TERMS OF REFERENCE FOR EXPERTS

Terms of reference for on-site activities and missions

Action code and partner country: *SOCIEUX 2022-37 AZERBAIJAN*

Action title: Virtual DOST: support to digitization of citizen-centric services

Partner institution: Agency for Sustainable and Operative Social Provision (DOST Agency)

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

- *Activity #3 – Capacity needs for the management of DOST digital platform and services*

Tentative dates of implementation and location:

- *Activity #3 – December 25, 2023 - February 15, 2024 (onsite in Baku: 8 to 19 January 2024)*

Expert positions and responsibilities (by activity):

- *Activity #3: Expert #1 (principal) – Expert in Digitalisation of Social Services*
- *Activity #3: Expert #2 – Expert in IT systems and Data Protection*

Workload:

Activity #3 - Expert #1: Total 19 days (9 days at distance; and 10 days onsite)

Activity #3 - Expert #2: Total 18 days (8 days at distance; and 10 days onsite)

Call for experts' reference: 22-37/AZE/3

Version - #: 1 ☐ Draft   ☒ Final   Date: September *5, 2023*

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1   BACKGROUND INFORMATION

1.1   Country overview

The Republic of Azerbaijan is a country located in the Caucasus region. It has an area of 86 600 square meter and a population of approximately 10,197,000 inhabitants. The capital ocity is Baku, the currency is the Manat. The official language is Azeri.

In 1992 Azerbaijan joined the United Nations, and in 1993 it formally became a member of the Commonwealth of Independent States (CIS). The current president, Mr Aliyev was re-elected in April 2018.

Azerbaijan is a developed industrial and agrarian country with two notable industries: petroleum and natural gas. The hydrocarbon sector is particularly growing. That said other economic sectors outside of the field of energy are growing thanks to various sectoral reform aiming to boost economic growth.

Azerbaijan's GDP reached 48.05 billion dollars in 2019. The country's economy grew by 2.2% in 2019. Non-energy GDP grew at a solid 3.5% with agriculture and services driving the expansion. Official national poverty rate is low, standing at 5.1% in 2018. The inflation remained low averaging 3% in 2020.

The country has a high HDI value, 0.756 (in 2019), ranking at 88 in the index, and the World Bank classifies the country as belonging to the upper middle-income group. In 2019 budget allocations for education (up by 13 percent) and health care (by 44.5 percent) impacted positively the country and contributed to improving human capital.

Azerbaijan is committed to achieve the goals set out in the UN 2030 agenda. Notably it undertook a MAPS mission (Mainstreaming, Acceleration and Policy Support for the 2030 Agenda) which outlined policy and programming steps to accelerate the goals at national level. The country has been receiving support from the UN for the strengthening of national statistical capacities and the production of quality data and disaggregation.

1.2   Sector situation

The Ministry of Labour and Social Protection of the Population (MLSPP) provides 175 services in the fields of social protection, employment and labour relations, of which 153 services in 12 directions are delivered by the centres of the DOST Agency. 110 of the mentioned services are digitised, 46 are proactive, while others are partially digitized. At present, DOST centres are providing services only Baku and Absheron district. The Call Centre 142 under the DOST Agency provides services to all of the country's population in all directions of MLSPP activities. The main target audience of DOST services are residents of the Republic of Azerbaijan as well as Azeri citizens abroad. Pensioners, retirees, unemployed and jobseekers, those in need of social services, low-income families, insured and insurer, people with disabilities, war veterans and other vulnerable groups of population are considered main beneficiaries of the services. Since May 2019, when the first DOST Centre began to operate, 1,220,000 citizens have been served, and 3.1 million people were served by the Call Centre 142. 84% of inquiries addressed to DOST Centres and 97% of inquiries addressed to the Call Centre 142 were answered immediately. Requests that cannot be answered immediately and require investigation are sent to back offices for resolution, and citizens' requests are answered within 15 working days. At the same time, self-service desks were installed in the Centres to support the use of e-services by citizens. DOST Centres also provide mobile services based on citizen requests. According to the Presidential Decree dated June 2021, Central Coordination Units (CCU) were established to deliver the services of 6 state institutions at one point to the veterans of 2nd Karabakh War, martyrs' family members, military servants injured at the war and people with war-related disability. The service provision is carried out through the Centralized Electronic Information System (CEIS) platform.

Despite possessing a solid basis, DOST is facing several challenges and needs to shift from a government-centric approach towards citizen-centric approach. The project Virtual DOST can only function in fully virtual environment: to this aim it is necessary to strengthen the collaboration between all governmental bodies in order to create a consolidated "cyber-space". More over collaboration between policymakers, institutions providing services, advocacy groups, and individuals needs to be improved in order identify and address barriers, promote accessibility standards, and continuously ameliorate the delivery of social services for all. Lastly, in coordination

with other governmental bodies, communication campaign should reinforce promotion of e-services for all, through unified digital channels offering seamless user experience across all platforms.

1.3   Role of partner institution in the sector

The agency for Sustainable and Operative Social Provision was established by the Presidential Decree No. 229, dated 9 August 2018. "Regulation on the Centralized Electronic Information System" and the "Regulation on the "e-social" internet portal" of the Ministry of Labour and Social Protection were approved by the Presidential Decree No. 634 dated 15 April 2019. Charter and organizational structure of the Agency were approved by the Presidential Decree No. 387, dated 10 December 2018. Resolution No. 236 dated 22 May 2019 of the Cabinet of Ministers of the Republic of Azerbaijan on the approval of the Model Charter of "DOST" centres. The aim is to improve the quality of services in the field of employment, labour, social protection, and provision as well as to increase transparency and ensure the application of innovative solutions, acceleration of transition to e-services, prevention of bureaucracy, and enhancement of citizen satisfaction. DOST provides citizens with operative and smooth access to labour and social protection services, through a network of "DOST" centres and by deploying state-of-the-art IT solutions. DOST Agency manages the "DOST" centres, monitors and evaluates their activities, provides 'single-window' services based on the following principles of efficiency, citizen satisfaction, transparency, courtesy, responsibility, and convenience. It provides services by using mobile and other facilities to fulfil the requests filed by citizens either first-hand, by telephone, or via the internet.

That said DOST faces several challenges notably when it comes to access of services by all citizens regardless of location and issues related to inclusivity, accessibility, security and reliability of data. To solve those challenges, DOST has identified the need to improve:

- access of citizens to all programs, services, and procedures delivered by DOST;
- harmonization of processes for the digitalization of documents;
- analysis of data and management of processes;
- integration of growing number of services
- integration of various programs into a unique IT system;
- e-connections and e-services application
- integration of various databases

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)

- To deliver citizen centric services through digitalization
- To facilitate access to Social Protection services to all citizens of Azerbaijan

2.3   Expected results

Development of digital capacities and management tools for the establishment of virtual DOST

2.4   Final deliverables

- Strategic outlook of digitization and virtualisation potential of DOST services and platforms
- Concept note on digital governance for Virtual DOST services and platforms
- Assessment of capacity needs within an operational roadmap to Virtual DOST services and platforms

3   METHODOLOGY

3.1   General methodology (of the action)

 The aim of the present action is to support DOST in the delivering digitalised services to its citizens. The action shall contribute to greater use of digital technologies to improve cross governmental activities and data information and management. At the end of the action DOST shall be equipped with a clear vision of the steps to undertake to further digitize its services and to make them user-centric. The action will provide advice on the governance and management of information systems, for Virtual DOST.

The first activity aims to assess the digitalisation potential of the different services provided and platforms used by DOST, using existing documents, among others, the mapping of DOST services and the agency's strategic plan. This activity identifies broad policy and strategic directions with the partner institution. Activity 1 enabled the experts to share the gaps and priorities on which to work to achieve a virtual DOST. It also provided an opportunity to share the state of play for each key category in the project. The mission was able to deliver proposals and recommendations for the implementation of a virtual DOST, intended to facilitate the implementation of a full digitalization social system. They concerned the following areas:

- How finish the digitalization of services (kind of documents, legal issues)
- Simplify the services
- Reducing threats to the privacy rights
- Promotion campaign strategy

The second activity aims to lay out the governance structure of Virtual DOST digital platform and digital social protection services. Experts will help determine the role and duties of each stakeholder involved as well as interactions between stakeholders. The activity should define the internal governance within the institution, define workflows, roles, duties, capacities, and relations between departments. The activity should define Government to Government, Government to Customers, Government to Employees, and Government to Business (G2G, G2C, G2E, G2B) relations and interactions. The activity should determine modalities of administration of digital services and platforms, modalities of governance of information systems, tools, processes, and procedures for management of the platform. The activity should define guidelines for ensuring quality compliance and safe collection of private and sensitive data.

The third activity determines hand in hand with the partner institution the steps ahead to develop and stenghten the capacities for the management of DOST tools and services.The activity should provide policy support for digitalisation and more particularly internal governance and administrative arrangements. The approach should be rooted in change management theory and processes in order to support change in operations, methods, use of resources, workflows, tools etc… The expert team shall define the change management strategy at employee, organisational and institutional level. The activity will identify the partner's needs in terms of capacity building and instrumental pool; it will also allow to present tools and processes for efficient coordination, management, monitoring and evaluation of digital platforms and services. To do so they will showcase EU models and lessons learnt with the aim to define a concrete way forward. According to the needs of the partner, experts could also provide practical and concrete advice on deployment of analytical tools, data protection and information security measures, accountability mechanisms, compliance, and risk mechanisms, etc…

3.2   Planned activities (work plan of the action)

The following activities are currently planned for the action:

- Activity #1 – Appraisal of opportunities of digitization and virtualization of DOST services and platforms

- Activity #2 – Outlining digital governance for services and Virtual DOST digital platforms

- Activity #3 – Capacity needs for the management of DOST digital platforms and services

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:

- Good governance;
- People living with disabilities
- Social and economic inclusion of vulnerable groups.

4 ACTIVITIES DESCRIPTION

4.1 Tasks

The principal expert will lead the on-site mission. He/she will be responsible for the delivery of all deliverables of the activity (see below Section **Error! Reference source not found.**). He/she will be responsible for the preparation, coordination, implementation and reporting of the overall activity towards SOCIEUX+.

The main tasks of <u>the mission team</u> include:

- Task #3 – Capacity needs for the management of DOST digital platform and services

<u>The Experts' team:</u>
The principal expert will lead the mission on site. Experts are responsible for the production of all deliverables of the activity. They will also be responsible for the preparation, coordination, implementation and reporting and/or coordination of the overall activity.
The experts shall conduct the activity by means of organising a series of workshops with the Partner Institution and relevant stakeholders, including tripartite constituents, based on the co-developed methodology and agenda.

<u>The Partner Institution:</u>
The partner institution shall work in collaboration with experts supporting the preparation and implementation of the activity. The partner institution shall facilitate the organisation of the activity with regards to the following aspects:
- providing one or more resource-persons to support the experts in the material and technical organisation.
- contributing to the technical organisation and implementation of the activity, including sharing relevant information, contacts, and technical inputs with the experts
- convening participants to the meetings and ensuring their participation to the peer-to-peer dynamic, including external stakeholders as relevant
- Facilitate the organization of a meeting of experts with high-level decision makers of the Ministry of Labour, in order to present the preliminary reform proposal and to incept the internal reflection that shall conduct to a validation of the proposal.
- the material organization on site (including covering the costs of premises and logistics).

Tasks:

Minimum tasks expected from the experts shall include:
<u>Preparation:</u>
- 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 on-site activities.
- 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 in Azerbaijan to organise a briefing and/or debriefing upon arrival (SOCIEUX+ will introduce the experts to the focal point within the EU Delegation).

<u>Implementation:</u>

- 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.
- 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.

<u>Reporting:</u>

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

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

- D1: An individual Expert Mission Report (ExMR) in SOCIEUX+ format (template provided). This report is a confidential product intended solely for and use by SOCIEUX+. The expert team may also submit a single-joint ExMR report if they prefer to do so (see instructions on the template).

- D2: An individual completed Expert Feedback Form (ExF) completed online (see instructions and link on the ExMR template).

- D3: A collective Activity Report (AcR) in SOCIEUX+ format (template provided). This AcR is to be produced jointly by the mission team. It is intended for the Partner Institution, and will be shared, most probably, with key stakeholders of the action. The report will reflect the tasks conducted in during the activity. It shall provide a meaningful contribution towards the final deliverables of the action.

- D4: Assessment of capacity needs, and definition of a change management strategy within an operational roadmap for the governance and management of Virtual DOST services and platforms.

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

ACTIVITY 3

Principal expert (Expert #1): *Expert in Digitalisation of Social Services*

- ***Area(s) of expertise:*** Social Protection E.00
- ***Specific skill(s) of expertise***: 3. Organisational management & administration, 5.3 Information & communication technology

  Requirements (essential/required):
- "Bachelor's" degree (or equivalent academic degree or diploma requiring three (3) years of formal education) in the areas of expertise (see above), or another directly related discipline. In its absence, the bachelor's degree can be replaced by a combination of:
  - A first-level academic degree ("License" or equivalent) with an additional two (2) years of professional experience in one or more relevant fields.
  The additional work experience used in calculating academic equivalence shall not count towards the minimum general professional experience.

- Minimum 5 years of professional experience within EU public administrations or, international organisations, academia, social partners, civil society.
- Relevant experience in digitalisation of public services
- Relevant experience in digital provision of social protection services
- Experience in change management
- Acute sense of diplomacy and institutional relations.

  Additional assets (advantageous in selection):
- Fluent in English, written and oral.
- A previous experience in delivering short-term technical assistance in international cooperation.
- A previous professional experience in Neighbourhood Countries/Caucasus

Expert n°2: *Expert in IT systems and Data Protection*
- ***Area(s) of expertise:*** Human Rights L.00, Technology S.00
- ***Specific skill(s) of expertise***: 5.3 Information & communication technology

  Requirements (essential/required):
- "Bachelor's" degree (or equivalent academic degree or diploma requiring three (3) years of formal education) in the areas of expertise (see above), or another directly related discipline. In its absence, the bachelor's degree can be replaced by a combination of:
  - A first-level academic degree ("License" or equivalent) with an additional two (2) years of professional experience in one or more relevant fields.
  The additional work experience used in calculating academic equivalence shall not count towards the minimum general professional experience.

- Minimum 5 years of professional experience within EU public administrations or, international organisations, academia, social partners, civil society.
- Relevant experience in administration or management of social protection or public services IT systems
- Knowledge of EU's data protection regulations
- Acute sense of diplomacy and institutional relations.

  Additional assets (advantageous in selection):
- Fluency in English (reading, writing, speaking)
- A previous experience in delivering short-term technical assistance in international cooperation.

- A previous professional experience in Neighbourhood Countries/Caucasus

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Collaborative institutions:

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

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

6.2 Estimated workload

	Preparation	Onsite work	Distance work	Travel	Reporting & deliverables	Total
Principal expert (#1)	**4**	10	**0**	**0**	**4**	**18**
Expert (#2)	**3**	**10**	**0**	0	**3**	16
Total experts	**7**	**20**	**0**	**0**	**7**	**34**

7   APPLICATIONS

7.1   Call for experts

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

1. If they have not already, experts create their SOCIEUX+ account by clicking on "Create an account" using an email address.

2. Login details for their account will be sent to experts by email, experts should create and submit their profile for review by[1]:

   a. Providing contact details

   b. Providing information on the competencies, skills and working history of the expert. Experts are required to provide only limited information through fields marked with an asterisk. However, *experts are encouraged to complete in most detail de sections on skills and competencies as the SOCIEUX+ Team also regularly reviews profiles in the roster to identify and contact potential experts for future missions.*

   c. Uploading of a curriculum vitae, preferably in Europass format[2].

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.

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+.

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[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

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 OTHER CONSIDERATIONS

11 ANNEXES

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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.

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