-2020 for the employment services unit.

However, challenges persist within the PES Unit that prevent the implementation of the 2018-2020 operational plan and thus the provision and delivery of efficient PES services. These challenges include:

- A lack of experience in organising outreach activities targeting employers for matching demand and supply. In particular, the PES Unit sees the need to combine and diversify multiple outreach activities under one umbrella in order to maximise efficient use of resources when delivering its services;
- Limited access to and experience in using and managing IT tools. This is a critical employment service unit operational challenge;

Difficulties to monitor the activities of the private employment agencies in compliance with the Private Employment Agencies Act 2017 and the Labour Exchange Act (LEA, 2017).

2 ACTION DESCRIPTION

2.1 Overall objective

To upgrade the capacity of the Suriname PES to serve employers.

[As per SOCIEUX+ logical framework: To strengthen labour market intermediation through institutional capacities of labour and social protection institutions.]

2.2 Specific objective (s) (purpose)

SO1: To respond to employers' needs for efficient and effective recruitment and labour market intermediation services.

S02: To supervise and monitor private employment agencies' registration to public registry and their compliance with the law.

2.3 Expected results

ER1: A sustainable and reliable service delivery, including basic labour market intermediation services, organization of job fairs and speed dating activities is developed

ER2: The PES Unit capacity to deliver more efficient and effective services to employers is enhanced.

ER3: The capacities of the PES Unit to supervise and monitor the activities of private employment agencies are strengthened

2.4 Final deliverables

D1: Assessment of the status of integration of the PES unit within the current labour market landscape and private employment agencies, complemented with a road map for closing gaps

D2: - Consolidated assessment from the previous activity based on onsite observations AND Pedagogical materials for PES staff and tools developed for reducing gaps of key public employment service functions to increase employers' engagement

D3: Guidelines for PES staff on delivering services to employers, including on organising job fairs and speed-dating events for attracting and maintaining a network of employers

D4: Final workshop and report on findings, M&E, recommendations and feedback from the PES unit on the application of guidelines and trainings

3 METHODOLOGY

3.1 General methodology (of the action)

The Action addresses key PES Unit challenges that prevent full implementation of the 2018-2020 operational plan, and thus the provision and delivery of efficient PES services for enterprises. The Action focuses on two axes: reinforcing the individual and organisational capacities of the staff on delivering services tailored to employers' needs (objective 1) and to better monitor and control private employment agencies (objective 2).

The team of experts should take into account the shape of the labour market in Suriname, whereby the majority of employers are self-employed or have microenterprises. These two realities have been particularly hit by the COVID pandemic, which has also exacerbated unemployment rates.

Due to Covid-19 entry restrictions, Activity 1 was a remote self-assessment of the PES Unit organisational capacities, functions and responsibilities vis à vis the labour market landscape and a mapping of key actors.

Activity 2 will be conducted onsite. Experts will build on the results from the assessment and recommendations by animating a series of capacity-building workshops that will aim to tackle the challenges and gaps with regards to key public employment service functions to increase employers' engagement (e.g. organisational and managerial processes for modernising the PES service delivery, improvement of services such as counselling to employers, key topics such as soft skills, legislation for improving monitoring of private employment agencies and labour rights). As onsite perspective may give additional inputs, Experts may preliminarily engage with Partners and relevant stakeholders to consolidate the conclusions drawn from the previous remote assessment.

Activity 3 will focus on formulating strategic guidance for more efficient and modern services to employers.

Activity 4 will consist in a follow-up event that will conclude the action, provide feedback on the implementation, monitoring and evaluation guidance and tools, verification of the support received and recommendations for the way forward.

3.2 Planned activities (work plan of the action)

The following activities are currently planned for the action:

- Activity 1 – *Conduct an assessment of the current status of integration of the PES unit within the current labour market landscape and private employment agencies*
- Activity 2 – *Consolidate assessment from the previous activity based on onsite observations, and conduct capacity-building workshops for reducing gaps of key public employment service functions to increase employers’ engagement*
- **Activity 3 – *Develop guidelines for PES staff on delivering services to employers, including on organising job fairs and speed-dating events for attracting and maintaining a network of employers***
- Activity 4 – *Organise a final follow-up workshop to report on findings, M&E, and get PES feedback on the implementation of guidelines and trainings*

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

- Activity #3.

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;
- Social and economic inclusion of vulnerable groups.

4 ACTIVITIES DESCRIPTION

4.1 Tasks

➤ Background:

This activity builds on the results from activities 1 and 2, which respectively consisted in an assessment of relevant actors operating in the Surinamese employment ecosystem and in a series of trainings on labour market data, jobseekers support services and employers’ relations. During the previous activities, opportunities for collaboration between the stakeholders and the PES were identified.

➤ Purpose and content of the activity:

Activity 3 consists in the co-development of guidelines for the PES Unit team to provide targeted and customised services for employers through organising a series of consultation workshops.

Participants will be identified among PES staff within the Ministry of Labour, as well as key potential actors as identified in the previous activities.

The consultation workshops will aim to 1. identify key priorities and opportunities for offering special assistance to employers, which may include the urgent and specific nature of vacancies, limited knowledge of recruitment processes, lack of IT literacy and 2. to co-write draft guidelines to provide services to employers and co-develop tools.

The guidelines will be the final co-developed product of the activity. They will be developed during consultation workshops organized between the Partners, the Experts and key identified actors during an onsite mission and finalized by the experts upon return.

The guidelines will aim at offering rapid and practical support to local PES in advising employers on a range of issues. Through application of these guidelines, PES should increasingly attract small entrepreneurs by undertaking increased promotion aimed at SMEs.

The content of the workshops, which should then be reflected in the development of the guidelines, may include:

- Guidance on the service provision to employers:

This entails showing SMEs what services they offer beyond large-scale recruitment, especially highlighting PES advisory support around labour market information, as well as specific legal and HR support services.

Important guidance for PES local staff may concern the quality of contacts between PES and entrepreneurs, which may be addressed by developing indicators for measuring client satisfaction, and advising on how to mediate between an employer and employee (e.g. setting clear payment time and modalities, agreeing on performed work etc). Promoting collaboration between counsellors and colleagues working with jobseekers is imperative in order to improve the matching process.

- Templates and standardised self-filling documents to make both digital and non-digital recruitment process easier for the clients:

These tools should be co-developed during the workshops and may include templates for registration and addressing issues such as sustainability of basic services, prospecting vacancies and assessment of client's satisfaction.

- Support on writing job descriptions and vacancies for entrepreneurs, as well as interviewing tips, available channels of dissemination and strategies to enhance visibility (newspapers, company visits...).
- The experts should also include information on organising events such as job fairs and speed dating events as a means to increase job matching opportunities.

Experts will take into account the reduced opportunities for organising job fairs and speed-dating events in light of the restrictions due to the Covid-19 pandemic. Guidelines for organisations of these events should therefore respect national and local safety policies, including social distancing, hygienic measures and rules on public gatherings.

The guidelines should take into account the specific labour market picture, whereby the majority of employers are self-employed and microentrepreneurs in the service sector and catering business. Experts should take also into account the fact that these categories were particularly hit by the Covid-19 emergency.

- General methodology:

Activity 3 shall be conducted onsite. The principal expert will lead the 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+. Together, the team of experts will coordinate the technical preparation and delivery of the activity.

The PES staff will work in collaboration with experts supporting the preparation and implementation of the activity. The partner institution will provide one or more resource person(s) to support the experts in the material and technical organisation.

The Partner will be responsible for inviting and ensuring the participation to the workshops, and for the material organisation on site (including providing appropriate premises, logistics, coffee breaks and meals).

Activity 3 consists of a preparation, implementation and reporting phase:

During preparation, experts will review the existing background documents provided by SOCIEUX+ and the Partner Institution, familiarise themselves with the SOCIEUX+ templates. A resource-person from PES Unit will be identified to guide experts and collaborate in the formulation of the methodology and agenda.

Experts will interact with the PES Unit executive officers and technical staff in view to agree on a specific proposal for the guidelines, which incorporates all necessary topics and formats, as formulated into the activity's intermediate deliverables (methodology and agenda) to be approved by SOCIEUX+.

Together with the partner, a list of key actors and participants will be prepared. The partner institution will have the responsibility to invite and ensure their presence, as well as of ensuring the material organization of the workshops onsite.

In the implementation phase, the team of experts will travel to Paramaribo, Suriname for 10 working days. The experts will deliver a series of consultation workshops and co-develop tools according to the methodology and agenda defined in the methodological note approved by SOCIEUX+.

In the reporting phase, the experts will submit the final reports and the pedagogical tools developed to SOCIEUX to be validated by the Partner institution.

➤ **Minimum tasks for the experts will include:**

Preparation phase:

1. Prior to the on-site mission, acquire a substantial knowledge of the local context; review relevant background documents provided by SOCIEUX+ and the partner institution;
2. Organize preparatory meetings with the partner institution to co-develop the methodology and agenda of the mission and participants, to be validated by SOCIEUX+ ;
3. Prepare the materials for workshops, using SOCIEUX+ templates;
4. Participate in a pre-mission briefing with the SOCIEUX+ team (approximately 1 week before the mission);

Implementation:

5. Conduct the consultation workshops and co-develop tools for PES staff according to the planned topics, modalities, method and audience as described in the methodological note and agenda;
6. Participate in an online briefing and debriefing with the EU Delegation office in Guyana and the ILO in Trinidad to illustrate the activity and showcase the results;
7. At the end of the training, provide a short final session for participants to fill in the online Participant Feedback Form (PAF);

Reporting:

8. Present the preliminary results of the mission to the Partner Institution, in order to take into account the Partner's remarks for the finalization of the final deliverables;
9. Submit all final deliverables to SOCIEUX+ (10 working days after the activity). An additional round of adjustments may be conducted in interaction with SOCIEUX+ and the partner;
10. Provide visibility and knowledge development materials to SOCIEUX+ as appropriate. All materials must be taken/used with the consent of the participants;
11. Participate in a debriefing with the SOCIEUX+ team.

4.2 Deliverables

To adjust as necessary

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

- 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.
- D3: Annex to AcR:
Guidelines for PES staff on delivering services to employers, including on organising job fairs and speed-dating events for attracting and maintaining a network of employers

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: [Employment 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, international organisations, academia, social partners, civil society organizations, international thematic organizations,*
- *Specific experience in writing guidelines and developing tools on and for labour market intermediation services delivered by the PES*
- *Experience in conducting capacity building workshops for PES counsellors, to provide **targeted and customised services for employers***
- *Experience in employment/training professions, experience in advising the public on job-seeking and then middle management/director of a specialised structure, in particular in conducting active intermediation activities on the labour market and recruitment services delivery to companies*
- *Experience in managerial and/or human resource management functions in an employment/training/integration, particularly in recruitment services delivery to companies*
- *Acute sense of diplomacy and institutional relations.*

Additional assets (advantageous in selection):

- *Fluent in Dutch, written and oral; knowledge of English, written and oral*
- *Knowledge of SWOT approaches and systemic and organisational diagnosis of intermediation services*

Expert 2:

Area(s) of expertise: [Employment 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 10 years of professional experience within EU public administrations or, international organisations, academia, social partners, civil society organizations, international thematic organizations*
- *Specific experience in writing guidelines and developing tools on and for labour market intermediation services delivered by the PES*
- *Experience in conducting capacity building workshops for PES counsellors, to provide targeted and customised **services for employers***
- *Acute sense of diplomacy and institutional relations.*

Additional assets (advantageous in selection):

- *Fluent in Dutch, written and oral; knowledge of English, written and oral*

OR/AND *(delete as appropriate)*

The Dutch UWV or the Belgian VDAB and ACTIRIS would be ideal partners in this Action.

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)	5	10	2	4	21
Total	10	20	4	9	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*

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

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+.

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).

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

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...

11 ANNEXES

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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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