

## TERMS OF REFERENCE FOR EXPERTS

Terms of reference for on-site activities and missions

**Action code and partner country:** SOCIEUX 2023-26 *NORTHERN MACEDONIA*

**Action title:** *Evaluation of the human resources of the State Labour Inspectorate (IET).*

**Partner institution:** *State Labour Inspectorate*

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

- *Activity 1# – Evaluation of the management and functioning of human resources*

**Tentative dates of implementation and location:**

- *Activity 1# - November 13th, 2023, to January 8th, 2024 (On-site: 04/12/2023-15/12/2023)*

**Expert positions and responsibilities (by activity):**

- *Activity #1: Expert #1 (principal) – Expert in Organisational management, administration and Human Resources*
- *Activity #1: Expert #2 – Expert in Organisational management and administration*

**Workload:**

Activity # - Expert #1: Total 18 days (8 days at distance; and 10 days onsite)

Activity # - Expert #2: Total 17 days (7 days at distance; and 10 days onsite)

**Call for experts' reference:** **23-26/NMA/1**

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## **1 BACKGROUND INFORMATION**

### **1.1 Country overview**

North Macedonia, located in southern Europe, has an area of 25,710 square kilometres, making it one of the smallest countries. Its capital is Skopje and its currency is Macedonian Dinars. It is the 137th world's largest economy by GDP. Its public debt in 2021 was €6,244 million, with a debt of 53.41% of GDP. Its per capita debt is €3,399 per capita.

The Republic of North Macedonia can be described as a unitary parliamentary democracy. The legislative branch consists of a parliament (Sobranje) with 120 deputies elected on the basis of universal suffrage. Although the country has a population of just over two million, there is a very wide range of political parties, a consequence of the enormous diversity of a multi-ethnic society, in addition to the different political programmes of each political grouping.

The Zaev government established in 2017 had as its main objectives NATO membership and the start of accession negotiations with the European Union, launching a series of reforms in areas such as the consolidation of the rule of law and the fight against corruption. While NATO membership in 2020 has been achieved, the start of negotiations with the EU came to a standstill. Under the new government headed by Dimitar Kovacevsky, EU accession negotiations began again in July 2022 with the convening of the Intergovernmental Conference. North Macedonia participates in the framework of the CSDP in the EUFOR Althea and EUTM RCA missions.

North Macedonia remains moderately prepared in terms of its public administration reform. It made limited progress in implementing the recommendations of 2021 from the UE. It adopted the new 2022-2025 public financial management reform programme. However, the adoption of the legislation on the organisation and operation of state administrative bodies and the new legal framework for human resources management (revision of the law on administrative servants and the law on public service employees and a new law on top management service) has been delayed. The new framework aims to improve the management of human resources across the administration and provide greater assurance for merit-based recruitment, promotion and dismissals, including at senior management level. The new organic budget law was adopted in September 2022. The State Commission for Prevention of Corruption has been proactive in addressing cases of nepotism, cronyism and political influence in the process of recruiting public-sector employees and in the process of appointing members of supervisory and management boards.

### **1.2 Sector situation**

The country remains moderately prepared in the area of social policy and employment. Some progress was made with the further reduction of the unemployment rate, an increase in the benefits for social assistance and the continuation of the implementation of mitigating socioeconomic measures to address the socio-economic impact of the COVID-19 pandemic. The implementation of the new Social Protection Act resulted in a slight reduction in the poverty rate, which however still remains high.

The country should, in particular, continue to implement labour market activation measures for the young, long-term and low-skilled unemployed, including women, persons with disabilities and Roma, and ensure proper evaluation of the measures; further, improve the capacities of the State Labour Inspectorate to address occupational safety and health issues; develop a system for monitoring injuries and fatalities at work; and strengthen bipartite social dialogue between employers and workers.

Public service and human resources management of North Macedonia needs to adopt the revised law on administrative servants and law on public sector employees and the new law on top management service, with the aim of ensuring merit-based recruitment and fair promotions and dismissals at the management level. Amendments to these laws since they were adopted in 2014 have led to inconsistent application of recruitment and promotion procedures. Contradictory rules in the law on internal affairs that allow for employees to be excluded from the scope of the law on administrative servants still apply. The administration still frequently uses procedures to convert temporary or service employment contracts into permanent contracts. The grounds for dismissal also need to be made more transparent. A proper follow-up should be ensured to the recommendations of the State Commission for Prevention of Corruption on improving public recruitment procedures (see Chapter 23 – Judiciary and Fundamental Rights). The Ministry of

Information Society and Administration coordinates and monitors the management of human resources across the public administration. The commitment and capacity of all the institutions involved need to increase to ensure the systematic application of relevant legislation. The use of the Human Resources Management Information System by line institutions increased. The remuneration system is yet to be revised. A number of institutions still maintain the practice of paying salary supplements although for lower amounts under the Law on Execution of the 2022 budget.

### **1.3 Role of partner institution in the sector**

On employment policy, during 2021, the government adopted additional packages of temporary socio-economic measures supporting the economy and employment, in order to tackle the effects of continuing COVID-19 pandemic. The Labour Market forecasting model was extended to cover 20 sectors and the occupational outlook to 74 occupations. The National Employment Strategy 2021-2027 was adopted together with the Employment Action Plan 2021-2023. The implementation of measures on undeclared work under the 2018-2022 Strategy for the Formalisation of the Informal Economy continued. The Government adopted an Action plan for 2021-2022. The Employment Service Agency's capacity should be strengthened, in particular in order to better deliver on active labour market measures, the Youth Guarantee Scheme, the newly adopted policy measures targeting the negative effects of COVID-19 and their monitoring, evaluation and impact assessment.

The State Labour Inspectorate (ISL) provides for the organisation and tasks of the Labour Inspectorate responsible for the enforcement of legislation on labour relations, employment, safety at work and collective agreements. The Inspectorate is an independent body of the Ministry of Labour and Social Policy. The appointed inspector may be a person with a highly specialised qualification and at least 3 years of professional experience. During an inspection, the inspector has the right to examine, among other things, all workspaces and workplaces, work equipment, protective equipment and working conditions. The inspection is mandatory at least once a year.

The Strategic Plan of State Labour Inspectorate (SLI) 2022-2024 defines the functioning of main competencies of SLI through the defined mission, vision, tasks and obligations of the legal entity, its specificities as an entity and its organizational structure. These aspects are coordinated with the priority goals of MLSP and in correlation with the strategic priorities of the Government of the Republic of North Macedonia.

The SLI mission refers to the consistent implementation and effective enforcement of the overall regulatory framework in the fields of labour relations and safety and health at work, by-laws and collective agreements correlated with national policies. Based on its mission, the SLI is in charge of decreasing the number of illegally employed persons, protecting the legal rights of workers and ensuring safe and healthy working conditions.

Therefore, its vision is in the direction of realizing the rights away from employment and providing safe measures for occupational safety and health of the employees in the Republic of North Macedonia.

## **2 ACTION DESCRIPTION**

### **2.1 Overall objective**

According to the Macedonian legislation, the State Labour Inspectorate as an integral organ of the Ministry of Labour and Social Policy has the task of supervising the implementation of the laws and regulations on labour relations, employment, occupational safety and health as well as collective agreements, employment contracts and other acts which constitute the rights, obligations and responsibilities of workers and employers in the field of labour relations and occupational safety and health. In order to carry out its obligations and gain efficiency, the SLI aims to improve the way in which its human resources are managed. At the end of 2022, the SLI had 192 employees, of which 115 were inspectors (71 in the field of industrial relations and 44 in the field of occupational safety and health), including 14 without a valid licence. The SLI needs more operational staff to carry out labour inspections and to improve the overall efficiency of the work of its different departments.

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

- The organisational and administrative set-up of the SLI is rationalised.

- Management of SLI human resources is improved.

### **2.3 Expected results**

- Functions, processes, and standards of the SLI are identified and mapped out
- Effectiveness and functionality of SLI administrative human resources is assessed and improved.

### **2.4 Final deliverables**

- Functional analysis and diagnosis of the organisation and efficiency of human resources management.
- Descriptive proposal on the revision, updating and systematisation of job descriptions.
- Concept note on the operationalisation of the SLI and the effectiveness of labour capacities for inspection missions.

## **3 METHODOLOGY**

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

The objective of this action is twofold: to assess the human resources from the organisational point of view and to outline functional and organisational roles that will allow the institution to gain efficiency in the deployment of its missions. It will also be necessary to make an effort to strengthen inter-institutional coordination with the Ministry of Information Society and Administration in order to improve the advocacy work of the SLI. Overall, this action will support SLI's capacity-building efforts in relation to Human Resources management, with the ultimate objective of improving corporate performance in the relevant missions and ultimately ensuring better implementation of labour policies and labour legislation.

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

The following activities are currently planned for the action:

- Activity 1 – Evaluation of the management and functioning of human resources.
- Activity 2 – Analysis and revision of job descriptions.
- Activity 3 – Advice on matching job profiles to organisational objectives and mission objectives.

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

- Activity #1.

### **3.3 Inclusion of cross-cutting issues**

SOCIEUX+ recognises the importance to include cross-cutting issues in social protection, labour and employment policies and systems. The following cross-cutting issues are duly taken into account:

- Gender equality;
- Good governance;
- 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 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 the mission team include:

- Task # 1– Evaluation of the management and functioning of human resources.

Prior to the on-site activities, the mobilised experts will familiarise themselves with the Macedonian context, the partner institution, relevant regulations and other stakeholders.

The activity will aim to audit, analyse and make a diagnosis of the organisation and efficiency of the human resources management in SLI. The team of experts should carry out consultation and observation sessions with staff at all levels in order to describe the human resources needs and the existing processes in the partner institutions. The activity should document procedures for external and internal recruitment, recruitment from transfers or secondment from other government institutions, as well as promotions. The activity should document employment and management practices, working conditions, working time, place of work, assignment of grades, evaluation of staff, type of contract used, workload and assignment of tasks and responsibilities. At the end of the activity, a critical evaluation should be designed to support the reorganisation of human resources.

### The Experts:

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 and meetings with the Partner Institution and all relevant stakeholders, based on the co-developed methodology and agenda.

### The Partner Institution:

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

- Provide 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 in the peer-to-peer dynamic, including external stakeholders as relevant to the material organisation on-site
- the Partner will support SOCIEUX+ in identifying interpreters/translators of English/Montenegrin
- the Partner will provide professional interpretation for the online preparatory meetings and debriefings with the experts mobilized by SOCIEUX+.

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 on-site activities.
- Transmit the intermediate deliverables to the SOCIEUX+ team for approval.
- Take part in the pre-mission briefing with the SOCIEUX+ team (around 1 week before the start of the action).
- Contact the EU Delegation in Montenegro 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.
- Channel to the 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 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: Completion of Socieux e-learning on inequality and feedback
- D5: Functional analysis and diagnosis on the organisation and efficiency of the human resources management in SLI, containing a functional chart and advice and suggestions for improvement for the reorganisation of human resources.

## 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): Organisational management, administration and Human Resources**

**Area(s) of expertise:**

- Human Resource Management and Development, Labour Administration and Labour Inspection

**Specific skill(s) & competency:**

- Organisational management and administration

**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 organisational management and human resources experience.
- Knowledge of EU’s practices in organisational management and administration
- Knowledge of quantitative and qualitative analysis
- Fluent in English, written and oral

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

- Knowledge of Macedonian
- A previous experience in delivering short-term technical assistance in international cooperation.
- A previous professional experience in the Western Balkans

**Principal expert (Expert #2): Human Resource Management and Development, Labour Administration and Labour Inspection**

**Area(s) of expertise:**

**Specific skill(s) & competence(s):** Training/training of people

**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 organisational, management Human Resource Management and Development, Labour Administration and Labour Inspection
- Knowledge of EU’s practices in Labour Inspection
- Experience in employee training
- Fluent in English, written and oral.

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

- Knowledge of Macedonian
- A previous experience in delivering short-term technical assistance in international cooperation.
- A previous professional experience in the Western Balkans

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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](mailto:experts@socieux.eu), indicating the reference of the call for experts.

**6.2 Estimated workload<sup>1</sup>**

	<b>Preparation</b>	<b>Onsite work</b>	<b>Distance work</b>	<b>Reporting &amp; deliverables</b>	<b>Total</b>
Principal expert (#1)	4	10		4	18
Expert (#2)	3	10		4	17
<b>Total experts</b>	<b>7</b>	<b>20</b>		<b>8</b>	<b>35</b>

<sup>1</sup> Please note that travel days are not considered as working days.

## 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<sup>2</sup>:
  - 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<sup>3</sup>.
3. Once their profile is approved by the SOCIEUX+ Team, they can apply to any available calls for experts accessible under the tab “Call for experts” and click on “Apply.”

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

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

### 7.2 Selection of experts

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

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

Active public experts from collaborative institutions are given priority in the selection. Private consultants may also apply. Their application will be considered 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](http://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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<sup>2</sup> SOCIEUX+ expert database and other management tools comply with the General Data Protection Regulation (GDPR) -Regulation (EU) 2016/679.

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

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.

Various options for contracting:

- **Active French Public Expert** (Contracted by Expertise France)

Engagement letter (+ Cumulation of activities form signed by the hierarchical superior)

- **Active Spanish Public Expert**

Spanish public servant will be contracted by FIIAPP according to its internal rules.

- **UE Public Expert** (including French and Spanish retired or private experts)

- Service contract with expert (+ Authorization document from employer indicating the dates of the activity + a tax identification number (TIN) to be able to issue an invoice; or
- Umbrella company: experts who do not have a tax identification number allowing them to invoice for services in their country, but they are authorized to sign temporary employment contracts according to local legislation, or
- Service contract with institution: experts who do not have a tax identification number that allows them to work in their country and cannot sign an employment contract according to local legislation.

## 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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