

TERMS OF REFERENCE FOR EXPERTS

Terms of reference for on-site activities and missions

Action code and partner country: SOCIEUX+ 2023-33 KOSOVO*

Action title: Green skills for Kosovo* - Labour market and skills analysis

Partner institution: Employment Agency of the Republic of Kosovo

Activity number and title:

- *Activity #1* – Labour market analysis on the green economy and the potential for the development of green jobs

Tentative dates of implementation and location:

- **Activity #1** – December 12, 2023 – February 16, 2024 (onsite mission 15-24/01/2024 – TBC)

Expert positions and responsibilities (by activity):

- *Activity #1: Expert #1 (principal) – expert in Green jobs and Labour market; qualitative and quantitative research*
- *Activity #1: Expert #2 – Expert in Green jobs and Labour market; Policy and strategy making and development*

Workload:

Activity #1 - Expert #1: Total **17 days** (9 days at distance; and 8 days onsite)

Activity #1 - Expert #1: Total **16 days** (8 days at distance; and 8 days onsite)

Call for experts' reference: **23-33/KSV/1/1** and **23-33/KSV/1/2**

Version - #: 1

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Final

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* This designation is without prejudice to positions on status and is in line with UNSCR 1244/1999 and the ICJ Opinion on the Kosovo declaration of independence.

1 BACKGROUND INFORMATION

1.1 Country overview

Kosovo is located in the Western Balkans in south-eastern Europe. It has a land area of 10 908 km² and a population density of 177 habitants/km². It is administratively divided into 38 municipalities. According to the World Bank estimations, the resident population is approximately 1.78 million, 28% of the population is under 14 years old and 10% are over 65. Life expectancy at birth in 2020 was 77.

In 1999, following a conflict between Serbia and Kosovo, the UN Security Council Resolution 1244 placed Kosovo under a transitional administration, the UN Interim Administration Mission in Kosovo, pending a determination of Kosovo's future status. An UN-led process began in late 2005 to determine Kosovo's final status. The 2006-07 negotiations ended without agreement between Belgrade and Pristina, though the UN issued a comprehensive report on Kosovo's final status that endorsed independence. On 17 February 2008, the Kosovo Assembly declared Kosovo independent. Demonstrating Kosovo's development into a sovereign, multi-ethnic, democratic country, the international community ended the period of Supervised Independence in 2012. Kosovo held its most recent national and municipal elections in 2021, ushering in a government led by the Self-Determination Movement's (VV) Albin KURTI, a former political prisoner who did not fight in the 1998-99 war. Serbia continues to reject Kosovo's independence, but the two countries agreed in April 2013 to normalize their relations through EU-facilitated talks, which produced several subsequent agreements the parties are implementing to varying degrees, though they have not yet reached a comprehensive normalization of relations. Kosovo has pursued bilateral recognitions and memberships in international organizations, moves that Serbia strongly opposes. Kosovo signed a Stabilization and Association Agreement with the EU in 2015, and the EU named Kosovo as among the six Western Balkan countries that will be able to join the organization once it meets the criteria to accede. The Stabilisation and Association Process (SAP) is the European policy framework for relations between the EU and the Western Balkan countries, all the way to their eventual accession to the Union. The EU-Kosovo Stabilisation and Association Agreement (SAA) has been in force since April 2016. A second phase of the European Reform Agenda was adopted in October 2021 to further guide the implementation of EU-related reforms under the SAA framework.

According to the World Bank (2022), Kosovo's economic growth in the past decade has outperformed its neighbours and has largely been inclusive. However, it has not been sufficient to provide enough formal jobs, particularly for women and youth, or to significantly reduce the country's high rates of unemployment. Kosovo's growth model relies heavily on remittances to fuel domestic consumption but has recently shifted to more investment- and export-driven growth. Kosovo's young population needs to be equipped with the skills demanded by a modern economy, and the most vulnerable of its citizens protected by well-targeted and effective social programs. Gender gaps in access to economic opportunities are another key challenge. Further actions are also needed to promote environmental sustainability, including the fulfilment of the EU's environmental acquis.

Kosovo's economy experienced a strong recovery in 2021, but global inflationary pressures interrupted Kosovo's boisterous recovery path. Real GDP growth is expected to decelerate to 3.1 percent in 2022, following a slowdown in investment and private consumption.

1.2 Sector situation

Kosovo's labour market is characterized by the structural challenges stemming from the skills mismatch, the rapid growth of the working-age population and job creation, and low participation of women and generally precarious employment opportunities (fewer than half of employees have permanent work contracts). Unemployment rates in Q2 2021 were 20.5% (25.9% in 2020), including youth unemployment 38.9% (49.1% in 2020), while the inactivity rate accounts to 62.3% (61.7% in 2020). More than half of the employed (56%) worked under temporary contracts in 2021

(57.7% in 2020).² Demographic pressures, joblessness growth pattern, a propensity towards emigration and insufficient education and skills levels are key factors in the precarious position of young people. Therefore, Kosovo is taking steps towards the implementation of the Youth Guarantee Scheme.

Concerning the environmental transition, Kosovo is reported to be at an early stage of preparation on environment and climate change. Some progress has been made on environmental reporting and air quality monitoring. Kosovo needs to increase its political commitment to address environmental degradation and climate change challenges and substantially improve the implementation of its legislation, to align it with the Green Agenda for the Western Balkans' goals.³ Decarbonization of the main economy sectors can go together with the new forms of economic development relying on more sustainable models.⁴ Green economy has a potential to drive economic growth, create employment opportunities and support country in its environmental goals. Kosovo potential to develop green jobs sector, with natural and human resources including young population, still faces some challenges including the lack of adequate skills and training schemes, limited understanding of the situation and need to have a clearer strategical vision of the development of the market and future needs.

1.3 Role of partner institution in the sector

The Employment Agency of the Republic of Kosovo (EARK) is an independent body within the Ministry of Finance, Labour and Trnsfers, with the main task of administering the labour market and implementing employment and professional training policies in Kosovo.

The agency offers employment and professional training service for unemployed persons, job seekers, employers, employees and foreign nationals who are aiming at employment in Kosovo. EARK's objectives include the improvement of the quality and efficiency of public employment services, modernization of vocational training system, expanding the coverage and increasing the efficiency of active labour market policies as well as providing and improving the analysis of different aspects of the labour market.

The Agency has 35 local employment offices and a Central office. The Central Office coordinates the activities of the local level and administers state policies of employment, training and professional re-training; it conducts monitoring and coordination of the implementation of active labour market measures and programmes, and drafts curricula, training materials and assessment procedures according to the National Qualifications Framework. It also has an analytical section that monitors the situation on the labour market by collecting and processing data from local offices of the EARK.

2 ACTION DESCRIPTION

2.1 Overall objective

- Access to employment and social protection is expanded to poor and vulnerable groups.

2.2 Specific objective (s) (purpose)

- SO1: To contribute to a clear vision of the green jobs market in Kosovo
- SO2: To improve understanding of the current situation, gaps and needs in terms of the workforce skills for green economy in Kosovo

² <https://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=CELEX:52022SC0334> page 99

³ <https://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=CELEX:52022SC0334> page 113

⁴ https://www.moged.ifdd.francophonie.org/index.php/fr/content_page/item/615-appuyer-la-croissance-economique-verte

2.3 Expected results

- ER1: Insightful green jobs market study is developed
- ER2: Comprehensive green skills gap report with policy recommendations is elaborated

2.4 Final deliverables

- D.1: Report on green jobs market analysis in Kosovo
- D.2: Report on green skills gap analysis including policy recommendations

3 METHODOLOGY

3.1 General methodology (of the action)

The Employment Agency of the Republic of Kosovo has a leadership role in fostering initiatives aimed to achieve the employment potential of the green economy. To this purpose, the requested peer-to-peer support concerns and aims to an improvement of the understanding of the green jobs market and to identify what sort of skills will be needed and relevant for the future. In particular, the Action 2023-33 aims at supporting the Partner Institution to identify jobs and professional roles and skills that are relevant to the development of a “green” labour market in Kosovo, as well as to detect and analyse what gaps exist in professional skills that are and will be requested to respond to the employment needs of the green economy.

Two activities are foreseen, both requiring onsite missions.

3.2 Planned activities (work plan of the action)

The following activities are currently planned for the action:

- Activity 1 – Labour market analysis on the green economy and the potential for the development of green jobs
- Activity 2 – Identifying needs and gaps in professional skills needed for the green economy

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

- **Activity #1. Labour market analysis on the green economy and the potential for the development of green jobs**

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 first activity will be focused on study of green jobs on Kosovo labour market, current situation and potential. Some or all of the he following points may be considered (experts will specify the scope of their analysis in conjunction with the Partner institution and detail it in the pre-departure Methodological Note):

- Context – environmental and labour market challenges;
- Provide theoretical framework for green jobs/green economy/green skills concepts applicable to Kosovo context;
- Propose and implement methodology to assess quantitative aspects of green economy in Kosovo including green job needs estimation;
- Identify the most promising sectors and conduct qualitative sector case-studies; with current sector situation and its potential trends;
- Outline feasible job roles within these sectors;
- Provide EU comparison and examples;
- Propose conclusions and policy implications for the Partner Institution.

This first activity is foreseen to be **implemented on site**.

To ensure mutual understanding during the implementation of the activity, translation and interpretation from Albanian to English and vice versa would also be necessary throughout the mission. SOCIEUX+ will provide interpretation for the on-site mission. Preparatory online consultations will be conducted in English.

Experts' team:

The principal expert will lead the onsite mission. He/she is responsible for the production of all deliverables of the activity (see section 4.2). He/she will also be responsible for the preparation, coordination, implementation and reporting and/or coordination of the overall activity.

The experts shall co-develop a proposal for peer-to-peer methodology and agenda together with the Partner institution, to be discussed and validated ahead of the mission. Without prejudice to the choice of tools by experts, methodological approaches may include peer-to-peer consultations, presentation of EU good practices, focus groups and questionnaires, setting and verification of hypothesis, collecting and processing quantitative data. Broader network of stakeholders can be involved into this activity, including the line ministry and social partners.

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 organisation of the activity with regards to the following aspects:

- providing or more resource-persons to support the experts in the material and technical organisation, as well as in brainstorming sessions and in elaboration of recommendations
- contributing to the implementation of the activity, including sharing relevant background documents, contacts and technical inputs with the experts;
- convening participants to the meetings and ensuring their participation, including external stakeholders;
- the material organisation on site (including premises and logistics)
- the Partner Institution will support SOCIEUX+ in identifying interpreters/translators.

Tasks:

Minimum tasks expected from the experts shall include:

- Ahead of the onsite mission to get substantial knowledge of the local context; review any relevant background documents provided by the SOCIEUX+ Team and/or the Partner;
- Conduct preliminary contacts with the Partner in view of the preparation of the mission's methodology and agenda, to be transmitted ahead of the mission to the SOCIEUX+ team for approval;
- Take part to the pre-mission briefing with SOCIEUX+ team (around 1 week before the start of the onsite mission);
- During the onsite mission, to conduct consultations with the Partner's executives and staffs, as well as any other external actor that can support the positive deployment of the mission;
- To make themselves available for a briefing and/or debriefing meeting with the EU office in Pristina;
- 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 finalization;
- At the end of the mission, timely submit to SOCIEUX+ of the final deliverables (10 working days after the mission), and be available to go through an eventual round of comments and adjustments in interaction with SOCIEUX+ and the Partner;
- To channel to SOCIEUX+ Communication officer any material that can be useful to inform the public about the activity (pictures, interviews, brief notes or articles).
- To employ the different templates and evaluation forms provided by the SOCIEUX+ team.

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

- **ExMR:** An individual Expert Mission Report in SOCIEUX+ format (template provided). This report is a confidential product intended solely for and use by SOCIEUX+. The expert team may also submit a single-joint ExMR report if they prefer to do so (see instructions on the template).
- **ExF:** An individual completed Expert Feedback Form completed online (see instructions and link on the ExMR template).
- **AcR:** A collective Activity Report 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.
- **D1 (Annex of the AcR):** The report on green jobs market analysis in Kosovo (a comprehensive report detailing the current and potential future state of green jobs market in Kosovo including promising sectors, and outlining green job roles)

NB: The Principal Expert is responsible for the overall preparation and transmission of the activity's deliverables, in cooperation with rest of the expert team.

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) : Expert in Green Labour market research

Area(s) of expertise: Labour Market; Green Jobs

Specific skill(s) and competency(ies) of expertise: 9.1. Quantitative methods; 9.2. Qualitative methods

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) At least seven (7) years of professional experience within EU public administrations or, international organisations, academia, social partners, civil society on labour market and green transition research;

- c) Required language knowledge:

- Fluent in English, written and oral;

N.B.: Translation and interpretation services may be commissioned by SOCIEUX+.

- d) Other essential qualification(s):

- Relevant experience in conducting and delivering comprehensive research on labour market, green transition, green jobs;
- Understanding of job trends, opportunities, and market dynamics in the “green” sector;
- Significant knowledge of the use of data analysis methods relevant to labour market studies;
- Relevant experience in delivering comprehensive research;
- Acute sense of diplomacy and institutional relations.

Additional assets (advantageous in selection):

- e) A previous experience in delivering short-term technical assistance in international cooperation;
- f) A previous professional experience in Western Balkans
- g) Computer fluency (Zoom, PowerPoint etc.) and good presentation skills.

Expert #2: Expert on Policy making and development in the area of green jobs

Area(s) of expertise: Labour Market; Green Jobs

Specific skill(s) of expertise: 1.2. Policy and strategy making and development

Requirements (essential/required):

a) The education type and level 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.

b) At least five (5) years of professional experience within EU public administrations or, international organisations, academia, social partners, civil society on sustainable development policies;

c) Required language knowledge:

- Fluent in English, written and oral;

N.B.: Translation and interpretation services may be commissioned by SOCIEUX+.

d) Other essential qualification(s):

- Relevant experience contributing to development and implementation of public policies in the area of sustainable development and green jobs;
- Substantial knowledge of job trends, opportunities, and market dynamics in the “green” sector;
- Acute sense of diplomacy and institutional relations.

Additional assets (advantageous in selection):

- e) A previous experience in delivering short-term technical assistance in international cooperation;
- f) A previous professional experience in Western Balkans
- g) Computer fluency (Zoom, PowerPoint etc.) and good presentation skills.

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 workload⁵

	Preparation	On-site work	Reporting & deliverables	Total
Principal expert (#1)	4	8	5	17
Expert (#2)	4	8	4	16
Total experts	8	16	9	33

⁵ 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 by⁶:
 - 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 format⁷.
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+.

⁶ SOCIEUX+ expert database and other management tools comply with the General Data Protection Regulation (GDPR) -Regulation (EU) 2016/679.

⁷ 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 experts will be contracted by FIIAPP (letter of designation - by the hierarchical superior and letter of commitment).

- **EU Public Expert** (including retired French and Spanish 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 mobilized 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

N/A

11 ANNEXES

N/A

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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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