

TERMS OF REFERENCE FOR EXPERTS

Terms of reference for on-site activities and missions

Action request code and partner country: SOCIEUX 2023-06 Nigeria

Action title: Building capacity in the FMLE to increase employers' awareness, understanding and engagement to their labour intermediation services

Partner institution: Federal Ministry of Labour and Employment

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

- *Activity 2* – Drafting an Employers' Outreach, Engagement and Communication Strategy

Tentative dates of implementation (remote):

- *Activity 2:* Preparation from 17 July to 4 August 2023; Implementation 7-18 August; Reporting up to 8 September

Expert positions and responsibilities (by activity):

- *Activity 2 : Expert 1 (principal) – Employment Services (1.2.P&S making and development, 1.3.P&S steering and implementation, 3.6.Service delivery)*
- *Activity 2 : Expert 2 Employment Services (1.2.P&S making and development, 1.3.P&S steering and implementation, 3.6.Service delivery)*

Workload:

Activity 2 - Expert 1 : Total 16 days at distance

Activity 2 - Expert 2 : Total 15 days at distance

Call for experts' reference: 23-06/NRA/2

Version - #: 1 Draft

Final

Date: April 12, 2023

SOCIEUX+ is implemented by

Partnership led by



Co-financed by the European Union

1 BACKGROUND INFORMATION

1.1 Country overview

The Federal Republic of Nigeria is a multi-ethnic and culturally diverse federation of 36 autonomous states and the Federal Capital Territory. Its capital is Abuja. Total population is of roughly 200 million people, making it the most populous country in Africa. It represents nearly half of West Africa's population, and it has one of the largest youth populations in the world (70% of the population is under the age of 30). It is the largest economy in Sub-Saharan Africa, followed by South Africa. The country is highly dependent on oil, although revenues have declined in recent years. The agricultural sector and services are growing.

Nigeria's HDI value for 2021 is 0,535— which put the country in the low human development category—positioning it at 163 out of 191 countries and territories. The country continues to face massive development challenges, including the need to reduce the dependence on oil for exports and revenues, diversify its foreign exchange sources, close the infrastructure gap, build strong and effective institutions, as well as address governance issues and strengthen public financial management systems. Inequality, in terms of income and opportunities, remains high and has adversely affected poverty reduction. The lack of job opportunities is at the core of the high poverty levels, regional inequality, and social and political unrest. High inflation has also taken a toll on household's welfare and price increases in 2020-2022 have pushed more Nigerians into poverty. Key structural reforms include trade policy, addressing major constraints to productivity such as the large infrastructure gap (notably power), tackling insecurity, as well as addressing climate risk.

Since 2011, the security landscape has been shaped by the war against Boko Haram and other terrorist groups in the northeast in addition to incessant cases of banditry and kidnappings in the north-west and parts of the southwest. The southeast continues to witness unrest resulting from separatist agitations. General Elections to elect a new President, Federal and State Legislators and Governors were held in February and March 2023 and President Muhammadu Buhari will have completed his second term in office on May 29, 2023.

1.2 Sector situation

Economic growth in Nigeria over recent years has not resulted in a rapid reduction of poverty or in the creation of sufficient decent jobs for the young and rapidly growing labour force. The rate at which the labour force is growing is faster than the rate of job creation. It is estimated that over 43% of the potential working population in Nigeria is either unemployed or underemployed. Another specificity and challenge of the structure of labour market, is the very low labour productivity, especially in the agriculture sector and in the urban informal sector (trade).

Unemployment in Nigeria does not only concern unskilled workers, but also highly skilled people including graduates of universities and of other institutions of higher learning. The bulk of new employment in recent years in Nigeria has been in the informal economy, which entails precarious, poorly paid with few benefits and not covered by labour legislation or social protection. Recent estimates suggest that informal employment account for more than 80% of total non-agricultural employment in Nigeria .

Nigeria developed the National Action Plan on Employment Creation 2009-2020 which focused on the following aspects: promoting employment and income generation opportunities for youth and women through coherent policies on employment and economic growth, eliminating the worst forms of child labour through support for education and skills development, promoting good governance of labour migration, strengthening HIV prevention and social protection programmes in the world of work, combatting human trafficking and forced labour. Private sector involvement by public institutions needs to be increased to create decent jobs for Nigerians according to the Nigerian Youth Employment Action Plan 2021-2024.

1.3 Role of partner institution in the sector

The Federal Ministry of Labour and Employment (FMLE) has today grown into a colossus with headquarters in Abuja, a network of 36 States labour Offices, the FCT labour Office and 32 District

Labour offices throughout the Federation. The Ministry is generally responsible for Labour Administration in Nigeria. These include the preparation, formulation, coordination, monitoring, review, implementation and enforcement of all Government policies and regulations which relate to employment generation, labour inspection, productivity improvement, industrial peace and harmony, and occupational safety and health in workplaces. In order to address the challenges of unemployment and provide the unemployed with information on the labour market and job offers, the Federal Ministry of Labour and Employment (FMLE) has created job centres in all states, including the Federal Capital Territory (FCT) in Nigeria. However, the Ministry (FMLE) and its various job centres, are not very visible and trusted by the society due to its limited capacity to engage effectively in the job brokerage processes. Therefore, the need to strengthen the competencies of staff and Desk Officers both at the Headquarters and field offices has never been so compelling.

The job counsellors working in the job centres have received some form of capacity building, but there is still a need for building efficient job seekers counselling especially in the field of employers' outreach, employers' engagement, and canvassing for job vacancies. This capacity lack has resulted in poor job brokerage, poor career counselling and poor job matching process. This apparent capacity gap could be addressed through coordinated training and capacity development for staff of the various job centres across the federation. Therefore, job centres must be strengthened to develop effective links with employers and treat them as core clients alongside jobseekers, to deliver effective matching and placement services. This is essential to improve the reputation of the job centres so that employers are motivated to use the services to meet their recruitment requirements.

ILO worked with Nigeria through the Decent Work Country Programme II from 2015-2018. The ILO considers four strategic objectives of decent work which are: rights at work and international labour standards, employment and income opportunities, social protection and social security and tripartism. There are some challenges in Nigeria, mainly concerning job creation (incapacity of the economy to generate employment at the rate of rise of population), guarantees of rights at work (impossibility to unionize), extension of social protection, and promotion of social dialogue. ILO CO-Abuja is supporting the Government of Nigeria through the Federal Ministry of Labour and Employment (FMLE) and the social partners to develop the country's third Decent Work Country Programme that spans from 2023 until 2027.

The GIZ works in Nigeria through the Skills Development for Youth Employment (SKYE) programme from 2018 until 2023 and focuses on promoting needs-based technical and vocational education and training and youth employment in Nigeria. The program combines activities of labour demand (private sector development), labour supply (TVET / skills development) and matching (Active Labour Market Measures - ALMM) - thus emphasizing an integrated approach to employment promotion.

2 ACTION DESCRIPTION

2.1 Overall objective

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

2.2 Specific objective (s) (purpose)

S. 1: To provide effective labour market intermediation services considering employers' needs

2.3 Expected results

The individual and organizational capacities of the PES to increase employers' awareness, understanding and engagement to their services are strengthened

2.4 Final deliverables

D.1.1: Assessment on individual capacities and training needs of job centres staff to effectively outreach, engage and provide services to employers, with recommendations

D1.2 Brief assessment on current employers' awareness, understanding and engagement to PES services, with recommendations

D. 2: Employers' Outreach, Engagement and Communication Strategy for the PES

D.3.1: ToT plan to develop skills and competencies in outreach, engagement and provision of services to employers considering the Assessment and Strategy

D. 3.2: Training materials, including assessments and tools developed during the ToT sessions.

3 METHODOLOGY

3.1 General methodology (of the action)

In order to address the challenges of unemployment and to provide the unemployed with information on the labour market and job opportunities, the Federal Ministry of Labour and Employment (FMLE) has established job centres in all states, including the Federal Capital Territory (FCT) of Nigeria. The Ministry (FMLE) and its various job centres, especially the Public Employment Services (PES), are not very visible and do not enjoy the confidence of the society. This invisibility and lack of trust has further hampered the fulfilment of this service role of the Ministry over the years. The Ministry's PES role has also been hampered by lack of funds and limited capacity to engage effectively in job brokerage processes.

Counsellors working in the job centres have been trained to advise jobseekers, but there is still a need for capacity building, particularly in the field of employers' outreach, employers' engagement, and canvassing for job vacancies. This lack of capacity has resulted in poor job brokering, poor career guidance and poor job matching. Job centres must be strengthened to develop effective links with employers and treat them as core clients alongside jobseekers, to deliver effective matching and placement services.

In this context, this action aims to strengthen the individual and organizational capacities of the PES to increase employers' awareness, understanding and engagement to their services (R.1). To this purpose, mobilized experts will (Activity 1) help assessing gaps and needs and formulate recommendations on individual capacities and training needs of job centres staff to effectively outreach, engage and provide services to employers; they will also help to assess to what extent employers are aware of, understand and engage with PES services. Activity 2 will help drafting an Employers' Outreach, Engagement and Communication Strategy, while the final Activity 3 shall facilitate the design, preparation and deployment of a trainings of trainers' (ToTs) plan with two workshops on outreach, engagement and provision of services to employers for a group of PES trainers.

3.2 Planned activities (work plan of the action)

The following activities are currently planned for the action:

- A. 1: Assessing gaps and needs for outreach, engagement and provision of services to employers
- A. 2: Drafting an Employers' Outreach, Engagement and Communication Strategy
- A. 3: Co-facilitate two trainings of trainers' workshops on outreach, engagement and provision of services to employers for a group of PES trainers

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

- Activity 2.

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;

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

4 ACTIVITIES DESCRIPTION

4.1 Tasks

The objective of this activity is to formulate Employers' Outreach, Engagement and Communication Strategy for the Public Employment Service in order to become known and recognized in Nigeria as a valuable partner helping employers recruit workers to fill their job vacancies.

In order to achieve these objectives, it is envisaged to intervene in different stages (non-exhaustive):

1. Analysing the results of the assessment conducted under Activity 1, together with current protocols, processes and services provided by job centres to employers
2. Identification and definition of
 - a. Portfolio of services to employers
 - b. strategic objectives for a systematic and deliberate brand roll out and outreach campaign that establishes the PSE as a go-to resource for employers in line with its capacities.
 - c. Measures/resources needed to tackle the strategic objectives, including communication channels, tools and brand touch points to provide multiple ways for employers to learn about and experience PSE services.
 - d. Challenges and risks related to the implementation of the strategy
3. Describing each stage of the employer engagement journey so it can be planned, systematized and standardized to increase the likelihood that an employer will commit and also increase efficiency (standard operating procedures).
4. Developing an operational plan (implementation pace, time frame, key staff responsible, estimate of costs, etc.)
5. Developing a M&E protocol/procedure of the strategy allowing for coordinated follow-up procedures to meet employers' needs, document staff activities, and keep track of progress and success with clear procedures for data collection, data generation, data aggregation, reporting and analysis.
6. Workshops to validate the proposals included in the Strategy with the partner institution.

Tasks:

Minimum tasks expected from the experts shall include:

Preparation:

- Get substantial knowledge of the local context; review relevant policy and institutional framework documents.
- Co-develop the mission's methodology and agenda (intermediate deliverables), in collaboration with the Partner Institution.
- Agree with the Partner on logistical arrangements for the implementation of the activity.
- Transmit the intermediate deliverables to the SOCIEUX+ team for approval.
- Take part to the pre-mission briefing with SOCIEUX+ team (around 1 week before the start of the action).
- Contact the EU Delegation to Nigeria to organise a briefing and/or debriefing upon arrival (SOCIEUX+ will introduce the experts to the focal point within the EU Delegation).

Implementation:

- During the mission, conduct consultations with the Partner's key staff and other stakeholders deemed necessary to meet for the purpose of this activity as per methodology and agenda. The partner institution shall facilitate and arrange the meetings.

- To present the outcomes of the mission to the partner in order to discuss and take into account comments on the contents of the deliverables before their finalisation.
- Participate in the briefing/debriefing with the Delegation of the European Union in the country.
- At the end of the exchanges, ask the interviewed actors to complete the participants' feedback questionnaire (link provided by SOCIEUX+).
- Channel to SOCIEUX+ Communication officer any materials that can be useful to inform the public about the activity (pictures, interviews, brief notes or articles), in respect of SOCIEUX+ visibility policy

Reporting:

- At the end of the mission, timely submit to SOCIEUX+ the final deliverables (10 working days after the implementation).
- Use the templates and evaluation forms provided by SOCIEUX+.
- Go through a round of comments and adjustments in interaction with SOCIEUX+ and the Partner.

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

Responsibilities of the partner institution:

The partner institution shall work in collaboration with experts supporting the preparation and implementation of the activity. The partner institution shall facilitate the organization of the activity with regards to the following aspects:

- providing or more resource-persons to support the experts in the material and technical organization
- contributing to the technical organization of the activity, including sharing background documents, contacts and technical inputs with the experts
- convening participants to the meetings and ensuring their participation, including external stakeholders

4.2 Deliverables

4.2.1 Pre-mission deliverables

- P1: A methodological note, detailing the working approach, tools and methods to employ, a risks analysis, etc. The Methodological Note shall not exceed 3 pages (excluding cover page and annexes).
- P2: A activity/mission agenda, detailing the meetings and working sessions to be held, persons to meet, etc. The Activity/mission Agenda shall not exceed 2 pages.

4.2.2 Final deliverables

- An individual Expert Mission Report (ExMR) in SOCIEUX+ format (template provided). This report is a confidential product intended solely for and use by SOCIEUX+. The expert team may also submit a single-joint ExMR report if they prefer to do so (see instructions on the template).
- An individual completed Expert Feedback Form (ExF) completed online (see instructions and link on the ExMR template).
- A collective Activity Report (AcR) in SOCIEUX+ format (template provided). This AcR is to be produced jointly by the mission team. It is intended for the Partner Institution, and will be shared, most probably, with key stakeholders of the action. The report will reflect the tasks conducted in during the activity. It shall provide a meaningful contribution towards the final deliverables of the action.
 - **Technical deliverable (D2):** Employers' Outreach, Engagement and Communication Strategy for the PES

5 REPORTING AND SUBMISSION OF DELIVERABLES

5.1 Formats

All deliverables and products of the activity (notes, reports, presentations, etc) shall comply with the formats and templates provided by the SOCIEUX+ Team.

All deliverables are to be submitted in electronic in electronic editable versions [Microsoft Word 97-2003 [doc], PowerPoint 97-2003 [ppt] and Excel 97-2003 [xls]; or in equivalent OpenDocument format). Non-editable electronic document such as in Portable Document Format (PDF) shall not be accepted.

Templates for electronic presentations during the activity/mission are provided by the SOCIEUX+ Team. These templates are in Microsoft PowerPoint format and comply with the SOCIEUX+ Corporate Image standards. These templates are to be used as a sole format by all members of the expert mission team. They are to be used for all presentations by the experts during and for the activity/mission. The use by the experts of their own, or their organisation(s), templates or formats are not allowed unless otherwise instructed in written [by email] to the experts by the SOCIEUX+ Team.

All versions of deliverables or other products used or produced during activity/mission by the experts shall include the following disclaimer:

"Disclaimer:

The responsibility of this publication sole lies with its authors. The European Union, the European Commission, the implementation partners of SOCIEUX+ and the SOCIEUX+ Staff are not responsible for any use that may be made of the information contained therein."

Please refer to the expert information package for further guidance on communication and templates.

All deliverables are to be provided in English.

5.2 Submission and approval

All deliverables versions (drafts, final or other) shall be submitted directly and only to SOCIEUX+ Team, unless otherwise instructed in writing [by email] to the experts by the SOCIEUX+ Team.

5.2.1 Pre-mission deliverables

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

5.2.2 Final deliverables

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

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

6 REQUIRED EXPERTISE

6.1 Expertise profile

Principal expert (Expert #1):

Area(s) of expertise: Employment Services

Specific skill(s) and competency(ies) of expertise: 1.2.P&S making and development, 1.3.P&S steering and implementation, 7. Communication & social marketing 3.6.Service delivery

Requirements (essential/required):

- a) The education type and level required:

“Master’s” degree (or equivalent advanced academic degree or diploma requiring 4 years of formal education) in the areas of expertise (see above), or another directly related discipline. In its absence, the master’s degree can be replaced by a combination of academic degree(s) with relevant years of work/professional experience combining the area of expertise and specific skills requested:

- An intermediate academic degree (“Bachelor”, equivalent degree or diploma requiring three (3) years of formal education) with an additional three (3) years of working/professional experience; or,
- A first-level academic degree (“License”, equivalent degree or diploma requiring two (2) years of formal education) with an additional five (5) years of working/professional experience.

The additional work experience used in calculating academic equivalence shall not count towards the minimum general professional experience.

- b) The number of years of relevant work/professional experience combining the area(s) of expertise and demonstrated specific skill(s) & competence(s):

Ten (10) years.

- c) Required language knowledge: English

- d) Relevant experience in the design, implementation, monitoring and evaluation of strategies/plans, policies and processes for public employment services in the EU, in particular in relation to outreach, engagement and service provision to employers.

- e) Relevant experience and knowledge of digital communication tools and channels, as well as institutional media and communication

- f) Relevant experience in developing and/or improving standard operating procedures (SOPs) with visual workflows

Additional assets (advantageous in selection):

- a) Relevant experience and knowledge of process modelling tools (Visio, Bizagui, etc.)
- b) Professional recognised certification(s): communication and social marketing, design and implementation of institutional communication strategies, information and communication technologies
- c) A previous experience in delivering short-term technical assistance in international cooperation;
- d) A previous professional experience in West Africa

Principal expert (Expert #2):

Area(s) of expertise: Employment Services

Specific skill(s) and competency(ies) of expertise: 1.2.P&S making and development, 1.3.P&S steering and implementation, 7. Communication & social marketing 3.6.Service delivery

Requirements (essential/required):

a) The education type and level required:

“Master’s” degree (or equivalent advanced academic degree or diploma requiring 4 years of formal education) in the areas of expertise (see above), or another directly related discipline. In its absence, the master’s degree can be replaced by a combination of academic degree(s) with relevant years of work/professional experience combining the area of expertise and specific skills requested:

- An intermediate academic degree (“Bachelor”, equivalent degree or diploma requiring three (3) years of formal education) with an additional three (3) years of working/professional experience; or,
- A first-level academic degree (“License”, equivalent degree or diploma requiring two (2) years of formal education) with an additional five (5) years of working/professional experience.

The additional work experience used in calculating academic equivalence shall not count towards the minimum general professional experience.

b) The number of years of relevant work/professional experience combining the area(s) of expertise and demonstrated specific skill(s) & competence(s):

Seven (7) years.

c) Required language knowledge: English

d) Relevant experience in the design, implementation, monitoring and evaluation of strategies/plans, policies and processes for public employment services in the EU, in particular in relation to outreach, engagement and service provision to employers.

e) Relevant experience and knowledge of digital communication tools and channels, as well as institutional media and communication

f) Relevant experience in developing and/or improving standard operating procedures (SOPs) with visual workflows

Additional assets (advantageous in selection):

a) Relevant experience and knowledge of process modelling tools (Visio, Bizagui, etc.)

b) Professional recognised certification(s): communication and social marketing, design and implementation of institutional communication strategies, information and communication technologies

c) A previous experience in delivering short-term technical assistance in international cooperation;

d) A previous professional experience in West Africa

Collaborative institutions:

Public or publicly mandated institutions from European Union Member States with relevant expertise and competencies as outlined above are also encouraged to directly apply and contact SOCIEUX+ to provide expertise and participate in these/this activity. Focal points and responsible staff may directly contact the SOCIEUX+ Team at:

experts@socieux.eu, indicating the reference of the call for experts.

6.2 Estimated workload

	Preparation	Distance work	Reporting & deliverables	Total
Principal expert (#1)	4	8	4	16
Expert (#2)	3	8	4	15
Total experts	7	16	8	31

7 APPLICATIONS

7.1 Call for experts

All calls for experts for SOCIEUX+ activities are published online on the SOCIEUX+ website. Interested experts should submit their application on the SOCIEUX+ online expert database: <https://pmt.socieux.eu> (currently only available in English). The application process is:

1. If they have not already, experts create their SOCIEUX+ account by clicking on "Create an account" using an email address.
2. Login details for their account will be sent to experts by email, experts should create and submit their profile for review by¹:
 - a. Providing contact details
 - b. Providing information on the competencies, skills and working history of the expert. Experts are required to provide only limited information through fields marked with an asterisk. However, *experts are encouraged to complete in most detail de sections on skills and competencies as the SOCIEUX+ Team also regularly reviews profiles in the roster to identify and contact potential experts for future missions.*
 - c. Uploading of a curriculum vitae, preferably in Europass 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 if an appropriate public expert cannot be identified.

Only short-listed applicants may be contacted. The selection process may include interviews by phone or other communication means.

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>

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

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

7.4 Financial compensations

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

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

National regulations on remuneration and compensation of public employees and civil servants apply and may limit the payment of allowances by SOCIEUX+. The responsibility for compliance and verification lies with individual experts and their institutions of origin. The payment of income or other taxes is the sole responsibility of the mobilised experts and/or their organisations.

7.5 Travel costs

All travel expenses for the mobilised experts (public, private or international institutions) are covered by SOCIEUX following the **Guide for Experts and Collaborative institutions** with detailed information on contracting with SOCIEUX+ (version as of the date of signature of the contract).

8 COMMUNICATION & VISIBILITY

SOCIEUX + can use its communication channels, such as the web, newsletter and other media, to share information about the implementation and results of the activities. For this, contributions of the experts mobilised are expected. The experts may be requested to provide such contributions in the field of communication as photographs, provide short texts, and interviews.

Short briefings, before and after the mission, with the Communication Officer of SOCIEUX+. These briefings will provide the opportunity to identify communication opportunities and strategies.

For specific activities, visibility products, such as brochures, USB sticks, notebooks and pens, can be made available to experts for on-site distribution.

9 CODE OF CONDUCT

The experts mobilised by SOCIEUX+ will provide technical assistance from the preparatory stages of each activity to the delivery of products. The SOCIEUX+ Team will assist experts to fulfil their assignments by supporting and advising on preparing background materials before meetings. The SOCIEUX+ team will collect feedback from partner institutions and relevant stakeholders to ensure that mission reports and recommendations are delivered to national authorities, the EU Delegations in the partner countries and the European Commission.

The experts mobilised are not representing SOCIEUX+ or the EU. Technical opinions and recommendations expressed are their own. They shall not express negative opinions on the implementation of actions supported by SOCIEUX+ to third parties. Nevertheless, they shall be aware of SOCIEUX+'s objectives and functioning, and promote its services to the best of their knowledge, whenever possible and feasible.

The experts shall perform their duties in the Partner Country in a way that is fully compliant with and respectful of the local institutions, policies and cultural behaviours. They shall particularly adopt culturally sensitive behaviour when dealing with their local counterparts.

10 ANNEXES

TABLE OF CONTENTS

1	Background information	2
1.1	Country overview	2
1.2	Sector situation.....	2
1.3	Role of partner institution in the sector	2
2	Action Description	3
2.1	Overall objective	3
2.2	Specific objective (s) (purpose).....	3
2.3	Expected results.....	3
2.4	Final deliverables.....	3
3	Methodology	4
3.1	General methodology (of the action).....	4
3.2	Planned activities (work plan of the action).....	4
3.3	Inclusion of cross-cutting issues.....	4
4	Activities description	5
4.1	Tasks.....	5
4.2	Deliverables.....	6
4.2.1	Pre-mission deliverables	6
4.2.2	Final deliverables	6
5	Reporting and submission of deliverables	7
5.1	Formats	7
5.2	Submission and approval.....	7
5.2.1	Pre-mission deliverables	7
5.2.2	Final deliverables	7
6	Required expertise.....	8
6.1	Expertise profile	8
6.2	Estimated workload	9
7	Applications	10
7.1	Call for experts	10
7.2	Selection of experts	10
7.3	Contracting of public experts	11
7.4	Financial compensations.....	11
7.5	Travel costs	11
8	Communication & Visibility	11
9	Code of conduct	11
10	Annexes	12
	About SOCIEUX+	1

ABOUT SOCIEUX+

The SOCIEUX+ Facility was established and funded by the EU through the European Commission's Directorate-General for International Partnerships (DG INTPA) and Directorate-General for Neighbourhood and Enlargement Negotiations (DG NEAR). The Facility is co-funded by France, Spain, and Belgium. It is implemented by a partnership composed of Expertise France (the partnership lead), Fundación Internacional y para Iberoamérica de Administración y Políticas Públicas (FIIAPP) from Spain, Belgian International Cooperation on Social Protection (BELINCOSOC), and the Belgian Development Agency (Enabel).

The Facility's general objective is to expand and improve access to better employment opportunities and inclusive Social Protection systems in Partner Countries. Its specific objective is to enhance Partner Countries' capacity to design, manage, and monitor inclusive, effective, and sustainable employment strategies and Social Protection systems through short-term, peer-to-peer technical assistance and knowledge development.

SOCIEUX+ recognises the impact of Social Protection and employment in reducing poverty and vulnerability. It supports the efforts of partner governments in promoting inclusive and sustainable Social Protection and employment systems. SOCIEUX+ also complements the efforts made through other EU initiatives.

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

Follow us at:

- www.socieux.eu
-  www.twitter.com/socieuxplus
-  www.linkedin.com/in/socieux-plus
-  www.flickr.com/people/socieux
-  <http://goo.gl/qSByFu>

