

TERMS OF REFERENCE FOR EXPERTS

Terms of reference for on-site activities and missions

Action code and partner country: SOCIEUX 2024-19 NIGERIA

Action title: *Developing a performance management framework for job centres in Nigeria*

Partner institution: *Federal Ministry of Labour and Employment*

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

- *Activity 1* – Elaborating the Performance management framework (PMF) for Job Centers

Tentative dates of implementation and location:

- *Activity 1* – February 17th – April 21st 2025
(onsite mission, March 17-28, 2025, tbc)

Expert positions and responsibilities (by activity):

- Activity 1 : Expert 1 (principal) – *Employment Services*
Organisational structures, roles and arrangements
Quality assurance, inspection and audit
Change management & facilitation
- Activity 1 : Expert 2 – *Employment Services*
Organisational management & administration

Workload:

Activity 1 - Expert 1 : Total 20 days (10 days at distance; and 10 days onsite)

Activity 1 - Expert 2 : Total 19 days (9 days at distance; and 10 days onsite)

Call for experts' reference: **24-19/NGA/1**

Version - #: Draft

Final

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1 BACKGROUND INFORMATION

1.1 Country overview

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

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

Since 2011, the security landscape has been shaped by the war against Boko Haram and other terrorist groups in the northeast in addition to incessant cases of banditry and kidnappings in the north-west and parts of the southwest. The southeast continues to witness unrest resulting from separatist agitations. General Elections to elect a new President, Federal and State Legislators and Governors were held in February and March 2023 and President Bola Tinubu is the 16th and current president of Nigeria, having assumed office on 29 May 2023.

1.2 Sector situation

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

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

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

1.3 Role of partner institution in the sector

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

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

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

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

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

2 ACTION DESCRIPTION

2.1 Overall objective

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

2.2 Specific objective (s) (purpose)

To support the adoption of a uniform performance management system for Job Centers in Nigeria

2.3 Expected results

ER. 1: Performance Management Framework for Job Centres was designed

ER. 2: The capacities of the FMLE and JCs' staff were strengthened to apply the Performance Management Framework

2.4 Final deliverables

D. 1: Performance management framework

D2.1: Training materials for the assessment team

D2.2: PMF Manual with relevant templates

3 METHODOLOGY

3.1 General methodology (of the action)

The Federal Ministry of Labour and Employment of Nigeria, supported by the GIZ SKYE project, is engaged into setting up job centers (JC) throughout the country. This initiative is supported by regional governments (Edo, Plateau and Lagos states) with JCs supervised by regional employment administration being open in territories. There are currently around 10 JCs in Nigeria, and several new ones are expected to be launched in the upcoming years.

One of the challenges is to apply the same performance and management standards to all job centers, in order to provide uniform services for their beneficiaries and make sure that the population benefits from support of equal quality throughout the country.

The current action focuses on the elaboration of a performance management framework for JCs that will be applicable to both types of job centers (and possibly private job placement companies on voluntary basis), and empower the staff to apply this framework, report on it and use it as a tool for improvement. The PMF for a Public Employment Service is a structured system that helps monitor, evaluate, and improve the effectiveness and efficiency of employment services provided to job seekers, employers, and other beneficiaries. The framework ensures that the public employment service achieves its objectives. It is expected to contain the definition of objectives and results, set of indicators, data collection and monitoring principles, targets and benchmarks or good practices, etc. In terms of procedures, regular assessment of targets and indicators makes it possible to evaluate the performance and promote continuous improvement. The reports produced at the end of a performance evaluation exercise are submitted to the superior authority. Maintaining the engagement of stakeholders through feedback collection mechanisms is also a part of performance monitoring.

The action is expected to have two onsite activities; for the moment the security situation allows us to do so if special safety arrangements are made. If circumstances change and onsite missions are considered impossible, the feasibility of the action will be reassessed.

3.2 Planned activities (work plan of the action)

The following activities are currently planned for the action:

- A. 1: Elaborating the Performance management framework (PMF) for JCs
- A. 2: Training (ToT) on PMF implementation

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 of including cross-cutting issues in social protection, labour and employment policies and systems. The following cross-cutting issues are duly taken into account *[remove individual bullets if necessary]*:

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

4 ACTIVITIES DESCRIPTION

4.1 Tasks

The principal expert will lead the on-site mission. He/she/they will be responsible for producing all activity deliverables (see below Section **Error! Reference source not found.**). He/she/they will be responsible for preparing, coordinating, implementing and reporting the overall activity towards SOCIEUX+.

The first activity will deliver a standardized performance management framework applicable to Job Centers in Nigeria, run both by the Federal Ministry of Labor and Employment and by regional administrations.

The experts will present several EU examples of performance management framework applied in their institutions (public employment services) and share recommendations from the EU community of practices of bench learning.

Together with the Partner Institution, the experts will then propose a Performance management framework axed at JCs. Through peer-to-peer exchange, different aspects of strategic performance management should be considered such as clarification of the scope of performance management system, both geographically, in terms of target population, the level of analysis etc., identification of expected outcomes and definition of indicators (including methods and periodicity of their collection), setting targets, choosing approaches and criteria to assess performance and improve effectiveness; identification of incentives; proposing periodicity and methods to review targets and indicators if necessary.

Ideally, this activity should also result in the identification of a team of officers within the ministry who will conduct the performance assessment and draft performance reports. This team will be actively involved in the next activity.

The activity is planned to include an onsite mission to Abuja. In case the security situation changes and does not allow an onsite mission, activity's its feasibility will be reassessed. In any case, no travel outside the capital city can be foreseen during the mission.

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 staff of JCs, representatives of beneficiaries, both employers and job seekers, private placement agencies etc.

Minimum tasks expected from the experts shall include:

Task 1 – Preparation of the mission. The Experts Team:

- gets substantial knowledge of the local context; reviews any relevant background document provided by the SOCIEUX+ Team and/or the Partner institution (PI);
- establishes in close consultation with the PI the mission's methodology and agenda (MeN);
- submits the MeN for approval by the SOCIEUX+ Team;
- takes part in the pre-departure briefing with the SOCIEUX+ Team (around 1 week before the mission);

Task 2 – Implementation of the mission. The Experts Team:

- reviews and finalises the agenda of the mission and the list of stakeholders to be consulted with the PI upon arrival; any changes to the MeN shall be timely communicated to the SOCIEUX+ Team;
- organises, as necessary, a brief presentation of the objectives and methodology of the mission for the PI and relevant stakeholders;
- provides a briefing on the background of the request and objectives of the mission to the EU Delegation, if applicable;
- as per agenda, conduct consultations with the PI's executives and staff, and relevant stakeholders, including the EU Delegation;
- compiles the initial findings and main conclusions emerging from the peer-to-peer technical exchange in a brief presentation that will be used for the final consultation and debriefing on-site;

- channels to SOCIEUX+ Communication officer any material that can be useful to inform the public about the activity (pictures, interviews, brief notes or articles); and,
- at every stage of the implementation, liaise with the SOCIEUX+ Team in case of doubts on the eligibility of proposals raised by the PI, politically sensitive developments, or any other relevant issue that may require a formal position of SOCIEUX+.

Task 3 – Final consultation and debriefing. The Experts Team:

- presents the initial findings and main recommendations emerging from the peer-to-peer technical exchange to the PI, relevant stakeholders and the EU Delegation; and,
- collects the feedback of the PI, relevant stakeholders and the EU Delegation for inclusion, as possible, in their final draft of the activity's final deliverables.

Task 4 – Finalisation and submission of the deliverables. The FFM Team:

- elaborates the final deliverables for review and commenting by SOCIEUX+, the PI and eventually other stakeholders.

4.2 Deliverables

4.2.1 Pre-mission deliverables

- MeN: A methodological note, detailing the working approach, tools and methods to be employed, a risks analysis, etc.; and an activity/mission agenda, detailing the meetings and working sessions to be held, persons to meet, etc. The Methodological Note shall not exceed 5 pages (excluding the cover page and annexes)

4.2.2 Final deliverables

- D1: An individual or collective 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). The mission team will produce this AcR jointly. It is intended for the Partner Institution, but will probably be shared with key stakeholders of the action. The report will reflect the tasks conducted during the activity. It shall provide a meaningful contribution towards the final deliverables of the action.
- D4: *Performance management framework for the Job Centres* (representing the experts' contribution to the PI in relation to the content of the peer-to-peer exchanges and in view to attain the action's expected results and to contribute to the achievement of its specific objectives. It is a piece of technical work on the very subject matter of the peer-to-peer cooperation. The technical report shall comply with the description provided in ToREx and further agreed upon in the MeN): *Title as per ToREx and/or MeN*

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 editable versions [Microsoft Word 97-2003 [doc], PowerPoint 97-2003 [ppt] and Excel 97-2003 [xls]; or in equivalent OpenDocument format). Non-editable electronic documents, such 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, or in the language of the Partner Institution.

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 first agreed with the Partner Institution, then submitted to the SOCIEUX+ Team no later than 5 working days before the departure on mission of the Experts Team.
- Pre-mission deliverables will be shared and reviewed by SOCIEUX+. Feedback on the deliverables should be provided to the FFM Team at the latest 2 days before the departure on the mission of the experts. Comments and recommendations of this feedback shall be taken into account for the implementation of the activity/mission by the experts. An updated version of the MeN, integrating the SOCIEUX+ Team's feedbacks and recommendations shall be re-submitted by the Experts Team at the earliest possible occurrence.

5.2.2 Final deliverables

- The first draft versions of the final deliverables are to be submitted by the Experts Team to the SOCIEUX+ Team no later than 10 working days upon completion of the Experts Team's mission.
- Feedback by the SOCIEUX+ Team on the first draft version of the report should be provided 5 working days after its submission.
- Inclusion of the feedback by the Experts Team in the draft versions is expected 5 working days upon reception of the comments.
- The second draft version of the deliverables shall be submitted by the SOCIEUX+ Team to the PI for review and approval. The PI should approve or formulate comments and/or requests of amendments no later than 5 working days after having received them.
- In case of comments and/or requests of amendments, the Experts Team will have 5 additional working days to achieve a final version of the deliverables. Generally, no more than one round of feedback and revision is accepted.
- Final payments and reimbursement of travel costs to experts can only be authorised upon approval of the final version of the deliverables by the PI and SOCIEUX+.

6 REQUIRED EXPERTISE

6.1 Expertise profile

Principal expert (Expert #1):

Area(s) of expertise

Employment Services

Specific skill(s) and competency(ies) of expertise:

3.1. Organizational structures, roles and arrangements

3.2. Quality assurance, inspection and audit

3.4. Change management & facilitation

Requirements (essential/required):

a) The education type and level required:

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

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

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

b) The number of years of relevant work/professional experience combining the area(s) of expertise and demonstrated specific skill(s) & competence(s): 10

c) Required language knowledge: Fluent in English, written and oral

d) Other essential qualification(s):

-Relevant experience in a public employment service, including managerial experience as well as and designing, supervising, or evaluating employment services ;

-Good understanding of the specificities related to public employment services provision ;

-Substantial knowledge of EU good practices and recommendations on PMF building and benchmarking ;

-Strong skills in defining KPIs and performance indicators for a PES

-Demonstrated ability to define and implement long-term strategic plans for public services, particularly in areas such as performance management, customer service, or labor market interventions.

Additional assets (advantageous in selection):

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

f) A previous professional experience in Nigeria and/or West Africa.

Technical expert (Expert #2):

Area(s) of expertise

Employment Services

Specific skill(s) of expertise:

3. Organizational management & administration

Requirements (essential/required):

a) The education type and level required:

“Master’s” degree (or equivalent advanced academic degree or diploma requiring 4 years of formal education) in the areas of expertise (see above), or another directly related discipline. In its absence, the master’s degree can be replaced by a combination of

academic degree(s) with relevant years of work/professional experience combining the area of expertise and specific skills requested:

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

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

- b) The number of years of relevant work/professional experience combining the area(s) of expertise and demonstrated specific skill(s) & competence(s): 5
- c) Required language knowledge: Fluent in English, written and oral
- d) Other essential qualification(s):
- Good understanding of the specificities related to public employment services provision ;
 - Substantial knowledge of EU good practices and recommendations on PMF building and benchlearning ;
 - Relevant experience in design/implementation/follow-up of performance management framework in a public employment service or in a similar public institution ;
 - Knowledge of data-driven performance management, impact assessment and feedback mechanisms.

Additional assets (advantageous in selection):

- a) A previous experience in delivering short-term technical assistance in international cooperation;
- b) A previous professional experience in Nigeria and/or West Africa.

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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	Reporting & deliverables	Total
Principal expert (#1)	5	10	5	20
Expert (#2)	4	10	5	19
Total experts	9	20	10	39

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 need to create their SOCIEUX+ account by clicking on "Create an account" using a valide email address.
2. Login details for their account will be sent to experts by email, experts should create and submit their profile for review by¹:
 - a. Providing contact details
 - b. Providing information on the competencies, skills and working history of the expert. Experts are required to provide only limited information through fields marked with an asterisk. However, *experts are encouraged to complete in most detail the sections on skills and competencies as the SOCIEUX+ Team also regularly reviews profiles in the roster to identify and contact potential experts for future missions.*
 - c. Uploading of a curriculum vitae, preferably in Europass format².
3. Once the SOCIEUX+ Team approves their profile, they can apply to any available calls for experts accessible under the tab "Call for experts" and click on "Apply."

Applications are reviewed on a rolling basis, and positions may be filled as soon as suitable candidates are identified.

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. The mobilisation of experts currently employed with specialised international agencies is limited to activities and/or actions that are jointly implemented with that expert's agency of origin, indicated as 'Supporting Entity' in the Request.

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

At SOCIEUX+ we value all experts as unique individuals, and we welcome the variety of experiences they bring to the Facility. As such, we have a strict non-discrimination policy. We

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>

believe everyone should be treated equally regardless of race, sex, gender identification, sexual orientation, national origin, native language, religion, age, disability, marital status, citizenship, genetic information, pregnancy, or any other characteristic protected by law. If you feel that you have been discriminated against, please let the SOCIEUX+ team know as soon as possible. Every complaint will be appropriately investigated.

7.3 Contracting of public experts

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

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

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 (+ Authorisation 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 authorised 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 to 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 contributions for communication and visibility, such as photographs, short texts, and interviews.

Before and after the mission, short briefings can be organised 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+ nor 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 fully complies with and respects 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

[...Text...]

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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), the French Ministry for Europe and Foreign Affairs, France Travail, the Fundación Internacional y para Iberoamérica de Administración y Políticas Públicas (FIIAPP) from Spain, the Federal Public Service for Social Security of Belgium / Belgian International Cooperation on Social Protection (BELINCOSOC), and the Belgian Development Agency (Enabel).

The Facility's general objective is to increase employment opportunities and inclusive social protection systems in Partner Countries. Its specific objective is to improve policy and institutional frameworks for the development of labour, employment and social protection in Partner Countries, based on an inclusive and sustainable approach.

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.

More information: www.socieux.eu