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The SOCIEUX+ Team is committed to facilitating peer-to-peer exchanges and cooperation among public practitioners and social partners. For more information on SOCIEUX+, please visit our website at www.socieux.eu or contact us at contact@socieux.eu.

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List of abbreviations

Abbreviation	Description
€	Euro
AAF	Action approval form
ACP	Africa, Caribbean and the Pacific
Act.	Activity
AFE	Action final evaluation
AMO	Action Management Officer
APO	Associate Programme Officer
C&V	Communication & Visibility
CI	Collaborative institution
COM	Communication Officer
CV	Expert Curriculum Vitae
DCI	(European Union) Development Cooperation Instrument
DEVCO-B3	Unit B3 - Migration and Employment Unit - of Directorate B – Human and Society Development - of the Directorate-General for International Cooperation and Development of the European Commission
DG	Directorate-General
DG DEVCO	Directorate-General for International Cooperation and Development of the European Commission
DG EMPL	Directorate-General for Employment, Social Affairs and Inclusion of the European Commission
DG NEAR	Directorate-General for Neighbourhood and Enlargement Negotiations
DTA	Development and Technical Advisor
e.g.	exempli grātiā (Latin, “for the sake of an example”)
EC	European Commission
EDF	European Development Fund
EEAS	European External Action Service
EFS	Expert fact sheet
ENP(I)	European Neighbourhood and Partnership (Instrument)
EU	European Union
EU MS	European Union Member State
EUD	EU Delegation
EUROSociAL	EU Programme for Social Cohesion in Latin America
EU-SPS	EU Social Protection Systems Programme
ExMR	Expert mission report
FCO	Finance & Contract Officer
FIIAPP	Iberic-American and International Foundation for Administration and Public Politics (<i>Fundación Internacional y para Iberoamérica de Administración y Políticas Públicas</i>)
FMT	SOCIEUX+ Facility Management Team
FP	Focal Point [in EU Member States]
i.e.	<i>id est</i> (Latin, for “it is”/“in other words”)
ICT	Information and communication technology
ILO	International Labour Organization
IT	Information technology
KD	Knowledge development
KDC	Knowledge Development Coordinator
KDO	Knowledge Development Officer
L&E	Labour and Employment
LAC	Latin America and the Caribbean
LMI(S)	Labour Market Information (Systems)

Abbreviation	Description
M&E	Monitoring and evaluation
MEO	Monitoring & Evaluation Officer
MIS	Management Information System
MS	Member state
MTE	Mid-term evaluation
NGO	Non-governmental organisation
OECD	Organisation for Economic Cooperation and Development
OSH	Occupational Safety and Health
PC	Partner Countries
PES	Public Employment Service(s)
PI	Partner Institution
PMT	Programme Management Tool
PRAG	Practical Guide to Contract Procedures for EU External Actions
PSC	Project steering committee
RCL	Relevance check & Feedback form
RP	Reporting period
SDG	Sustainable Development Goal
SOP	Standard operating procedures
SP	Social Protection
TA	Technical assistance
TAIEX	Technical Assistance and Information Exchange instrument of the European Commission
TE	Technical Expert
ToR	Terms of reference
ToREx	Expert terms of reference
(T)VET	(Technical and) Vocational and Educational Training

Project synopsis

Duration of the action	48 months
Objectives of the action	<p><u>General objective:</u> To expand and improve access to better employment opportunities and inclusive Social Protection systems in Partner Countries</p> <p><u>Specific objective:</u> To enhance the capacities of Partner Countries to better design, manage and monitor inclusive, effective and sustainable employment strategies and Social Protection systems through peer-to-peer short-term technical assistance and knowledge development</p>
Stakeholders	<p>EU Member States in particular through the mobilisation of their experts from their employment, labour and social administrations and from their Social Protection agencies.</p> <p>Other experts from Partner Countries, civil society, private sector, social partners and academic institutions when necessary or relevant.</p> <p>European Commission and European External Action Service, including geographic services, especially the EU Delegations.</p>
Target group(s)	Public authorities and mandated bodies at national, regional and local levels in the beneficiary countries with responsibilities in the fields of labour, employment and Social Protection: central governments, ministries, government bodies, mandated bodies implementing social policies, including Social Protection agencies, public employment services, labour inspectorates, local or regional authorities in charge of the provision of employment and social services, social partners (employers' and workers' organisations)
Final beneficiaries	Those who are facing social problems, risk of social exclusion and poverty, people who have limited access or no access to Social Protection and to income-generating activities or employment in the formal and informal sectors in Partner Countries
Expected results	<p>1. Improved capacity of partner government ministries, agencies and related implementing bodies responsible for employment, labour and Social Protection to:</p> <ul style="list-style-type: none"> i) better design inclusive, effective and sustainable employment strategies and Social Protection systems ii) reform already existing policies or programmes iii) extend access to employment and Social Protection to poor and vulnerable population <p>2. A mechanism for analysis and knowledge-sharing, building on SOCIEUX+ interventions is put in place.</p>
Main activities	<p>1.1 Further develop and run the SOCIEUX expert management mechanism, including the project management tools and standard operations procedures.</p> <p>1.2 Expand the network of focal points in EU Member States' ministries and agencies in charge of employment, labour and Social Protection, and the pool of relevant experts, including experts coming from developing and emerging countries, other organisations and private experts.</p> <p>1.3 Implementation of the actions.</p> <p>1.4. Develop and implement a pro-active communication strategy.</p> <p>2.1 Perform an analysis of completed SOCIEUX+ interventions seeking to capture lessons learnt relevant for other Partner Countries and development partners.</p> <p>2.2 Generate knowledge and make recommendations and operational guidance for Partner Countries and development practitioners and facilitate exchanges and learning.</p>

Foreword by the Director of SOCIEUX+

I am pleased to present the Final Report of SOCIEUX+. This report provides valuable insight into the work and achievements of the SOCIEUX+ facility between 2016 and 2020.

Since 2016, SOCIEUX+ has supported the Sustainable Development Goals and effectively built capacities for more inclusive Social Protection and sustainable, inclusive socioeconomic growth through equitable labour and employment policies. It did so by fostering exchanges between public practitioners and institutions in EU Member States and their peers worldwide.

Thanks to efficient processes and a strengthened organisation, over the last four years SOCIEUX+ has demonstrated its ability to promptly and effectively meet the growing demand for peer-to-peer cooperation among public authorities across six continents and 65 countries. This demand-driven nature and tailored support have provided the Facility with flexibility and relevance in today's interconnected world.

The COVID-19 crisis has highlighted the crucial role of resilient and effective employment and social policies to secure social gains and mitigate the negative impacts of economic crises on poverty and equality. Now more than ever, countries across the world need effective employment policies and social protection systems that can reach their most vulnerable people. Sharing lessons learned and exchanging good practices is essential to build these systems. The EU and its Member States provide a unique array of such practices. Their historical and extensive know-how and knowledge are ingrained in their institutions' policymakers, decisionmakers, practitioners and technical experts. SOCIEUX+ makes it possible to share this know-how and public expertise. This brings added and comparative value that complements the EU's international cooperation initiatives.

I wish to thank all the partner institutions which trusted SOCIEUX+. Their ownership of SOCIEUX+ technical cooperation actions was fundamental to our joint efforts and the Facility's own success. I also wish to thank all the practitioners who embarked on the peer exchange journey with our Facility. I share the appreciation and gratitude that partner institutions expressed over the years for their outstanding work and availability. We are also grateful to our collaborative institutions for sharing our vision and enabling institutional cooperation through our Facility.

Experts mobilised by SOCIEUX+ worked with their peers to strengthen the individual, organisational and institutional capacities of EU partner countries, but they also took away valuable insights from their exchanges with partner countries. To continue these exchanges, securing the commitment of EU Member States institutions will remain a strategic priority for SOCIEUX+ in the coming years.

It has been gratifying for myself and Expertise France to lead such a dynamic partnership under SOCIEUX+. The commitment and active role of our implementation partners (FIIAPP, BELINCOSOC and Enabel) undoubtedly ensured the Facility's success. Our organisations remain committed to the joint implementation approach to guarantee the reactivity, agility, added value, and complementarity of SOCIEUX+ facilitation services.

The outstanding results reached would not have been possible without the dedication and exemplary commitment of the SOCIEUX+ Team. That is why I must thank them personally.

Finally, I also wish to thank the European Commission, the Directorate-General for International Partnerships and, especially, our colleagues at its Unit for Micro-economic Analysis, Climate Investment, Private Sector, Trade and Employment for their trust and support. It is essential to recognise their continued commitment and active role in making SOCIEUX+ a reality since 2013, and a success till today.

Frédéric SANSIER

*Deputy to the Director of Operations,
Director of SOCIEUX+*

Expertise France

Key messages by DG DEVCO

To be completed

Executive summary

Overview

SOCIEUX+, the European Union (EU) Expert Facility on Employment, Labour and Social Protection, hereafter referred to as the Facility or SOCIEUX+, is a peer-to-peer technical cooperation facility set up and co-funded by the EU through the European Commission's Directorate-General for International Cooperation and Development (DG DEVCO), France, Spain, and Belgium, and implemented by a partnership composed of Expertise France, leader of the implementation partnership, FIIAPP (*Fundación Internacional y para Iberoamérica de Administración y Políticas Públicas*), Belgian International Cooperation on Social Protection (BELINCOSOC), and Belgium Technical Cooperation (Enabel).

SOCIEUX+ supports EU international cooperation Partner Countries (PCs) in reforming, developing and extending Social Protection systems, and in strengthening Labour and Employment (L&E) policies, legislation, programmes and institutions. The goal of SOCIEUX+ is to expand and improve access to better employment opportunities and inclusive Social Protection systems in PCs. SOCIEUX+ enhances PCs' capacities in designing, managing and monitoring inclusive, effective, and sustainable employment strategies and Social Protection systems through technical cooperation and Knowledge Development.

SOCIEUX+ makes European public expertise quickly available with minimal transaction costs for Partner Institutions (PIs). SOCIEUX+ actions are micro-projects implemented through short-term technical cooperation interventions. SOCIEUX+ actions draw primarily on EU Member States' (EU MSs) public or mandated bodies and social partners. It can also take a triangular cooperation approach to respond to the needs of PIs by mobilising practitioners from PCs in combination with EU MSs' experts, and implement joint activities with international specialised organisations.

SOCIEUX+'s role as a technical cooperation facility differs substantially from international cooperation programmes. A classical programme has narrow and predefined goals, objectives and results, with detailed medium-term planning and activities primarily implemented through internal or private human resources. On the other hand, a technical cooperation facility such as SOCIEUX+ is demand-driven, needs to be substantial flexibility, and is based on peer-to-peer interactions among public practitioners. Its on-demand nature means that all activities are unique and developed with the full ownership and active participation of PIs.

SOCIEUX+ started its operations in September 2016 and finished in September 2020. The Facility is an expansion of SOCIEUX, Social Protection EU Expertise in Development Cooperation established in 2013. The present report provides an overview and discussion of the Facility's implementation and achievements through the contractual duration of SOCIEUX+. It covers the overall and quantifiable results of SOCIEUX+, and provides detailed information on actions completed with PIs. A financial report is also included.

Implementation

The **official launch event of SOCIEUX+** was on May 30, 2017, during a high-level seminar entitled "Facilitating Expertise on Social Protection, Labour and Employment: A boost for sustainable development". The event benefited from the support of the European Commissioner for International Cooperation and Development, and the Belgian Deputy Prime Minister, Minister of Development Cooperation, Digital Agenda, Telecom and Postal Services, and Minister of Social Affairs and Health.

From September to November 2017, SOCIEUX+ developed and launched the **SOCIEUX+ Website**, which became the main communication channel for the Facility's news, events, and ongoing actions. French and Spanish versions of the SOCIEUX+ Website became operational in May 2018, and the Portuguese version began in 2019. Over the life of SOCIEUX+, its website saw a rapid increase in utilisation and became an effective tool for the Facility Management Team's (FMT) efforts to generate new requests (prospection) and mobilise experts (promotion). The website received over 100,000 views in its first three years, with visitors from 186 countries.

During the first 10 months of implementing the **Communication and Visibility Strategy** and 2017-2018 Action Plan primarily focused on creating new communication channels detailed in the Strategy: a website, newsletter, and social media networks. The Facility's social media accounts on Twitter, LinkedIn, YouTube, and Flickr are well established. Over 900 messages have been posted

on social media. The SOCIEUX+ Twitter account gained over 1000 followers between its opening in March 2019 and August 2020. By then, the SOCIEUX+ Newsletter had approximately 1300 subscribers.

Knowledge Development (KD) was a new dimension for SOCIEUX+. The first steps in implementing the KD activities were the recruitment of a KD officer in July 2017, and the drafting of a strategy and multi-year work plan in November 2017. In parallel, SOCIEUX+ developed a complementary monitoring and evaluation (M&E) strategy. SOCIEUX+'s KD activities aimed at creating partnerships for synergy and showcasing the comparative advantages and outcomes of peer-to-peer exchanges between public institutions. Partnerships were created with programmes and organisations such as the EU Social Protection Systems Programme (EU-SPS), the Organisation for Economic Co-operation and Development (OECD) Development Centre, EUROsocial+, Bridging the Gap, the United Nations Economic and Social Commission for Asia and the Pacific (UN ESCAP), the African Union, and the International Labour Organization (ILO). International peer-to-peer exchange events were co-organised in Mexico, Ethiopia, and Thailand. SOCIEUX+ also contributed to the annual European Development Days (EDDs) forums, with a session in 2018 titled "Gender-Sensitive Social Protection Systems", and a side event in 2019 on "Universal Social Protection: From Poverty to Inequality", organised together with the OECD Development Centre.

SOCIEUX+ KD activities resulted in eight technical reports, listed below, which capitalised on experiences gained during the Facility's implementation. The reports illustrate SOCIEUX+ actions through case studies, and EU MSs' Protection and L&E experiences relevant to PCs:

- *Iniciativas para la detección y tratamiento de la informalidad en el mercado de trabajo en América Latina: una visión desde SOCIEUX+;*
- Managing Data and Information for Social Protection: The cases of Zanzibar and Colombia;
- 2020 Labour Market Vision: Labour Market Information Systems for the New Decade;
- Social Security Investments for the sustainability of pensions guarantees;
- *Análisis de los sistemas de pensiones europeos e internacionales;*
- Inequality and disadvantages affecting street vendors in Bogotá. A case study based on the social dimension of the Institute for Social Economic programmes (IPES);
- The impact of COVID-19 and response on the EU Labour Market;
- Social Protection measures taken by EU MSs to mitigate the impact of the COVID-19 pandemic.

For monitoring and reporting purposes, SOCIEUX+ has developed the **Project Management Tool (PMT)**. The PMT is a web-based database which facilitates the following services:

- Storage of non-sensitive information such as documentation, deliverables, and evaluations of actions;
- Registration of interested experts;
- Storage and management of experts' personal and business information (including curriculum vitae), contacts, and focal points;
- Submission of activity requests by interested institutions in PCs;
- Storage and extraction of data for reporting and indicator calculations;
- Monitoring the overall progress of actions.

The first version of the PMT was developed under SOCIEUX, before 2016. The PMT was substantially modified to account for the new categorisation of actions and the procedures of SOCIEUX+. One notable change was the completion of the expert profile management module allowing interested experts to create and manage their profiles with SOCIEUX+ online. These changes contributed to the growth of the Facility's expert roster. The PMT is, however, only one part of the information management system of SOCIEUX+. Among others, the FMT developed dashboards based on the PMT. These dashboards serve to monitor the key performance indicators of the Facility and allow for user-friendly and interactive data exploration.

Two **external evaluations** were conducted for SOCIEUX+; a results-oriented monitoring (ROM) mission, commissioned by DG DEVCO in 2018, and a mid-term evaluation (MTE), commissioned by Expertise France (in their role as lead agency in the Implementation Partnership) in 2019. Both exercises underlined the Facility's success and relevance in supporting PCs' reforms and effectively developing capacities at the individual, organisational, and institutional levels. They also stressed the high demand for the Facility's services and the need for further resources to respond to this demand. By August 2019, the portfolio of SOCIEUX+ had increased to the point that financial and human resources were inadequate to implement the portfolio fully and accommodate new

requests. The implementation target was overachieved by 209% at the end of the reporting period. The commitment of DG DEVCO and the Partnership provided support for the scale-up and extension of SOCIEUX+. A 48-month extension of SOCIEUX+ was secured in September 2019, and formalised in July 2020.

Further strengthening the monitoring and evaluation (M&E) system of the Facility was among the main recommendations of the ROM and MTE. A complete revision of the Facility's implementation and M&E tools was initiated, including development of a new logical framework. The latter served as the basis for the SOCIEUX+ extension. New M&E tools were created to collect feedback from PIs, mobilised experts, and participants in SOCIEUX+ capacity-building activities. An M&E officer was also recruited.

The **COVID-19 pandemic** impacted SOCIEUX+'s operations and the demand for its services. From March 2020, on-site missions were de facto halted due to international travel restrictions. Still, peer-to-peer exchanges to transfer EU MSs experience remained highly relevant, and the FMT had already committed to a large number of missions. In April 2020, the FMT submitted a proposal for the Facility's strategic response to the COVID-19 pandemic to DG DEVCO. The Strategy's main elements were to prioritise COVID-related activities and shift the Facility's technical activities to a remote platform. Simplified request procedures were developed, and related information communicated to EUDs through DG DEVCO. SOCIEUX+ set up teleconferencing tools and an e-learning platform for capacity-building activities. However, the subsequent requests to the Facility suggested there was a limited need for punctual support as the crisis underlined the structural weaknesses in PCs' Social Protection and L&E systems.

Key performance indicators

From early 2017, SOCIEUX+ began to process requests on L&E-related actions. By the end of August 2020, requests and actions on L&E represented half of the Facility's portfolio, and covered:

- Maximisation of decent job creation by supporting job-rich economic growth;
- Improvement of the quality of existing jobs in terms of income and working conditions; and,
- Better access to decent jobs, especially for the most vulnerable in the labour market, through skills development (education and training) and effective labour market policies.

On Social Protection, submitted requests to SOCIEUX+ covered, among others:

- Social security in general;
- Pension scheme funding, regulation and management;
- Universal health coverage;
- Work injury insurance and occupational health and safety;
- Social assistance; and
- Inclusion and rights of vulnerable groups, particularly people living with disabilities, children, and youth.

SOCIEUX+ initially intended to only support actions with structured work plans; i.e., with two or more on-site missions. However, SOCIEUX+ received several requests for contributions to punctual seminars and conferences in the second interim reporting period. Therefore, simplified procedures were set up to respond to such requests and reduce the administrative costs associated with limited actions.

SOCIEUX+ achieved outstanding results on all its targets, including requests for technical cooperation and mobilisation of EU MSs' experts. In total, since January 2014, SOCIEUX and SOCIEUX+ received 207 requests from 61 countries. SOCIEUX+ itself received 145 new requests for technical cooperation between September 2016 and September 2020. These 145 requests represent a 234% increase compared to SOCIEUX. Of these new requests, 47% related to L&E and 53% to Social Protection. Almost half of the requests originated from Africa, followed by Latin America (33%), and Asia (16%). Requests were also received from countries in Eastern Europe, the Caribbean, the Middle East, and the Pacific region.

Almost a fifth of all requests dealt with policy development. Organisational management and strengthening the structures and functions of public or mandated institutions were highlighted in 12.4% of requests. Requests directly related to the inclusion of people living with disabilities represented 14.4%. Requests with a focus on gender equality accounted for 15.2%. In L&E, most requests were to address organisational and institutional capacity building (38.2% and 32.4%,

respectively). Requests on Social Protection followed a similar structure, with 40.3% of requests for institutional capacity building, and 32.4% involving organisational capacity building.

From the 77 requests on Social Protection, 22.1% were to support social security in general. Social assistance was a key topic in 10.3% of these requests. Social services and health insurance were each addressed in 13.2% of requests. Social security administration development was a focus in 17.6% of requests.

Most of the 68 requests on L&E addressed labour conditions and employment of vulnerable populations, women workers, youth employment, and workers with disabilities indirectly. About a quarter of requests (26.5%) were to support public employment services development. Labour market information-related actions accounted for more than a fifth of the portfolio (22.1%). The remaining requests addressed a wide range of expertise, including occupational safety and health, labour law, social dialogue, labour inspection, and green jobs.

SOCIEUX+ implemented actions in 34 PCs, bringing the total number of countries that benefited from SOCIEUX and SOCIEUX+ activities to 45. In these 34 countries, experts mobilised by the Facility worked with 74 different institutions. In SOCIEUX+, 211 activities were implemented over 6,734 working days, an increase of 494% compared to SOCIEUX.

At the outcome level, 32 actions supported line ministries, agencies, and mandated bodies to accomplish their mandate in social protection and labour issues, and 30 actions contributed to PCs' regulatory and policy reforms.

At the output level, several indicators were overachieved. These indicators include the number of requests and actions implemented, as mentioned above. Furthermore, 818 experts were registered in the PMT, 202 experts were mobilised by SOCIEUX+.

Feedback on activities provided by PIs showed an extremely high satisfaction with the design of activities and performance of experts among primary beneficiaries. Similarly, participants in capacity-building activities provided overwhelmingly positive feedback on their experiences with SOCIEUX+. Mobilised experts also expressed their overall satisfaction with SOCIEUX+ actions and their confidence in the ability of PIs to use the deliverables.

Lessons learned and the way forward

The lessons learned from implementation of SOCIEUX and SOCIEUX+ have guided the formulation of the extension phase. Some of the most relevant lessons are given below.

- SOCIEUX+ and its Implementation Partners should continue to raise awareness that the Facility does not aim to replace specialised agencies or programmes that work closely with EU PCs, but is a valuable complementary instrument dedicated to peer-to-peer capacity building on Social Protection and L&E.
- The FMT should seek joint approaches to achieve sustainability in implementing SOCIEUX+ actions; however, only where appropriate and wished for by PIs.
- A robust information management system is essential for managing an extensive portfolio such as the one at SOCIEUX+. The continuous development of the PMT and other tools required substantial resources but established mechanisms for the management and M&E of SOCIEUX+ actions. SOCIEUX+ will continue to build on its current system to improve its KD efforts and create feedback loops to improve the formulation and implementation of actions. The PMT will also be further developed to enable easy access to mobilisation opportunities for experts.
- The organisation of regional or international events for peer-to-peer exchanges by SOCIEUX+ is an effective but resource-intensive approach to accomplish the Facility's overall goal, raise awareness of its work, and contribute to its Business and Knowledge Development.
- Converting deliverables of SOCIEUX+ actions to knowledge products requires adequate resources and is not always possible, as the results of peer-to-peer exchanges are often intangible. Activity deliverables are tailored to the needs of PIs, so they require substantial investment to be generalised and disseminated. Also, highly specialised public experts are rarely skilled in developing general tools that can be used as reference products. Exceptions are academics, who are not the primary targets for mobilisation.
- Professional management of the Communication and Visibility channels is fundamental for the success of SOCIEUX+. In particular, social media channel management is resource-consuming but has proven to provide substantial added value for the Facility's credibility.

- The demand for SOCIEUX+ services is likely to continue to rise, independent of the current COVID-19 crisis. This implies that remote support will be the primary means of delivery of technical inputs for the foreseeable future. This type of cooperation may be less attractive to SOCIEUX+ PIs, but presents an opportunity to develop e-learning products that focus on experiences from the EU public sector.

An important task ahead for SOCIEUX+ will be the implementation of the SOCIEUX+ Business Development Strategy. In August 2020, FMT developed objectives and indicators for its Strategy. Achieving these ambitious objectives will entail developing a reliable EU network of Social Protection and L&E institutions, collaborative institutions, and focal points. SOCIEUX+ will also have to expand its actions to PCs attractive to all EU MSs. Strengthening the FMT is a positive step in this direction.

The visibility of SOCIEUX+, PIs, and mobilised experts' institutions should be further leveraged to prospect for new requests and promote SOCIEUX+ across EU MSs' institutions. A strategic prospection effort needs to align with EU technical cooperation priorities. Thematic priorities can be reflected in KD products and general Communication and Visibility work of the Facility. However, geographic priorities will require the identification of priority PCs, and fostering demand for SOCIEUX+ services in them. The selection of priority countries should strongly account for the willingness of individual EUDs to engage with SOCIEUX+ and local partners in peer-to-peer capacity building. The resources of the SOCIEUX+ extension should make it possible to implement this dual approach.

Public peer-to-peer technical cooperation has proven particularly effective with middle-income EU PCs. However, low- and middle-income PCs have also actively sought and benefited from the services of specialised facilities such as SOCIEUX+. Responding to this demand will require a long-term perspective for the Facility, its Partnership, and PI clients. The sustainability of SOCIEUX+ will only be possible with the long-term commitment and funding of its Implementation Partners and the EU. This commitment should be reflected in the rationalisation and consolidation of cooperation initiatives to avoid duplication and competition, without which access to short-term public expertise through SOCIEUX+ could be threatened. SOCIEUX+ and its EU-funding have proven their added value and the Facility now has a solid reputation as a reliable mechanism for peer-to-peer technical cooperation in the public sector. The next phase of SOCIEUX+ will build on these achievements.

1 Implementation framework

1.1 SOCIEUX+ in a nutshell

The European Union (EU) promotes and maintains dialogue on Social Protection and Inclusive Labour and Employment policies (L&E) with an increasing number of Partner Countries (PCs). This effort has been confirmed in the European Commission (EC) Communication COM (2016) 740 final - "Proposal for a new European Consensus on Development our World, our Dignity, our Future". A significant number of cooperation activities in different countries related to these fields are funded by geographic or thematic instruments of the EU external assistance. However, a gap had been observed in the EU cooperation with third countries regarding providing support to short-term measures and peer-to-peer cooperation to promote the development of Social Protection and

SOCIEUX+ - EU Expert Facility on Employment, Labour and Social Protection – (hereafter: "the Facility" or "SOCIEUX+") is a technical assistance facility set-up and co-funded by the EU (through the EC's Directorate-General for International Cooperation and Development - DG DEVCO), France, Spain and Belgium and implemented by a partnership (hereafter: "the Partnership") composed of four partners: Expertise France, leader of the implementation Partnership (hereafter: "the Partnership Leader"), the Fundación Internacional y para Iberoamérica de Administración y Políticas Públicas (FIIAPP), Belgian International Cooperation on Social Protection (BELINCOSOC) and Belgium Technical Cooperation (Enabel).

The general objective of SOCIEUX+ is to expand and improve access to better employment opportunities and inclusive Social Protection systems in PCs. Its specific objective is to enhance PCs' capacities to design better, manage and monitor inclusive, effective, and sustainable employment strategies and Social Protection systems through peer-to-peer short-term technical cooperation and Knowledge Development (KD).

SOCIEUX+ supports EU PCs' efforts in the reform, development, and extension of their Social Protection systems and strengthening Labour and Employment (L&E) policies. The Facility aims so at enhancing the capacities of PCs by:

- Recognising the impact of Social Protection and employment in reducing poverty and vulnerability;
- Supporting the efforts of partner governments in promoting inclusive and sustainable Social Protection and employment systems; and,
- Complementing the efforts made through other EU initiatives.

SOCIEUX+ makes European expertise quickly available with minimal transaction costs for Partner Institutions (PIs). It draws primarily on public or mandated bodies of EU Member States (EU MSs) and relevant civil society organisations, and international specialised organisations. It can also take a triangular cooperation approach to respond to the needs of PIs by mobilising practitioners from PCs in combination with EU MSs' experts. SOCIEUX+ is operational since September 2016.

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

The logical framework of SOCIEUX+ as approved by DG DEVCO is provided in Annexe B.

1.2 Management and governance

1.2.1 European Commission - Directorate-General for International Cooperation and Development

SOCIEUX+ relies on the feedback of DG DEVCO to assess the relevance of requests and possible actions. The Facility Management Team (FMT) then seeks the feedback of DG DEVCO for a “non-objection” to proceed to the formulation of an action. DG DEVCO may consult for their decision with the EUD or other relevant stakeholders within or outside the EC.

1.2.2 Facility Management Team

The FMT is responsible for the daily management and implementation of SOCIEUX+. The FMT is split between Paris and Brussels. The team is composed of:

- The SOCIEUX+ Programme Director (SDR), based in Paris, France;
- The Team Leader (TL), based in Brussels, Belgium;
- The Coordinator for Social Protection (CSP), based in Brussels;
- The Coordinator for Labour & Employment (CLE), based in Brussels;
- The Knowledge Development Officer (KDO), based in Brussels;
- The Monitoring and Evaluation Officer (MEO) (since October 2019), based in Brussels;
- The Communication Officer (COM) (full-time since June 2018), based in Brussels;
- The Technical Expert on Social Protection (TSP), based in Paris;
- The Technical Expert on Labour & Employment (TLE), based in Paris;
- The Finance & Contract Officer (FCO), based in Paris; and,
- Two Assistant Programme Officers (APO), based in Paris.

The FMT is backstopped for technical inputs only by Associated Technical Experts (ATE) from BELINCOSOC. These experts are mobilised on an ad hoc basis. All FMT members are in regular contact, using telecommunication means such as email, phone and Skype for Business which are available to most FMT members. Also, weekly meetings are organised by teleconferencing and monthly physical meetings of the team in Brussels. Ad hoc physical meetings are organised between FMT members, mostly in Brussels.

1.2.3 Programme Steering Committee

The Programme Steering Committee (PSC) is the governing body of SOCIEUX+. The PSC areas of decision-making related to the overall steering and strategic guidance. The PSC ensures close cooperation between the FMT, the Partnership members and EC relevant services. It provides a forum for discussion and decision-making on the inputs and outputs of the Facility. Its contributions and decisions ascertain the high-level commitment of all stakeholders to achieve SOCIEUX+ objectives and its smooth implementation.

Decisions of the PSC are taken by unanimity. In case of disagreement, a consensus is sought, and if not possible, a vote of the majority prevails. In all cases, if the result of a decision implies a modification to the Grant Agreement, a formal request and/or notification is sent to the DG DEVCO, in line with procedures described in the General Conditions of the Grant Agreement. DG DEVCO chairs the PSC. The PSC members are classified into voting and non-voting members. Voting members are:

- A representative of DG DEVCO’s Unit B3 on Migration and Employment (DEVCO-B3)
- SOCIEUX+ Programme Director (also representing Expertise France); and,
- One representative of each of the remaining three Partnership members (FIIAPP, BELINCOSOC and Enabel).

Non-voting members may be permanent or observers invited on an ad hoc base. Permanent non-voting members include SOCIEUX+ Team Leader. Ad hoc observers include:

- Representatives of EC services relevant for the SOCIEUX+ scope of work: Directorate-General for Employment, Social Affairs and Inclusion of the European Commission (DG EMPL); and, Directorate-General for European External Action Service, (EEAS); and,
- FMT members.

The PSC and its members' main responsibilities also include:

- Review the progress of key indicators at least every six months;
- Approve SOCIEUX+ KD Strategy;
- Approve progress reports such as the mid-term review, progress and final reports
- Provide advice and appropriate guidance on SOCIEUX+ work;
- Provide full access to all the information regarding the overall context necessary for the launch and the management of SOCIEUX+;
- Approving of the annual action plans and interventions related to KD;
- Identifying and suggesting potential synergies between SOCIEUX+ and other relevant initiatives related to SOCIEUX+ scope of work and mission; and,
- Facilitate SOCIEUX+ overall implementation.

1.2.4 Quality Assurance Committee

The Quality Assurance Committee (QAC) is the independent technical body responsible for quality control in action formulation. It is composed of permanent members including:

- A Belgian Quality Assurance Advisor (B-QAA), from BELINCOSOC;
- A French Quality Assurance Advisor (F-QAA), from Expertise France; and,
- A Spanish Quality Assurance Advisor (S-QAA), from FIIAPP.

Decisions and self-management of the QAC are based on consensus and collegial decision. The QAC reviews and provides recommendations on the formulation of actions authorised (non-objected) by DG DEVCO. Responsibilities for the principal review of action proposals have been allocated to QAC members by geographic area.

1.3 Eligible Partner Institutions (institutional scope)

Thus, the Facility aims to benefit and, therefore, mainly targets PI, public authorities and mandated bodies at the national, regional, and local level in PCs. These PIs should have responsibilities in the fields covered by the scope of work of the SOCIEUX+.

The Facility can also benefit social partners engaged in Social Dialogue influencing the political and development agenda of SOCIEUX+ scope of work (see Section 1.5.1), such as trade unions, employers' and workers' organisations and associations bodies, umbrella organisations, and others. These stakeholders should also be considered in implementing actions that benefit other PIs whenever relevant to ensure the completion and sustainability of the actions' objectives.

DG DEVCO and EUDs may also request the mobilisation of technical assistance through SOCIEUX+. This, to complement existing cooperation projects, ensuring synergies with other thematic programmes or laying the foundation for future programmes implemented or funded by the EU. The provided technical assistance should prepare the ground for further action by other cooperation tools. Such requests are subject to the formal approval, quality assurance and implementation procedures foreseen for actions of PIs.

1.4 Eligible Partner Countries (geographical scope)

PCs eligible to benefit from SOCIEUX+ are the countries beneficiary of the DCI thematic programmes according to Art. 1 of the REGULATION (EU) No 233/2014 OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL of 11 March 2014 establishing a financing instrument for development cooperation for the period 2014-2020, that is those covered by the Development Cooperation Instrument, the European Neighbourhood Instrument and the European Development Fund:

- Latin America, Asia (including Central Asia), and the Middle East (EU Development Cooperation Instrument, DCI);
- African, Caribbean and Pacific Countries (European Development Fund, EDF);
- European Neighbourhood Countries (ENP).

For a detailed list of countries eligible under SOCIEUX+, please refer to Annexe A. The list of eligible countries may be adjusted during the implementation of SOCIEUX+ following the revision of the EU external cooperation instruments. Such changes may, however, not impact or stop ongoing actions.

1.5 Actions and activities (thematic scope)

1.5.1 Scope of work

Overall scope of work

The areas of assistance mobilised by the Facility include broad horizontal and vertical dimensions of Social Protection, L&E. The assistance areas were categorised to reflect the International Labour Organization Taxonomy (<http://www.ilo.org/inform/online-information-resources/terminology/taxonomy/lang--en/index.htm>) to ensure consistency in the classification and reporting of requests and actions statistics (and indicators). Also, requests and actions are classified using the Organisation for Economic Co-operation and Development - Development Assistance Committee (OECD/DAC) codes. SOCIEUX+ aspires to drive the political agenda at the PC-level forward with regards to its scope of work and thus will privilege work in its actions that will contribute to:

- Advocacy for increased spending in the areas of SOCIEUX+ scope of work;
- Institutional strengthening; and,
- Regulatory and policy reforms.

Cross-cutting issues are considered in the assessment of request, design and implementation of actions. These include good governance and democracy, the promotion of human rights, gender equality, non-discrimination, children's rights, and the rights of persons with disabilities.

Labour and employment

SOCIEUX+ focuses its efforts in the area of L&E on supporting eligible PIs, in particular ministries of labour and related agencies, in low and middle-income countries, which face serious challenges in the design and implementation of effective employment strategies and labour market policies, such as but not limited to:

- Comprehensive employment strategies across the various policy areas;
- Labour market information systems (LMIS) and other intelligence and operational research;
- Active and passive labour market policies;
- Compliance with international labour standards;
- Informal labour and its economic transition policies and strategies;
- Employment of migrant populations;
- Vocational education and training (VET) and skills development;
- Labour intensive [public] work programmes;
- Labour market intermediation;
- Inclusive labour markets; and
- Social Dialogue.

Social Protection

SOCIEUX+ addresses PCs' main challenges on the design and operationalisation of Social Protection systems and programmes to provide better coverage and make those more equitable and inclusive, efficient, appropriate, and fiscally feasible and sustainable. The Facility favours support to eligible PIs in low and middle-income countries. Such support covers, but is not limited to:

- Legal and institutional framework for the provision of effective and efficient Social Protection coverage;
- Individual and organisational capacities for policymaking;

- Capacity building for Social Protection programmes, systems and policy implementation;
- Advocacy and capacity building for mainstreaming and cross-sectorial policies and issues related to Social Protection;
- Advocacy and capacity building for the sustainability of domestically funded Social Protection systems and programmes;
- Portability of social benefits and rights at national and regional levels;
- Social Protection coverage and inclusion of migrant workers and their dependents; and,
- Empowering of civil society and social partners on Social Protection.

1.5.2 Classification of requests, actions and expertise

Type of assistance

SOCIEUX+ Actions intend at building capacities of PCs in the general areas of work set for the Facility. As such, actions and their activities can be categorised in the classical breakdown of capacity building:

- A.00 Capacity building
 - A.01 Individual capacity building (human resources development)
 - A.02 Institutional capacity building
 - A.02.01 Legislative & regulatory framework development
 - A.02.02 Policy development
 - A.02.03 Sectoral planning & budgeting
 - A.03 Organisational capacity building
 - A.03.01 Organisational management (structures & functions)
 - A.03.02 Human resources management
 - A.03.03 Information management systems
 - A.03.04 Financial management (incl. budgeting)
 - A.03.05 Organisation/business strategy & planning

Besides, as SOCIEUX+ also may contribute to raising awareness for the development of the areas of work of the Facility the below additional classifications were added to the type of assistance:

- B.00 Awareness raising (roundtables, seminars, workshops, etc)
 - B.01 National events (awareness raising)
 - B.02 Regional events (awareness raising)
 - B.03 International events (awareness raising)
- D.00 SOCIEUX+ specific
 - D.01 Communication and visibility
 - D.02 Business Development
 - D.03 Knowledge development

Types of activities

An action consists of either one or a series of activities (up to a maximum of four activities excluding fact-finding missions). Activities are in general implemented through on-site technical assistance missions, but these may be complemented by distance-support. The activities take different forms. A revised list of activities was developed between 2017 and 2020. This is provided in Table 2. This list and the methodology of activity is part of the request forms used by SOCIEUX+ and guides for requesting institutions and experts. The FMT also included in the request forms the requirements for the successful implementation of these activities.

On-site activities are implemented through short-term missions of one to three weeks carried out in general by a team of two mobilised experts. Expected deliverables of each mission and activity are agreed upon between the FMT and the PI. SOCIEUX+ technical experts monitor the implementation of activities. The EUD in the PC and the relevant DG DEVCO units might support and/or participate in a mission when appropriate. In very exceptional cases and under strict preconditions, study-visits may be considered.

Financial support to the production of materials or logistics of workshops other than on KD measures was excluded from the type of activities that SOCIEUX+ and the FMT can support. Also, the support to study visits is limited to identifying host institutions and the minimum financial and logistics support, in the form of airfares and full per diems.

Areas of assistance (fields of expertise)

The fields of expertise addressed by SOCIEUX+ are categorised using a slightly modified and reduced version of the International Labour Organization Taxonomy (<http://www.ilo.org/inform/online-information-resources/terminology/taxonomy/lang--en/index.htm>). The list being very comprehensive, several areas of expertise are beyond the scope of work of SOCIEUX+. Between 2017 and 2020, the requests' main fields of expertise were defined in the FMT consultative approach. The corresponding list is now part of the request forms used by requesting institutions.

The main categories for these fields are provided in below Table 1. The detailed table from August 2020 is provided in Annexe S. The table in the annexe is also used in the request forms used by SOCIEUX+.

Table 1: Main fields of expertise used by the SOCIEUX+ in the classification of requests and experts (code and description)

A. Work	H. Economy
B. Working Conditions	L. Human Rights
C. Labour Relations	N. Government and Public Administration
D. Labour Law	Q. Access to Health
E. Social Protection	S. Technology
F. Access to Education and Training	T. Management
G. Economic and Social Development	U. Statistics
	V. Research

Experts' fields of competence

The expertise provided by experts mobilised by SOCIEUX+ can further be categorised in horizontal fields of competencies. This approach was already applied under SOCIEUX. However, under SOCIEUX+, the competence list was revised and extended to facilitate the search for experts in the Programme Management Tool (PMT). The current classification is provided in Table 3.

Table 2: Types of activities covered by SOCIEUX+ actions

Type of activity	Methodology
<input type="checkbox"/> Expert advice, coaching and consulting on technical issues <input type="checkbox"/> Reviews of strategy, planning policy, regulation and planning documents Contributions or advice to drafting of documentation related to: <input type="checkbox"/> strategy, <input type="checkbox"/> planning policy <input type="checkbox"/> regulation and legislation <input type="checkbox"/> planning <input type="checkbox"/> budgeting	Analysis of documentation Email exchange and distance interviews Teleconferencing or on-site mission Formulation of recommendations (in written or verbal)
Contributions to events: <input type="checkbox"/> roundtable discussions <input type="checkbox"/> thematic workshops and seminars	Preparation of agenda if necessary Preparation of support materials (thematic session notes) Participation through teleconference or on-site
<input type="checkbox"/> Technical trainings <input type="checkbox"/> "Train-the-trainers" seminars	Preparation of tools and training materials Delivery through webinars or on-site trainings Recording of trainings Coaching of trainees by blogs, email and teleconferencing In exceptional cases only: Use of local facilitators for the facilitation of on-site trainings and compilation of feedback
<input type="checkbox"/> Contributions to gaps and needs assessment for capacity building	Preparation of assessment tools Accompanying of assessments Analysis and compiling of results and formulation of recommendation Email exchange On-site or distance interviews In exceptional cases only: Use of local facilitators for collection of data, organisation of local consultation and compilation of feedbacks
In exceptional cases only: <input type="checkbox"/> Study-visits	Direct contribution to the action's work plan (neither first nor last activity) Single country/institution visit Maximum of eight delegation members Finalisation of learning objectives Identification of host institution Development of visit schedule Support of travel costs only

Sustainable development goals

SOCIEUX+ addresses several important Sustainable Development Goals (SDGs) directly and indirectly. However, the Facility responds in particular, directly to the following¹:

- SDG 1. End poverty in all its forms everywhere (**No Poverty**)
 - SDG 1.1. "Eradicate extreme poverty for all people everywhere" (**Eradicate Extreme Poverty**)
 - SDG 1.3. "Implement Social Protection systems and measures for all" (**Social Protection for All**)
 - SDG 2. End hunger, achieve food security and improved nutrition and promote sustainable agriculture (**Zero Hunger**);
- SDG 3. Ensure healthy lives and promote well-being for all at all ages (**Good Health & Well-being**)
 - SDG 3.8. "Achieve universal health coverage, including financial risk protection, access to quality essential health-care" (**Universal Health Coverage**)
 - SDG 3.9. Reduce deaths and illnesses from hazardous chemicals and air, water, and soil pollution and contamination (**Prevention on Hazardous Substance & Pollution**)
- SDG 4. "Ensure inclusive and equitable quality education" (**Quality Education**)
- SDG 5. "Gender equality and empower all women and girls" (**Gender Equality**)
 - SDG 5.4. "Recognise and value unpaid care and domestic work through public services, infrastructure and Social Protection policies and shared responsibility" (**Recognise Unpaid and Domestic Work**)
- SDG 8. "Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work" (**Decent Work & Economic Growth**)
 - SDG 8.3. "Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalisation and growth of micro-, small- and medium-sized enterprises, including through access to financial services" (**Policies for Decent Jobs Creation and Formalisation**)
 - SDG 8.4. "Improve progressively global resource efficiency in consumption and production and endeavour to decouple economic growth from environmental degradation" (**Environmentally Sustainable Growth**)
 - SDG 8.5. "Full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value" (**Full Employment and Equal Pay**)
 - SDG 8.8. "Labour rights and safe and secure working environments of all workers, including migrant workers, particularly women migrants, and those in precarious employment" (**Labour Rights & Safe Working Environment**)
- SDG 10. "Reduce inequality within and among countries" (**Reduced Inequalities**)
 - SDG 10.4. "Adopt policies, especially fiscal, wage and Social Protection policies, and progressively achieve greater equality" (**Fiscal, Wage and Social Protection Policies**)
- SDG 16. "Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions" (**Peace, Justice & Strong Institutions**)
 - SDG 16.6. "Develop effective, accountable and transparent institutions at all levels" (**Effective, Accountable and Transparent Institutions**)

¹ The following description of the SDG targets and indicators has been edited; for a detailed review of the SGS see <https://sdgs.un.org>.

Cross-cutting issues

Since its inception, SOCIEUX+ monitored the relevance of requests and actions according to two main cross-cutting issues: gender equality and inclusion of people leaving with disabilities. Since 2019, three new cross-cutting issues have been added in the Monitoring and Evaluation (M&E) system of the Facility: Good governance, environmental sustainability, human rights, and socio-economic inclusion of vulnerable groups. Those issues are now considered in the entire processing of request and actions, from the relevance check to the final evaluation of actions. Reporting of experts and feedback surveys among participants of capacity development events, PIs and experts, all include questions on the appropriate coverage of the relevant cross-cutting issues.

Table 3: Fields of horizontal competence used by SOCIEUX+ in the categorisation of experts

1. Policy & strategy
1.1. Governance, transparency & accountability
1.2. Policy & strategy making and development
1.3. Policy & strategy steering and implementation
2. Legislation & regulation framework
2.1. Legislation & regulation making and development
2.2. Legislation & regulation implementation and enforcement
3. Organisational management & administration
3.1. Organisational structures, roles and arrangements
3.2. Quality assurance, inspection and audit
3.3. Human resources management & development
3.4. Change management & facilitation
3.5. Programme/Project management
3.6. Service delivery
4. Finance & budgeting
4.1. Planning, budgeting & costing
4.2. Financial management, control and audit
4.3. Procurement
5. Monitoring and evaluation, information & statistics
5.1. Monitoring & evaluation
5.2. Information management systems
5.3. Information & communication technology
5.4. Statistics & business intelligence
7. Communication & social marketing
8. Individuals' capacity building/training
9. Research
9.1. Quantitative methods
9.2. Qualitative methods
9.3. Theoretic models & approaches
X. Other

Other categorisations

In addition to the above classifications, requests and actions are also categorised using geographic and other relevant criteria, including:

- Country
- Region
- Sub-region
- Country income group
- Geographic eligibility as per EU development cooperation instrument
- OECD Development Assistance Committee categories

Two examples of full classification of a request and action are provided as an example in Table 4.

Table 4: Examples of classification of actions as applied by the Facility Management Team.

<p>Action 2019-01</p> <p>Country: Azerbaijan Region: Asia Country income group: Upper-middle income Eligibility: DCI</p> <p>Area of work: Labour & Employment</p> <p>Fields of expertise: A - Work A.20 - Employment A.20.15 - Green Jobs U.05 - Labour Statistics</p> <p>SDG: 08. Decent Work & Economic Growth</p> <p>OECD/DAC: 998 - UNALLOCATED/ UNSPECIFIED</p> <p>Type of Assistance: A.02.02 Policy development</p> <p>Gender relevant: No Disability relevant: No</p>	<p>Action 2019-30</p> <p>Country: Togo Region: Africa Country income group: Low income Eligibility: EDF</p> <p>Area of work: Social Protection</p> <p>Fields of expertise: A - Work A.70 - Unemployment E - Social Protection E.10 - Social Security E.10.01 - Disability Benefits N.15 - Social Security Administration</p> <p>SDG: 01.03 Appropriate Social Protection systems and measures for all, including floors</p> <p>OECD/DAC: 160 - OTHER SOCIAL INFRASTRUCTURE AND SERVICES</p> <p>Type of Assistance: A.03.01 Organisational management (structures & fonctions)</p> <p>Gender relevant: No Disability relevant: Yes</p>
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1.5.3 Principles of work

SOCIEUX+ actions are micro-projects implemented through short-term technical assistance interventions. These actions take the form of a single or several short-term activities addressing needs and/or shortcomings on the areas covered by the SOCIEUX+ scope of work described in Section 1.5.1. All actions and their activities are based on the principles of:

- Ownership – requests and actions are driven by the demand and needs of PIs;
- Peer-to-peer dimension – implemented activities are based on peer-to-peer approaches between institutions, experts and practitioners;
- Public expertise preference – mobilised experts are mainly and preferably from public or mandated EU MSs' ministries and agencies;
- Diversification of expertise – mobilised expert and collaborative institutions (CI) providing expertise are as far as possible from more than one country;
- Institutional collaboration – actions should foster institutional cooperation between EU MSs and PCs institutions;
- Structured approach – activities of structural action (with more than one activity) are articulated to achieve the specific objectives of the action;
- Triangular technical assistance – actions and activities that mobilise experts from PCs and EU MSs (to some extent triangular cooperation can be promoted through this approach);
- No-overlap – actions should not overlap but complement and create synergies with existing cooperation programmes financed by the EU or other relevant international partners;

- Results-based management – activities are managed in a fast, appropriate and pragmatic way towards the achievement of actions' set-results; and,
- High quality – deliverables of activities meet high standards of quality but still under cost-effectivity constraints.

1.5.4 Business processes

The Standard Operating Procedures (SOPs) of SOCIEUX+ describe and regulate the processing and management of requests and actions. They are based on the business processes outlined again in this section. The overall project cycle of actions is guided by these business processes and best practices set under the [European Commission Aid Delivery Methods – Project Cycle Management Guidelines](#). The project-cycle complements SOCIEUX+'s approach to contributing to the overall and specific objectives of the Facility.

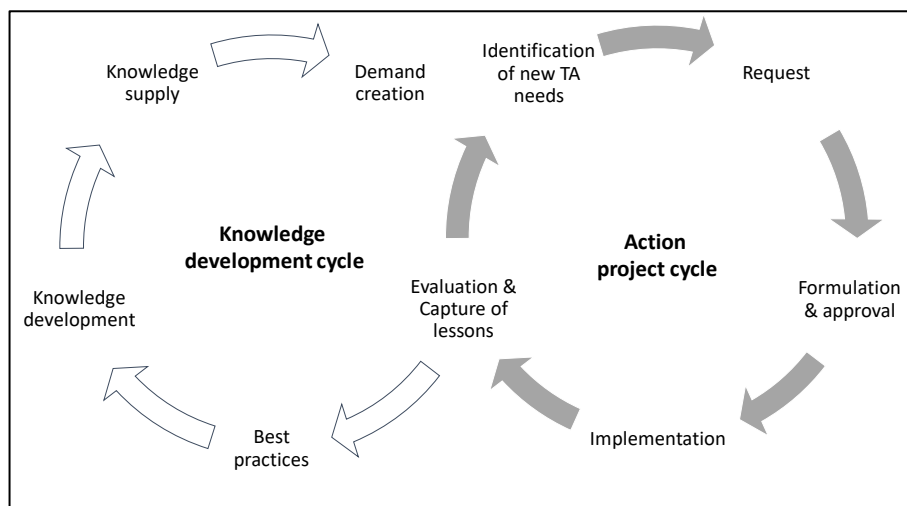


Figure 1: Illustration of the link between knowledge development and action project cycles of SOCIEUX+

Figure 1 provides an overview of the workflow for actions from the reception of a request from a potential PI to the final evaluation of an action.

At each stage of the workflow and project-cycle of actions, the status of requests and actions is updated in the PMT to enable tracking the delays and a rapid overview by the FMT of the stand of the situation of each action. For this purpose, the median time between the reception of a request and its approval or rejection is one of the indicators set at the outputs level of the SOCIEUX+ logframe. We remind in Table 5 that the various statuses are also used to discuss requests and actions in this report and its annexes.

Several documents are used to steer the processing of actions. Their nature and purpose follow the project-cycle set for requests and actions processing. Their content and size are predefined in templates that have been reviewed during the inception phase of SOCIEUX+ and the first interim reporting period. Some of these documents, as the Workplan, the Terms of Reference and the Expert Mission Report (ExMR), are sources of verifications for targets set in SOCIEUX+ logframe. Building on the SOPs of SOCIEUX, the FMT has developed and improved the business process of the entire life of SOCIEUX+.

An overview of the business flow for the processing of requests and project cycle of actions is provided in Annexe T. Annexe U lists. It describes the key documents used by the FMT in business processes. Please refer to the relevant versions of the SOP Manual for more detail on the processes.

Table 5: Request and action statuses during the action project cycle.

Status	Description
Request	Received request
Non-eligible	Rejected because of ineligibility
Eligible	Passed eligibility check
Rejected	When objectives of request cannot be clarified
Non-relevant	Rejected because of irrelevant
Relevant	Passed relevance check
Merged	Merged action form (project document) for approval
Fact-finding	Request relevant but requires the mission to write action form
Non-feasible	Rejected upon negative fact-finding results
Fractionated	Action proposal resulting from a fractionated formulation work plan
Under consideration	Feedback of DG DEVCO requested
Objected	Action formulation objected to by DG DEVCO
In formulation	Action under formulation (development of the AAF)
Submitted	AAF submitted for review
Approved	AAF approval
Not-approved	Action form not approved
Cancelled	Stopped without activities after approval
Stopped	Stopped with activities after approval
On-hold	On-hold after approval for various reasons
Completed	Completed action (closed)
Evaluated	Completed action and evaluated
Addendum	AAFA submitted an action form (project document) for approval

2 Operations

2.1 Inception phase

As part of the SOCIEUX+ Inception Phase (from September 2016 to March 2017), activities focused on:

- Setting up SOCIEUX+ FMT and support structures, including:
 - The recruitment and assignment of new members;
 - The set-up of project infrastructure and support; and,
 - The development of new SOPs and business processes.
- Take-over of requests and actions to be carried over from SOCIEUX, which required:
 - The development of transitional SOPs; and,
 - The transfer of commitments could not be closed till December 2016.
- Raising awareness on SOCIEUX+ including:
 - Communication towards stakeholders familiar with SOCIEUX and new ones;
 - The development and dissemination of new promotional materials;
 - The official launch of SOCIEUX+;
 - Update of the Facility's webpages on DG DEVCO's Website; and,
 - The development of a Communication & Visibility (C&V) strategy and plans.
- The establishment of a "component" on KD, which required the development of a KD strategy and plans.

2.2 First interim reporting period

Early in the first interim reporting period (RP1; from September 2016 to August 2017), the FMT moved its offices to the headquarters of the Belgian Federal Public Service (FPS) [for] Social Security' DG Policy Support and Coordination in the third week of November 2016. BELINCOSOC, formally part of the FPS Social Security, provided FMT members in Brussels with new equipment and on-site supportive services to continue operations under SOCIEUX and SOCIEUX+.

From early September to December 2016 (the transition phase between SOCIEUX and SOCIEUX+), transitional SOPs were established to enable the transfer and smooth implementation of actions that DG DEVCO already approved under SOCIEUX or during the inception phase of SOCIEUX+.

SOCIEUX+ SOPs and the corresponding manual, including individual responsibilities of implementation partners and business processes, were elaborated by the end of January 2017 and subsequently approved by the PSC, mid-March. As part of the initial design of SOCIEUX+, requests from Latin America and their subsequent implementation were to be processed by FIIAPP. Thus, new requests from this region were put on hold during the transition phase till FIIAPP could mobilise the necessary resources to process those requests. However, it was decided to rationalise the roles among implementation partners by reallocating the full responsibility for processing requests and actions under the Partnership Leader. FIIAPP assumed the responsibilities for the evaluation and, to a lesser extent, external monitoring of actions. This new allocation of roles and duties was reflected in the SOPs endorsed by the PSC.

The development of SOCIEUX+ SOPs required the design and testing of new templates for the various steps of processing requests and actions, from the reception of requests to experts' selection and evaluation of actions. The substantial changes in the organisation and business processes from SOCIEUX made it necessary to revise the Project Management Tool (PMT).

Specific objectives for the C&V Strategy were defined and were outlined in the first draft that was submitted for approval to the PSC in November 2016. The FMT has since maintained a constant effort to raise awareness among PCs and potential requesting institutions, to raise awareness and generate new requests (prospection), as well as towards EU MSs and international stakeholders, to stimulate the participation of CIs and experts (promotion) in the activities implemented under the Facility. From September to December 2016, SOCIEUX+'s awareness-raising activities were implemented with SOCIEUX Communication and Logistics Officer's support, who later continued to work on SOCIEUX+ Inception as Interim COM. Proposals for the further communication activities for 2017 were presented at the kick-off meeting of SOCIEUX+ PSC. Those were outlined in a

strategic plan entitled: Communication and Visibility Strategy Proposal for the Launching of SOCIEUX+. This interim strategy proposed to mitigate risks associated with the expansion of work and operations areas under the SOCIEUX+ and threats identified during the implementation of SOCIEUX. It proposed to strengthen communication activities to foster institutional relations.

The standalone SOCIEUX+ Website was to become the primary external communication tool to disseminate information on the Facility's functioning, events, and ongoing actions, ensure visibility, raise awareness of its achievements, and support its prospection and promotion efforts. A first complete development version of the website was presented to the PSC and launched in late November 2017.

The official launch event of SOCIEUX+ was on May 30, 2017. The event was structured as a one-day seminar entitled: "Facilitating expertise on Social Protection, L&E; A boost for sustainable development". The event had a high-level representation and participation. The two Belgian hosts of the event: Mrs Maggie de Block, Minister of Social Affairs and Health, and Mr Alexander de Croo, Deputy Prime Minister and Minister of Development Cooperation, Digital Agenda, Telecom and Postal Services. The seminar's opening counted with the highest representation of the European Commission and DG DEVCO in the person of Mr Neven Mimica, European Commissioner for International Cooperation & Development. There were 175 external registrations, including representatives of both EU MSs Social Protection and employment institutions and Partner Countries' governments through their embassies, some of them at counsellors, ministers and even ambassador levels. The event received substantial media coverage due to the coordination with the communication units of the FPS Social Security, DG DEVCO and Capacity4Dev.

With the KD Officer recruited in July 2017, KD focused on strategic conception and planning. The draft Strategy was based on best practices in knowledge management and DG DEVCO's guidelines, Learning and KD Strategy 2014-2020. To assess the potential and feasibility of strategic direction, a thorough revision of relevant documents and extended discussions on complementarity and collaborations were undertaken with relevant stakeholders such as the team of EUROsocial+. FIIAPP also developed an M&E Strategy for SOCIEUX+.

The RP1 column of the table in Annexe C reports intermediate targets achieved and the end of the first reporting period.

2.3 Second interim reporting period

In the second interim reporting period of SOCIEUX+ (RP2; from September 2017 to August 2018), several changes were implemented to ensure the Facility's effectiveness.

A notable change to the structure of the FMT was made in the period of review. The COM, who worked only part-time for SOCIEUX+, was contracted for a full-time position from June 2018 onwards, 11 months upon the start of duty. The change was motivated by the need to strengthen the efforts of SOCIEUX+ in capitalising on all media channels to increase the visibility and awareness about the Facility. This change had concrete and rapid results, and the visibility of SOCIEUX+ on social and traditional media has further increased. It also made it easier to respond to the needs of DG DEVCO for its internal communication on SOCIEUX+ and its impact.

Adjustments in the SOP of SOCIEUX+ were necessary since the first version of the SOCIEUX+ SOP Manual in early 2017. Changes ensured smooth implementation of the operations. SOCIEUX+ continued to favour structural actions by advising potential PIs in the formulation of requests and in the development of actions' work plans. At the same time, SOCIEUX+ received several requests for EU MSs public experts' contributions to punctual seminars and conferences organised by third parties. Processing resources for such punctual support were considered high. However, such requests have the potential to have multiplicative effects on the prospection of new requests. Further, it was concluded upon consultation of the Implementation Partners that enabling the dissemination of public EU MSs' expertise in international and regional events was in the mandate of SOCIEUX+. Procedures for the approval and formulation of such actions were thus simplified upon consultation with DEVCO-B3.

Further changes in the procedures of SOCIEUX+ included the transfer of the contracting of all public experts from Spain to FIIAPP. In the reporting period, the FMT had to cancel one action after approval due to risk concern for an expert's mobilisation. Following lessons learned from this constraint, business processes and templates used by the FMT were modified to ensure that risk assessments are done in at relevance check of a request.

In RP2, the PMT was substantially modified to account for the new categorisation of actions and procedures of SOCIEUX+. A notable change was the completion of the expert profile management module, i.e. experts can now create and manage their profiles online. This contributed to the growth of the expert roster of the Facility. To make the registration appealing to experts, a module was developed to enable the direct management of experts' calls and applications.

SOCIEUX+ relied further on institutional collaborations for the preparation, implementation and follow-up of requests and actions. It was necessary to clarify the role of third-party stakeholders such as non-governmental organisation and development partners in SOCIEUX+ actions. The first step was to define the concept of "supporting entity". The term entity was chosen to reflect the broad range of stakeholders that may already support PIs.

Till RP2, a recurrent confusion was made in the requests and formulation of actions on the triangular cooperation and SOCIEUX+ mandate. On several occasions, PIs or supporting entities insisted on the sole mobilisation of regional expertise (or expatriated experts based outside the EU). Such inquiries and discussions also came up in the exchanges on possible duplications and overlapped with EU-funded programmes with clear mandates to promote south-south and regional cooperation, such as EUROSociAL+. Clarification was given that SOCIEUX+ does not have the mandate to support South-South cooperation. Triangular technical cooperation in the form of mobilising a regional expert, in principle public, may be considered during the formulation of activities to contextualise the public technical assistance from EU MSs' experts. However, such regional expertise should not be regarded as a first option, principle, or rule for implementing SOCIEUX+ supported activities.

Since July 2017, the work on KD has focused on strategic conception and planning. A first draft of the Strategy was sent to the Steering Committee members by email in November 2017. This version outlined the guiding principles of the Strategy as well as the typology of future activities. With no comments received on this version, the draft was presented and submitted to the members of SOCIEUX+ during the Steering Committee on December 20th, 2017. The Committee acknowledged and accepted the Strategy's guiding principles but did not approve it. They wanted a more developed approach regarding the thematic that was going to be dealt with inside the related activities and the mechanism to collect knowledge. Following a revision of the document, a final version was approved by the Committee in April 2018. During this meeting, it was also agreed that training activities would replace peer-to-peer events.

In RP2, the FMT extended discussions on complementarity and collaborations with EU-funded programmes such as EU-Social Protection Systems Programme (EU-SPS), the OECD Development Centre's initiative EUROSociAL+. Collaborations were initiated particularly for the elaboration of the two Peer-to-Peer events.

During this first ten months of implementing the Communication and Visibility Strategy and 2017-2018 Action Plan, the efforts were primarily focused on creating from scratch the new communications channels comprised in the Strategy: website, newsletter, social media networks.

Following the initial review of the logical framework (logframe) of SOCIEUX+, FIIAPP took the lead in developing a proposal of a revised logframe with indicators. In combination with this proposal, a matching M&E system was developed and presented at the PSC meeting of November 2018.

An external Results-Oriented Monitoring mission (ROM) was commissioned by DG DEVCO in May 2018 and conducted between July and September. The ROM provided useful insight into the management of SOCIEUX+. The FMT developed an appropriate response to the findings, conclusions and recommendations of the ROM. Proposals for mitigation of the identified constraints were promptly developed and presented at the upcoming PSC meeting. Terms of reference for the Mid-term Evaluation (MTE) of SOCIEUX+ were developed and reviewed with DG DEVCO in July 2018. The process of contracting a consulting group for the work was initiated.

The main concern in RP2 was the projections on expenditures associated with actions. The projections suggested that the total spending on technical assistance activities will be €3.7 million by March 2020, six months before the end of the current project duration. The original estimated envelope for technical assistance activities was then €2.45 million for a target of 60 SOCIEUX+ technical assistance actions. Thus, a deficit in the financing of actions was identified. The FMT developed three scenarios for the PSC and DEVCO-B3 on how to address the shortage. The assumptions of the two first scenarios were based on the historical development of SOCIEUX. The third scenario was modelled on the ROM recommendations of increasing the number of actions then managed by the FMT.

Following the modelling results, none of the scenarios provided a sustainable solution from the point of view of the FMT's workload or the management of actions towards the closing phase of SOCIEUX+. However, all models' results show that a continuation in request processing is only feasible if a top-up of the budget for actions is secured. Because of these limitations, new assumptions were outlined for three options of a scenario where the human resources of the FMT would be strengthened, new realistic targets for the implementation of action and activities would be set. A deadline for submitting requests (referred to as "sunset") would enable clear communication towards interested PIs and sufficient time to close ongoing actions. This projection was also accounted for the possible extension of SOCIEUX+ beyond its end date of September 2020. The PSC and DEVCO-B3 considered options for the top-up and extension of SOCIEUX+. Assumptions in all options include an increase in the human resources of the FMT.

The SOCIEUX+ Website was formally launched in December 2017 in English. French and Spanish versions of the SOCIEUX+ Website, both operational since May 2018.

The RP2 column of the table in Annexe C reports intermediate targets achieved and the end of the second reporting period.

2.4 Third interim reporting period

The implementation of SOCIEUX+ in the third Interim Reporting Period (RP3; from September 2018 to August 2019) was marked by a remarkable increase in activities implemented and days of expertise provided. The target of implementation was overachieved by 209% at the end of the reporting period. The expenditure on actions had by then reached more than €3 million. The original estimated 'envelope' for actions was only €2.45 million. The PSC acknowledged this achievement despite the structural challenges faced by the FMT. The FMT's challenges were taken into good consideration by the European Commission and the Implementation Partners of SOCIEUX+. They expressed their commitment to finding a rapid solution to ensure the sustainability of ongoing actions and the Facility's credibility. As a result of their commitment, an extension and scale-up of SOCIEUX+ were secured, with additional financial and human resources. These new resources came with an extension of SOCIEUX+ of 48 months.

RP3 was marked by an increase in implementation and demand for SOCIEUX+ services, but it was also marked by an increase in the backlog of actions to be processed and by several actions that had to be cancelled. The latter is not necessarily attributable to the FMT's understaffing but may have been mitigated if resources had allowed. The time needed for the kick start of an action, i.e. between the reception of a request and implementation of the first activity, remained high compared to the [over-optimistic] targets set at the beginning on SOCIEUX. Some actions also had to be put on hold. Finally, at the end of RP3, the FMT had to agree with DEVCO-B3 to freeze the processing of new requests.

M&E exercises and the follow-up of their recommendations were a central focus for SOCIEUX+ in RP3. The FMT followed up on the recommendations of the Results-Based Monitoring mission commissioned by DEVCO. Also, the external MTE of SOCIEUX+ was implemented between January and May 2019. All FMT members contributed actively to the exercise in parallel to their responsibilities in the core SOCIEUX+ operations, communication and visibility, and KD activities. Recommendations of the MTE were addressed even before the end of the exercise as the FMT participated in the findings' unfolding. Both the ROM and MTE underlined the achievements of SOCIEUX+ and the challenges faced by the FMT, DEVCO and the Implementation Partners for the sustainability, growth and institutionalisation of the Facility. Besides, a revision of the logical framework was completed and approved by the PSC in RP3. It was expected that this new version would apply to both the extension of SOCIEUX+ and the current phase.

An external ROM was commissioned by DEVCO in May 2018 and conducted between July and September 2018. The ROM provided useful insights into the management of SOCIEUX+. The FMT developed an appropriate response to the findings, conclusions and recommendations of the ROM. Proposals for the mitigation of the current constraints were submitted and approved at the SOCIEUX+ Steering Committee Meeting of November 2018. The below paragraphs summarise the main measures taken included:

- The MEO was recruited in September 2019;
- The first proposal of restructuring and strengthening of the FMT was submitted for approval to the SOCIEUX+ Steering Committee in March 2019;
- A revised ExMR template was developed and implemented.

Overall, the lessons learned from the implementation of SOCIEUX were considered by the ROM as remaining valid. Their transfer in the principles and business processes of SOCIEUX+ proved successful. The emphasis on results-based management of actions has been essential in securing quality deliverables and results of actions.

The MTE of SOCIEUX+ was conducted between January and May 2019. The findings and final recommendations of the consultant team were presented to the SOCIEUX+ Steering Committee in May 2019. As for the ROM, the FMT prepared a response to the recommendations. The main points of action following these recommendations include:

- A strengthening of the consideration of cross-cutting issues in the formulation and M&E of actions.
- Upon an extensive literature review and internal consultations, definitions for “best” and “good” practices have been agreed upon.
- Complementary reporting tools were developed to enable the management of SOCIEUX+, the FMT, to obtain a rapid overview of actions’ implementation.
- Online surveys were developed and implemented for mobilised experts, PIs and participants to capacity development events.
- Infographic dashboards for the presentation by stakeholders were developed and made available to the Implementation Partners and the FMT members.
- Revised structured ExMR were introduced

Several major KD events were implemented in RP3, including:

- In October 2018, Mexico City hosted the first SOCIEUX+ peer-to-peer meeting on employment and Social Protection: Encuentro SOCIEUX+ “Empleo y sistemas de protección social en América Latina”.
- The regional experts meeting “Inclusive Social Protection Systems in sub-Saharan Africa” took place in February 2019 in Addis Ababa.
- The regional experts meeting “Inclusive Social Protection Systems in Asia and the Pacific” took place in Bangkok in April 2019.
- A session on the 2019 edition of the European Development Days SOCIEUX+ collaborates with the OECD Development Centre. The session brought together about seventy participants. It explored the question of “whether the time is right to expand the focus of Social Protection to include inequality and achieve SDG10”.²

Several KD Products were also commissioned in RP3 and finalised from the end of the reporting period.

The SOCIEUX+ C&V Strategy proved to be a useful tool, guiding a full set of activities to increase the Facility’s visibility towards direct development cooperation actors and the wider international and public audience. Major highlights of the communication activities in RP3 include:

- The article published by El País on the work of SOCIEUX + on the topic of Green Employment, published as Tribune in the Future Planet supplement.
- The interview on SOCIEUX + in Social Protection, and a general article with infographics in the Annual Report of Expertise France.
- The video interview conducted by Capacity4Dev within the framework of the EDDs on the areas of Employment and Social Protection.
- Articles published in external newsletters DG DEVCO, International Council of Social Welfare (ICSW), ILO, Expertise France and FIIAPP.
- Articles and banner campaigns on the World Association of Public Employment Services (WAPES) site.
- The launch of short video productions on SOCIEUX+ activities and partners and a video channel to gather all the clips produced by SOCIEUX+ and its PIs.
- The communications activities for the three regional-peer-to-peer meetings organised by SOCIEUX+.

² The 4th SOCIEUX+ regional peer-to-peer meeting was supposed to take place in February 2020m but was finally cancelled due to COVID-19 pandemic.

- The development of branding and visual identity guidelines guarantees the coherence and the adequate use of the elements such as logos, colours and fonts.
- The dissemination of two additional SOCIEUX+ newsletters.
- The launch of various digital campaigns to promote the visibility and strengthen the adherence of target groups of SOCIEUX+ communication channels and potential new PCs, institutions and collaborative institutions, e.g. "Share your expertise" and "From peers to peers".
- The creation and maintenance of four social media profiles: Twitter, LinkedIn, Flickr and YouTube.

A Portuguese version of the SOCIEUX+ Website was added in RP3. All versions were very sought, as shown by the rapid growth trend in utilisation statistics. The SOCIEUX+ Website had already a wide international audience; beyond the initial targets set under the formulation of SOCIEUX+.

The RP3 column of the table in Annexe C reports intermediate targets achieved and the end of the third reporting period.

2.5 Fourth interim reporting period

In addition to the continuous processing of requests and actions, as usual, the final interim reporting period of SOCIEUX+ focused on the implementation of the recommendations of the ROM and the MTE, the preparation of the extension of the Facility and the response to the COVID-19 pandemic impact (see Section 2.8).

The processing of requests and actions is covered in detail in Sections 2.6 – SOCIEUX+ in action and 3.5 - Key performance indicators and Annexes (Annexe G – Summaries of requests in processing, Annexe H– Summaries of actions in preparation, Annexe I– Summaries of ongoing actions, Annexe J– Summaries of actions on hold and Annexe K – Summaries of actions cancelled).

Recommendations and follow-up measures of the ROM are discussed in Section 3.3.4 (for more details, see Annexe O – Results-Based Monitoring – Follow-up). Recommendations and follow-up measures of the MTE Section 3.3.5 (for more details, see Annexe P – Mid-Term Evaluation – Follow-up).

The FMT faced structural challenges at the beginning of RP4 as the financial resources for implementing new activities were reduced, following the above-objective implementation in RP1 to RP3. The discussions on the extension and top-up of resources were initiated already in RP3 with the support of the Implementation Partners and DEVCO-B3. Thanks to this, the consequences of the financial shortfall and structural challenges faced by FMT were mitigated. The FMT continued to accept requests. However, it was decided in September 2019, in consultation with DEVCO-B3, to freeze in 2020 the kick-off of new actions and to delay where possible the implementation of activities. New requesting partners were informed upon notification of their requests that SOCIEUX+ was prioritising the implementation of its then portfolio of actions. However, the processing of requests (eligibility, relevance check and formulation) were to continue. A circular note was transmitted to all PIs impacted by prioritisation.

Financial resources for implementing actions were secured by an addendum to the current phase of SOCIEUX+, concluded in March 2020. The addendum transferred human resources funding to actions implementation. It became thus necessary to initiate the extension of SOCIEUX+ before the end of RP4. Several positions of the FMT were financed on the extension from July 2020 onwards. In parallel, office support services (translation, language editing and publishing) and SOCIEUX+ Website maintenance were initiated. This should be finalised by December 2020.

In parallel to the mitigation measures, the DEVCO-B3 spearheaded the extension of SOCIEUX+ in the EC and the appropriate EU committees. The extension was approved in October 2019. The Implementation Partner organisations were to remain unchanged, but changes in the implementation framework were reflected in each partner's responsibilities. Pôle Emploi, the French Public Employment Services (PES), was to remain a contributor to SOCIEUX+ with the secondment of Development & Technical Advisor position. Enabel and BELINCOSOC were to take active roles in the implementation of SOCIEUX+.

Annexe Q and Annexe R illustrate the 2016-2019 and the new structure of the FMT for the extension of SOCIEUX+. The new positions were to be distributed among the Implementation Partners. Several positions were modified to ensure an effective scale-up of operations and KD activities. These included four project officers (POs), two and a half new APOs and a KD Coordinator (KDC). The new positions are to be filled in the fifth interim reporting period

(September 2020 to September 2021). Already the recruitment of an MEO and one APO was completed in September 2019. The upgrade of the FCO to Deputy Team Leader was effective from January 2020. In parallel with the opening of the recruitment of the new positions was initiated in May 2020. An APO position and the new KD Expert (KDE) were already recruited in August 2020. The positions of thematic technical advisors were modified in January 2020 to development & technical advisor (DTAs) positions to reflect the Business Development Strategy of SOCIEUX+ approved in December 2019 by the PSC (see Section 2.9). The revision of the business processes of SOCIEUX+ was initiated in April 2020. The revision accounts for the additional needs for M&E, the discontinuation of the Quality Assurance Committee and the restructuration of the FMT. The revision also aimed at ensuring the integration of links and standard process that would feed the KD and C&V activities of the Facility.

A core exercise for the steering of SOCIEUX+ was the review and development of a new logframe for the Facility extension. The ROM had recommended this development. The new logframe was developed in close consultation with the DEVCO-B3 and DG DEVCO's Unit O4 (Evaluation and results). The review process is discussed in Section 3.1, and the new logframe is provided in Annexe D. It was expected that the new logframe would apply to both the current phase of SOCIEUX+ and the extension of the Facility. However, the use of this logframe for the current phase would have required another addendum to the existing Grant Agreement. Instead, the FMT was to report as far as feasible on the existing logframe. At the end of the RP4, the operationalisation of the new framework was nearly completed.

In RP4, several M&E tools were revised or developed from scratch. New multi-lingual feedback forms for PIs, mobilised experts and participants were operationalised (see Section 3.4). Mission reports of mobilised experts have been completely reviewed to capture the nature of the deliverables, impact, use of best and good practices, and coverage of cross-cutting issues in SOCIEUX+ actions and activities (see Section 3.3) and deliverables of activities.

The categories in the PMT were updated to enable a better capture of the area of intervention of SOCIEUX+ actions (see Section 1.5.2). The new categories capture in more detail the type of support provided. Specifications for a new phase of development of the PMT were prepared in August 2020 (see Section 3.2). The contracting of a provider this phase should be completed by November 2020.

The information and communication technology platform for the FMT under the FPS Social Security supervision is to be modified to ensure compliance with the data protection and privacy norms of the FPS. These changes will impact the access to the data repository tools (see Section 3.2.2), email servers and telecommunication facilities available to the FMT. They will also impact the equipment currently used by the FMT members in Brussels. Once completed, in December 2020, the new platform should provide more flexibility to the FMT and potentially make specific collaborative-online tools available to mobilised experts such as Microsoft Teams.

Another important task ahead for SOCIEUX+ will be to complete and implement the SOCIEUX+ Business Development Strategy (see Section 2.9). In August 2020, the FMT developed a complementary document with objectives and indicators to the Business Development Strategy (see section 2.9).

The extension of SOCIEUX+ benefits from additional resources for the KD activities. A draft strategy for the extension was submitted in March 2020 as part of the extension documentation. The draft benefited from several consultations with DEVCO-B3. A final version of the strategy and an associated work plan for the new KD strategy will be presented to an extraordinary PSC meeting in January 2021.

In RP4, a fourth regional peer-to-peer meeting was organised by SOCIEUX+ (see Section 4.2.1); intitled: "Emploi et protection sociale en Afrique de l'Ouest et Centrale". It was organised with the EUD in Côte d'Ivoire and the ILO. The preparation of the event was well advanced when the COVID-19 pandemic started. The event had, unfortunately, to be rescheduled and, finally, cancelled till further notice. Similarly, the contributions of SOCIEUX+ to the 2020 EDDs were put on hold as the event was rescheduled for 2021 by the EC. The production of technical reports was continued in RP4, with four reports published on the newly developed KD page of the SOCIEUX+ Website (see Section 4.3). Also, two other reports were completed by the end of RP4 but were then still into publication. It is expected that those will be available by the end of December 2020. In total, eight technical reports were produced under SOCIEUX+.

Communication and visibility (C&V) on SOCIEUX+ continued to be very active in RP4 (see Section 5). The C&V Strategy was effectively implemented since its inception in 2017. The reputation and awareness of the Facility and its activities have grown. The Strategy benefited from thoughtful planning and the proactive efforts led by the COM. The visual identity of SOCIEUX+ is well established, with norms and guidelines available to produce C&V materials and contributions.

The rigorous monitoring of the digital presence shows the popularity of the SOCIEUX+ Website, which received over 100,000 page views from visitors from 186 countries. SOCIEUX+' social media on Twitter, LinkedIn, Youtube and Flickr are now well established. Over 900 messages were posted on social media. The SOCIEUX+ Twitter alone had by the end RP4 over 1000 followers since its opening in March 2019. The more traditional SOCIEUX+ Newsletter has approximately 1300 subscribers. SOCIEUX+ was depicted in mainstream media such as the news outlet El País. Major events of SOCIEUX+ or SOCIEUX+ contributed benefited from C&V, such as during the sessions organised by the FMT at the European Development Days (EDDs) or the regional peer events organised in Latin America, Africa and Asia.

A notable change in the financial arrangements of SOCIEUX+ in 2020 has been the increase of the Fixed Additional Allowances (FAAs) given to mobilised experts or their institutions. These allowances were aligned to the compensations given by the Technical Assistance and Information Exchange instrument of the European Commission (TAIEX). TAIEX increased its financial compensation from €250 per day to €350 in 2020. Correspondingly, SOCIEUX+ adapted its FAAs in July 2020. This adjustment has substantial impacts on the volume of activities that the Facility will be able to implement in its extension. This impact was reflected in the latest projections and targets of the FMT.

A challenge for SOCIEUX+ will be to ensure the coordination and complementarity with TAIEX, on the base of which SOCIEUX was originally designed. Since 2020, TAIEX also covers "Partner Countries and territories covered by Directorate-General for International Cooperation and Development"³. The instrument was also expended to representatives of social partners, trade unions and employers' associations. A new field of cooperation was also opened under the instrument "TAIEX DEVCO"⁴. This "aims at strengthening the national development policy context. It supports the achievement of the SDGs, in line with the EU commitments to the Agenda 2030".

The last column of the table in Annexe C reports intermediate targets achieved and the fourth reporting period.

2.6 SOCIEUX+ in action

The following section presents a brief overview of completed actions in RP1, RP2, RP3 and RP4 by the end of September 2020. It does not cover requests rejected (or objected to and withdrawn) or cancelled for which no activities have been implemented. It provides, however, summary information on actions that have been stopped.

So far, only one request (2017-06 Colombia) has been withdrawn by a PI. However, this was replaced by a new request, which has been successfully processed. *The reader may refer to Annexe K for a summary presentation of the three actions cancelled so far.*

The section is based on and complemented by the final evaluation reports, which cover in a structured way all aspects of the assessments by the FMT, based on the feedback of stakeholders at the PC level through questionnaires or unstructured means (exchanges through phone, email, and/or face-to-face).

The actions below are arranged by region and country in alphabetical order. The actions that may have only been closed administratively in RP1 or for which only final evaluations were made in that reporting period are not included in this section. Descriptions of these actions can be found in the final report of SOCIEUX.

For ongoing actions, the reader may refer to [Annexe G](#), where summaries of the current situation are provided for each action.

³ Reference: [TAIEX | European Neighbourhood Policy And Enlargement Negotiations \(europa.eu\)](#), "TAIEX beneficiaries and partners".

⁴ Reference: [TAIEX DEVCO](#)

2.6.1 Africa

Benin

Our action(s)

2017-01 – “Reform of employment services and programmes for the establishment of a one-stop-shop for employment promotion”.



2017-01 – Reform of employment services and programmes for the establishment of a one-stop-shop for employment promotion

Our partner(s)

Ministry of Labour, Public Administration and Social Affairs [Ministère du Travail, de la Fonction Publique et des Affaires Sociales] (MTFPAS). Created in 2016, following the merger of four ministries, the MTFPAS is responsible for the definition, implementation and monitoring-evaluation of state policy, labour, civil service, administrative and institutional reforms, family, national solidarity, employment, microfinance and equal opportunities, in line with the legal framework and visions and development policies of the Government of Benin.

Background

Despite more limited access to economic opportunities and recurrent occupational segregation that prevents them from taking up positions of responsibility, Benin women demonstrate greater resilience than men. Female-headed households are doing comparatively better than male-headed households (28% and 38%, respectively, are in the situation of poverty).

Among the institutional challenges facing the Public Employment Service in Benin are:

- The multiplicity of actors involved in the implementation of the national employment policy;
- Major dysfunctions in the access and circulation of information relating to employment;
- Deficiencies in the coordination between the various actors of the PES jeopardizing a rigorous follow-up of the jobseekers.

Main employment actors in Benin are:

- The Ministry of Labour, Public Service and Social Affairs (MTFPAS)
- The Ministry of Technical Education and Professional Integration (DRIJ)
- The National Employment Agency
- Private recruitment agencies.

Our common objectives

The objective of the request was to reinforce the MTFPAS strategic and operational capacities to implement the reforms within the framework of the National Plan for the promotion of Employment 2017-2025 (Components Governance / Employment / Training / Entrepreneurship)

Our results

Organisational and systemic diagnosis of the Direction Générale de la Promotion de l'Entrepreneuriat et de l'Emploi (DGEM) structures and services for employment, training and entrepreneurship.

Reasons for closure: Despite the first results obtained, a diagnosis of the employment support services and the recommendations made on the three possible schemes for establishing a "one-stop shop", it was impossible to organise a new mission schedule. The decision was taken to stop the Action (2017-01) in September 2019.

SOCIEUX+ has contributed to identifying the main deficiencies and challenges faced by the PES services:

- Geographical coverage is heterogeneous according to the service provider. The Agence Nationale de l'Emploi (ANPE) has the largest network with an effective and permanent presence on the 12 departments. The others have a virtually non-existent representation on the most part the territories.
- A clear overlapping of services offered;
- The layering of service offers. Many structures have similar offers, a situation that generates duplications;
- Many structures are specialised either by type of beneficiaries or by sectors;
- The lack of a system for sharing data between entities;
- Some opacity of the activities produced and cost-effectiveness ratios;
- Mismatches between the missions to be deployed by the structures and the qualification of the staff.

The first mission concluded that the main issue to be addressed was how to establish a “one-stop shop” -Guichet Unique-.

The second mission also made it possible to clarify the conclusions of the initial report of August 2018 on the three possible schemes linked to a single window. Support and additional missions were requested either by the Ministry (approach of the organisational plan of the PES) or by the DGEM or by the ANPE (implementation of the recommendations based on the diagnosis).

Further activities were planned to assist DGPEE in producing an organisational note highlighting the governance and steering of this new direction and to launch it. The DGPEE staff training was recommended to produce content and engineering based on the CIF ILO catalogue.

Burkina Faso

Our action(s)

2020-10 – “Reinforcement of the technical, thematic and political capacities of senior executives of Social Protection, health insurance and mutual organisations of West Africa.”

2020-10 – Reinforcement of the technical, thematic and political capacities of senior executives of Social Protection, health insurance and mutual organisations of West Africa

Our partner(s)

Ministry of Health, Technical Secretariat in charge of Universal Health Coverage (UHC) - Burkina Faso has embarked on the path of extending health coverage with an ambitious presidential programme linked to the Sustainable Development Goals - SDGs and the UHC 2030 Partnership. Connected objectives are reflected, among others, in the National Economic and Social Development Plan.

The Ministry of Health of Burkina Faso has taken a strong option to focus on the deployment of high impact interventions to boost progress towards UHC by 2030, with 11 priorities including the development of community health, the quality of health care and service provision, and the easing of financial involvement of households for health services. An entire pillar of this strategy concerns mutualist organisations' role in advancing the integration of communities into the health system and its financing.

Background

The Technical Secretary in charge of Universal Health Coverage - ST-CSU, reporting to the MoH, is involved by the "*Songui Manégré Association / Aide au développement endogene - ASMADE*" and its "*Hive of the Social Protection*" in a training initiative based on the experience of the professional Master on “Governance of mutualist organisations” deployed by the University Versailles Saint-Quentin-en-Yvelines with the participation of the Belgian Mutualist association Solidaris. Other health-related organisations in West Africa are also willing to participate with their executives/agents in the Master-level training.

Our common objectives

- Support senior executives of Social Protection, health insurance and mutualist organisations in West Africa to develop knowledge and capacities attaining to the governance and management of mutualist organisations.
- Stimulate the sharing of international experiences, good practices, and success factors related to mutualist organisations' governance.
- Create a "network" between West African participants to train on "Governance of mutualist organisations".

Our common results

Unfortunately, little after the submission of the request, and due to the spread of the SARS-COV-19 pandemics, organisers decided to stop the organisation of the Master-level training for this year. The action has, therefore, been stopped.

Cabo Verde

Our action(s)

2017-22 – "Developing of a policy for occupational health and safety in the public administration."

2017-22 – Developing a policy for occupational health and safety in the public administration

Our partner(s)

The National Directorate of Public Administration (DNAP) is responsible for implementing human resources management policy. It has been attached to the Ministry of Finance since 2016. Its mission is to modernise public administration includes promoting integrated human resource management and institutional development. The DNAP is organised into three services:

- Human Resources Department (HRS)
- Social Security Service (SSS)
- Information System and Knowledge of Public Administration (SSICAP)

The DNAP has, among others, the following responsibilities:

- Defining organisational, management and modernisation policies for public services;
- Propose and support human resources policies (organisation, management, evaluation, Social Protection, training, development and qualification); and,
- Provide legal support and ensure the legality of administrative procedures.

The DNAP also expressed through the supporting entity (WHO) the willingness to rely on triangular cooperation to ensure that the technical support is better contextualised and links are created with institutions beyond its implementation. Brazilian institutions were mentioned, without specificity, though.

Our common objectives

The general objective of the action was to promote an occupational risk prevention policy aimed at eliminating occupational accidents and diseases and at reducing the costs of operation.

Specific objectives were:

- To obtain a diagnosis of conditions and risks at work in the public administration sector;
- To get a mapping of the organisations and actors involved in the implementation of an occupational risk prevention policy in the public administration;
- To develop a strategic plan to promote a culture of safety and health in the workplace.

Our results

The first mission was organised on April 4 – 18, 2018 – A fact-finding mission for the formulation of an action plan and the terms of reference of the study on the state of health and safety in the public sector in Cabo Verde.

Meetings were held with the following entities: the representatives of the main trade unions of the public administration workers, the National Institute of Statistics, the representatives of government stakeholders, and representatives of the Ministry of Finance.

The main issues raised during the meetings with the stakeholders and the steering committee were the following:

- Cultural problems related to work accidents and the barriers for the implementation of national security policies and occupational health;
- The characterisation of the respective professional activities and occupational risks in the Cape Verdean public administration that could be accepted within the framework of this project;
- The characteristics of the current legal framework on occupational health and safety at work
- The analysis of the current situation and the possibility of subsequent activities involve three fundamental dimensions: (i) commitment, (ii) awareness-raising (knowledge of problems by reactive methods - statistics on accidents at work and occupational diseases, etc.), and (iii) a proactive analysis of occupational risks;

A socialisation workshop was organised during the fact-finding mission to foster discussion with the stakeholders previously interviewed, including the representatives of trade union confederations and trade unions of public service, in order to consider the actions to be taken.

A work plan with the forecast of the objectives and expected results of the action was developed. It included a methodology, the activities and missions to be implemented, as well as the profile of the expertise to be mobilised.

Following ministerial reshuffles, future missions have been postponed several times. Finally, due to the impossibility of formalising a mission program, the decision was made to close the Action. The option of a new request remains open.

Our partners' feedback

Activity 1: DNAP priorities identification mission (3/5/2018 to 3/16/2018)

"The terms of reference of the mission were clear, and the results obtained in the mission were congruent. The unions have shown interest and commitment. It was not clear that there was political support for operational activities necessary to the project objectives."

Roxo, Manuel –Technical expert for the activity - September 26, 2019

Cameroon

Our action(s)

2017-20 – "Training on transition to formality and Social Protection of internal migrant workers [Atelier sur la formalisation des travailleurs du secteur informel et sur la sécurité sociale des travailleurs migrants]".

2017-20 – Training on the transition to formality and Social Protection of internal migrant workers

Our partner(s)

Degree n°2004/320 of December 8, 2004, and degree n°2005/085 of March 28 promoting the reorganisation of the Ministry of Labour and Social Security (MinTSS) led to the creation of a new ministerial division, dedicated to the conception, implementation, compliance and control of social security legal framework and promotion of mutuality.

Background

Currently, the informal sector accounts for a significant part of Cameroun's economy: according to the National Employment Institute, it generates 50% of the country's GDP and employs 90.5% of its labour force.

Most political actors consider the widespread informal economy as a dangerous factor of poverty since it contributes to jeopardize the state, unable to levy taxes from informal workers and enterprises and to threaten the conditions of work of informal entrepreneurs, who's access to legal protection and a social safety net is denied.

Some challenges have to be addressed to improve informal workers' conditions of life, particularly issues related to low and unfair remunerations, low productivity, supply-demand mismatches, lack of certification facilities for the skills gained during an apprenticeship. Under-employment is another challenge. It concerns 70 % of the national labour force, particularly the women workers.

Today, the strengthening of public officers' knowledge on informality is a strategic issue for the Labour and Social Protection Ministry, which aims to improve the condition of life and the overwhelming majority of national workers.

Our common objectives

The main objective of Cameroun's request for technical assistance is to enhance stakeholders' capability to better design programmes dedicated to improving the living and working conditions of informal sector workers and access to social and legal protection. This objective is consistent with the Ministry's commitment to strengthening its public servants' technical skills in the field of informality. Indeed, notwithstanding their significant importance in policymaking, quantitative and qualitative data often remain unavailable or used inadequately.

Our results

The workshop was structured into three main components:

- Module 1 - Informal economy: data on employment and the national informal sector (socio-economic, demographic, production and migration characteristics).
- Module 2 - Formalisation of the informal sector (ILO Convention 204), a comprehensive approach: promotion of decent employment and normative framework, access to social benefits, credits, training, representation, etc. and selection of public policy performance indicators;
- Module 3 - The building up of a Social Dialogue on informal workers

An original approach was developed. It entailed:

- A successful partnership between IOM, SOCIEUX+ and the French Institute for Development's group on [Institut de Recherche pour le Développement, IRD] /DIAL⁵:
- The IOM - International Organisation for Migration - was a major player, providing support to the governmental bodies, particularly to the MINTSS, for the seminar's formulation and organisation. Thanks to IOM support, a workshop could be held in Douala in a serene atmosphere that pleased all the attendants.
- IRD/DIAL brought a very substantial contribution to the workshop through the mobilisation of two high-level experts. They reiterated their strong commitment to having technical specialists, a Cameroonian statistician from experts and political leaders work together.
- The setting up of a team composed of different speakers, which included two IRD/DIAL, the National Employment Institute specialised in the informal sector and the Labour Employment coordinator of SOCIEUX+.
- Dynamic and pro-active oral presentations on informality, a fruitful opportunity for experts to share technical knowledge: concepts, definitions and measurement of the informal economy, presentation and analysis of main results from the national survey on the

⁵ DIAL is a team of the Joint Research Unit (UMR in French) LEDa that gathers lecturers from Paris-Dauphine University and researchers from IRD and French National Centre for Scientific Research [Centre national de la recherche scientifique ,CNRS]. DIAL produces internationally renowned scientific work, provides academic courses of excellence in several countries and conducts surveys in developing countries, thanks to its partnerships and its locations abroad, for instance in Brazil, India and Peru.

informal economy and other researches around the world. The setting-up of strategies and policies was also raised during the training sessions and the debates.

- The showcase of official statistical surveys to fuel both social and political dialogues.
- Participatory methodology for the workshop implementation, alternating formal training sessions with sessions of case studies and debates relying on up-dated statistical data provided by the national statistician.

Two main conclusions may be drawn from the workshop:

- Firstly, the approach consisting in combining both statistics and research in support of a political and Social Dialogue is relevant as was demonstrated;
- Secondly, the workshop shed light on the difficulties experienced by some attendants when it comes to manipulating basic quantitative data.

Our partners' feedback

Important outcomes of the meeting were the ownership by participants from different ministries of key concepts on informality, as well as the new capability to access the strategic database on the labour market and to be able to select and start analysing the quantitative and qualitative data, as a tool to identify key issues to be raised and addressed through governmental initiatives.

Chad

Our action(s)

2018-29 – “Green Jobs promotion by Public Employment Services [L’implication des Services Publics de L’Emploi dans les Emplois Verts]”

2018-29 – Green Jobs promotion by Public Employment Services

Our partner(s)

Ministry of Youth, Sports and Employment [Ministère de la Promotion des Sports, des Jeunes et de l’Emploi] of Chad and the World Association of Public Employment Agencies (WAPES), the supporting entity.

Created in 1992, the National Office for the Promotion of Employment (ONAPE) is a public institution endowed with legal personality and financial autonomy. It is under the supervision of the Ministry of Public Service and Labour. Its mandate is to promote employment, combat unemployment and underemployment, and narrow the gap between supply and demand for employment.

WAPES is a global platform that promotes information exchange on L&E market between MSs. It was founded in 1988 by the PES of Canada, France, Germany, the Netherlands, Sweden and the USA, together with the International Labour Organization, ILO, which still is an observer of the organisation. To date, WAPES has 85 PES as members

WAPES organises an annual event in all regions of the world with PES and other invited organisations. These include conferences, workshops, peer reviews, trainings, study visits and other consultancies, and studies and surveys on PES’ strategy and performance. The purpose of these activities is to add value to members and strengthen their capacity to understand and facilitate labour markets and issues related to migration and education.

In 2018, the Africa group of WAPES proposed to dedicate their annual conference to the topic of green jobs, or more broadly, the implications for the labour market of climate change and the transition to the green economy.

The event was hosted and organised by the Republic of Chad, in N’Djamena, from 11 to 13 December 2018. The formal title of the conference was “*Green Jobs development: what role for Public Employment Agencies*”. WAPES requested SOCIEUX+ for technical expertise at the Africa Regional Conference on green jobs issues to enable a relevant and productive exchange. About 100 participants from 12 countries participated.

Background

Chad is no exception to the observations on Sub-Saharan Africa challenges. The Government intends to foster the development of jobs in promising sectors that respond to both the major issues of sustainable development and citizens' needs and expectations at the national scale, particularly youth.

The Chadian government focuses on preserving the environment, the renovation of its agriculture and the processing of agricultural products. A desire to diversify the economy is at the heart of government concerns. The country has impressive natural resources, particularly in the agribusiness and agroforestry sectors, but largely under-exploited. Thus, in the agricultural sector, only 2.2 million hectares are cultivated, and more than 39 million hectares of arable land are still left fallow. They are available to be exploited and provide the potential for agro-processing for the domestic market and exports.

The promotion of sustainable agriculture can create wage employment on farms of various sizes, diversify sources of income through a transition to conservation agriculture that maintains and improve the soil's agronomic potential while maintaining regular, profitable and environmentally friendly production. Complemented by measures to support workers, conservation agriculture can contribute to the structural transformation of national agriculture and create new jobs. The development of agricultural growth poles requires specific skills from the employment services responsible for promoting them. Only properly trained and informed public officers will be able to achieve it.

In a similar vein, the circular economy can also be an important source of employment. The concept emphasises reuse, recycling, refurbishment and repair of goods, replacing the traditional model of "extraction, production, use and disposal".

To reflect on these questions and share experiences, the National Office for the Promotion of Employment (ONAPE) of the Government of Chad hosted the annual regional Africa of WAPES under the theme: "Involvement of Public Employment Services in Green Jobs Development", held from 11 to 13 December in N'Djamena.

Our common objectives

The objective of the request is to add value to members and strengthen their capacity to understand and facilitate current labour market trends through the exchange of experiences among WAPES members

Our results

The conference was well attended, with ten country delegations and over 100 registered participants. The attendance was high throughout the three days. The strong interest in and application of green jobs became evident during the conference among most participants.

From the presentations emerges a general recognition of the potential of employment in green sectors and enterprises. Many presenters underlined the relevance for youth seeking employment. Participants frequently pointed out the need to ensure these jobs are also decent.

Along with the proceeding, the conference demonstrated considerable interest in the promotion of jobs across green sectors. A few delegates, such as from Cote d'Ivoire and Benin, showed on-going initiatives on green jobs, for example, through the dissemination of a catalogue of possible green jobs. This signals the wide difference in prior understanding of the topic among the participating countries and points to significant scope for further mutual learning among members of WAPES – a proposal made by one of the participants.

Overall, the conference was held in a highly interactive manner, with extensive rounds of questions and answers and separate comments. The - sometimes prolonged - sessions were characterised by a vivid interest and a growing number of "testimonies" of green jobs realisations in various countries and across a range of actors – public, private and from civil society. The overall facilitator was highly instrumental in eliciting these pertinent contributions.

The conference was highly conducive in linking green jobs and PES in Africa. Participants were excited, inspired by the examples and dynamism of the experts and delegates who made presentations. There was clear evidence of new contacts made and intensified networking.

The conference also demonstrated the necessity of continue making inter-Governmental connections, as sector policies such as agriculture, energy and land management are mostly carried out without considering employment.

Climate change and green policies is a relatively new policy field. Governments, as so often, are trying to catch up with the growing number of initiatives in the private sector and among NGOs. But their role should be to enable, not strangle, such efforts to enhance sustainable development. Indeed, Governments should listen to actors on the ground and shape their policies to empower them to do more and better. On the other hand, there is also a crying need for public employment programmes for environmental conservation and rehabilitation, such as La Grande Muraille Verte. This calls for an active role of Governments in the creation of green jobs.

WAPES, and other international agencies, should actively promote keeping the right balance, given national circumstances, between public policy interventions and stimulating private initiatives towards inclusive green growth. Public Employment Agencies have a particularly important role in matching the rising demand for green jobs with qualified (young) workers. WAPES, as a knowledge broker and catalyst at the international level, is well placed to facilitate the effective management of the changes stemming from the transition to a green economy and help to make sure it is just, with decent work opportunities for all.

Our partners' feedback

From bilateral interactions with Directors of Employment Agencies, it appeared that there is quite an appetite for taking up green jobs as part of their services, one way or another. Some indicated their intention to stay in touch to obtain technical guidance in their follow-up initiatives and possibly request SOCIEUX+ support.

Following this event, the PES of Togo submitted a request to SOCIEUX+ to reinforce civil servant capacities in the field of green jobs and training offer.

Côte d'Ivoire

Our action(s)

2015-06 – “Support to the development of the legal, institutional and structural framework of the social assistance sector”.

2019-09 – “Definition of a national social assistance policy.”

2019-11 – “Definition of a national social security policy.”

2015-06 – Support to the development of the legal, institutional and structural framework of the social assistance sector

Our partner(s)

The Ministry of Employment, Social Affairs and Vocational Education (MESAVE) is in charge of social action. It is the main stakeholder in implementing the National Social Protection Strategy (NSPS), which entered into its active phase in 2015. The ministry operates at the local level through deconcentrated and decentralised bodies, in particular social centres.

Background

The implementation of the National Social Protection Strategy (NSPS), developed in 2013, constitutes a response to the need to support structural policies and provides a tool with which economic policies' objectives can be met. Most of the priority actions identified in the NSPS are currently being implemented, but some are pending financial support. Throughout the drafting and implementation of the NSPS, stakeholders recognised that their resources must be pooled to ensure better deployment of social services. The first contact point for the population to obtain social assistance is social centres or centres integrated into socio-educational facilities. These are often geographically isolated structures that have recently been rebuilt or operationalised. Their functioning is not standardised due to a lack of a single shared definition of their missions in the national social action policy framework.

In 2015, MESAVE recognised the need for clarification of what all social centres should offer minimum services and what resources are required to deliver these services. The ministries' human resources departments in charge of social services required support to analyse the existing resources by category, how they are currently distributed, establish objective distribution criteria, and propose a development and deployment plan.

It is based on this need that the PI approached SOCIEUX in 2015. Two requests were submitted by the PI, 2015-06 and 2015-07. 2015-07 – “Identification and mobilisation of financial resources for the implementation of the National Social Protection Strategy” – was merged with 2015-06.

The action was to be implemented with the MESAVE and the Ministry for the Promotion of Women, Families and the Protection of Children (MPWFPC), with which it shares responsibilities for social action.

Our common objectives

Our action's overall objective was to support both Ministries, MESAVE and MPWFPC, in improving social assistance in the framework of the NSPS. For this, the mobilised experts were to design and outline guidelines for basic social assistance services, accessible to people all around the country. They also had to complete an institutional evaluation of the administrative structures in charge of social services at the local level, to achieve an equitable and unified territorial coverage based on actual population needs.

Our results

Despite the large scope of the original requests, mobilised experts and the PIs were able to identify clear needs for the operationalisation of the NSPS at the local level. These were to be addressed through “territorial social assistance”, i.e., decentralised structures.

Within five activities implemented between November 2015 and November 2016, an assessment report including a detailed analysis of the existing social assistance structures and their capacities and a methodology for the working group in charge of developing an enhanced model of territorial social assistance antenna, was elaborated. Further, guidelines (“*Cahier des Charges*”) for the social development centres were drafted within a participatory collaboration process and finally presented during a closing seminar. This document proposed a unified framework for the delivery of social assistance at the local level through renewed social development centres whose missions, means, tools, procedures, capacities, resources and repartition over the territory were finally defined. The developed guidelines are also complementary to guidelines developed in 2014-2015 by UNICEF on specialised social assistance for children in need of Social Protection.

The action included capacity-building activities to enable local agents to manage change. A two-day training-of-trainers targeted social development centre staff. It also sensitised staff to the new requirements and skills to be displayed in social assistance delivery.

The activities and the contributions of mobilised experts fostered a common understanding among the two ministries for coordination and individual responsibilities in managing social development centres. There is now a recognition of the need for enhancing further social assistance delivery and tools. Such a synergy increased the political commitment for adopting the regulatory acts needed for the implementation of the guidelines and the establishment of empowered social development centres throughout the country.

Our partners’ feedback

MESAVE and MPWFPC have been highly supportive of the mobilised experts’ work all along the course of the action. It collaborated in narrowing the scope of the initial request and facilitated the set-up of the inter- and intra-ministerial participatory process. Ministerial officials have provided very positive feedback on the work of the FMT and mobilised experts. The interaction with the PIs ensured the final endorsement of the “*Cahiers des Charges*” at the national closing seminar with substantial visibility and high-level official and stakeholder representation.

Activity: 1: Assessment mission (11/3/2015 to 11/13/2015)

"even if one of the two fields of recommendations was not implemented (change in governance and empowerment of local authorities), the local Partner was actually willing to improve the implementation of its strategy, which was helped by a ranking of the priorities and by a following mission of SOCIEUX. Personally, it was an opportunity to combine my academic training in development policy and my professional experience in the field of social policies. It was also a very interesting task to sort the measures of the very good strategy document into workable actions with quick wins."

Hocquet, Jean-Yves –Principal expert for the activity - September 26, 2019

2019-09 – "Definition of a national social assistance policy."

Our partner(s)

Ministère de l'Emploi et de la Protection Sociale (MEPS), Direction de la Sécurité Sociale et de la Mutualité (DSSM) is responsible for implementing the social security and mutuality policy; to promote the regulation of social security and mutuality; to coordinate, control and evaluate the national system of Social Security including mutuality; to strengthen and harmonise the institutional framework of social welfare. The DSSM is a central Directorate, which depends hierarchically on the General Directorate of Social Protection and comprises two sub-directorates: Studies and Development of Social Security and Regulation and Mutuality.

Background

Existing social action programmes cover only a small part of the most vulnerable segments and individuals living in high-risk situations. In particular, the ageing of the population and its consequences pose major economic and social challenges. The problem of psychosocial, financial and medical care for the elderly and their families is increasingly emerging.

Our common objectives

- The diagnosis of existing social mechanisms and actions carried out;
- The contents of the strategic priority axes defined;
- Complementary care programmes for vulnerable populations proposed, particularly with regards to the network of local Social development centres;
- The action plan for the implementation of the national social action policy is drafted, and the indicators are defined

Our common results

In a short time span (from June to December 2019), the partner has been provided with an important number of qualitative and quantitative analysis on the situation and formal framework of social action in Ivory Coast, particularly with regards to the situation of the elderly. Furthermore, experts have developed draft national policy documents including concrete recommendations of policy measures – some immediately exploitable, other requiring more preparation and concertation – the partner has agreed with, which may support decision-making and policy dialogue, both at the intergovernmental level and with regards to other stakeholders (particular attention is paid to the territorial level and the role of voluntary and no-profit organisations).

Our partners' feedback

The PI has effectively supported the experts during their missions, including in displaying good levels of ownership and leadership in the shaping of the technical assistance and its findings. The Partner has expressed its satisfaction with the display and results of the experts' contributions and on the overall approach deployed by SOCIEUX+.

Activity: 1: Assessment of Ivory Coast's Social Assistance System (5/28/2019 to 6/19/2019)

"We appreciated the quality and performance of the experts who assisted us in the Social Action diagnosis. All the stakeholders involved in Social Action work together very well."

Kossa Née Kanga Affoue Viviane / Directeur De L'Action Sociale – Direction Générale De La Protection Sociale (Dgps) / Direction De L'Action Sociale (Das), Côte d'Ivoire - July 19, 2019

Activity: 2: Framing of a Social Assistance Policy in Ivory Coast (8/8/2019 to 8/28/2019)

"The collaboration with the experts provided was very high quality, as these are skilled persons with a great deal of experience on the ground in the social action field. The exchanges allowed us to appreciate the fair value of the needs felt and to precisely identify the elements and actors to be taken into account for strong, coherent social action."

Kossa Nee Kanga Affoue Viviane, Directeur – Direction De L'Action Sociale, Côte d'Ivoire - August 29, 2019

Action: 2019-09 - Côte d'Ivoire: Definition of a national social assistance policy

Activity: 1: Assessment of Ivory Coast's Social Assistance System (5/28/2019 to 6/19/2019)

"The Partner Institution is highly demanding and expects SOCIEUX experts to be very involved, and this context is conducive to experts convinced of the utility of their work. In addition, a spirit of collaboration without barriers has presided over this mission, facilitating more consensus and understanding on the part of each party about their own and the other party's position."

Sempere-Briand, Genevieve –Principal expert for the activity - September 30, 2019

Activity: 1: Assessment of Ivory Coast's Social Assistance System (5/28/2019 to 6/19/2019)

"My experience in collaboration with SOCIEUX+ and the Partner Institution was good because the condition for the preparation was satisfactory, and the collaboration with the partners was very active. This collaboration was very interesting [...]"

Pomares-Conin, Martine –Principal expert for the activity - July 25, 2019

Activity: 2: Framing of a Social Assistance Policy in Ivory Coast (8/8/2019 to 8/28/2019)

"L'institution partenaire est fortement demanderesse et attend des experts de SOCIEUX plus une très forte implication, ce contexte est porteur pour des experts convaincus de l'utilité de leur intervention. Par ailleurs un esprit de collaboration sans barrière a présidé à cette mission, facilitant un rapprochement des positions des uns et des autres."

Sempere-Briand, Genevieve –Principal expert for the activity - September 30, 2019

Activity: 2: Framing of a Social Assistance Policy in Ivory Coast (8/8/2019 to 8/28/2019)

"Cette mission a été particulièrement riche car nous avons pu la préparer en amont avec nos partenaires ivoiriens avec qui nous avons très bien collaboré sur toute la mission. Ils nous ont bien facilité les rencontres avec les divers interlocuteurs, ont organisé les comités de pilotage de la mission au sein du ministère de l'emploi et de la protection sociale et en interministériel, ce qui était très important pour la réussite de la mission. [...] Personnellement cette mission a été très riche, en relations humaines, en connaissance de l'Afrique de l'ouest, de la coopération internationale. J'espère renouveler ce type de mission"

Pomares-Conin, Martine –Principal expert for the activity - September 25, 2019

2019-11 – Definition of a national social security policy

Our partner(s)

Ministère de l'Emploi et de la Protection Sociale (MEPS), Direction de la Sécurité Sociale et de la Mutualité (DSSM) is responsible for implementing the social security and mutuality policy; to promote the regulation of social security and mutuality; to coordinate, control and evaluate the national system of Social Security including mutuality; to strengthen and harmonise the institutional framework of social welfare. The DSSM is a central Directorate that depends hierarchically on the General Directorate of Social Protection and comprises two sub-directorates: Studies and Development of Social Security and Regulation and Mutuality.

Background

The social security system barely covers 10% of the population. It is based on five pillars: the general social security scheme for salaried workers; the pension scheme for civil servants and State employees; universal health coverage; social assistance mechanisms geared towards specific vulnerable groups; community-based or corporate social mutualist organisations. To date, this system excludes the mass of the population working in the informal sector, where the overwhelming majority of the economically active population is located (around 90% of the population). The reform process aims to extend coverage, particularly for the benefit of workers in the informal sector and the population living in rural areas, that is to say, the part of the population with the most limited access to social services. These priorities for extending and improving the social security system are mentioned in the 2014 national Social Protection strategy, particularly axis four, "Gradual realisation of higher levels of Social Protection".

Our common objectives

- Update the state of play of the social security system of Côte d'Ivoire.
- Identify the prospects for social security developments in Côte d'Ivoire.
- Define the strategic axes of a national social security policy.
- Develop a road map to execute the strategic axes of a national social security policy in Côte d'Ivoire.

Our common results

As a result of the cooperation, MEPS has now had available a road-map for developing a consistent and modern social security strategy, inasmuch a detailed work plan of activities and tasks to be performed for building-up a national social security policy has been delivered to the partner. Each section of the work plan has been adequately presented and justified in view to constitute a practical instrument available to the Partner for unfolding a national Social Protection strategy. The strategy is made up of four axes: Consolidate the governance of the social security system, Improve the supply of services, Facilitate access to user rights, Capacity building of the staff of social security institutions and organisations. For each axis, experts have identified and formulated several actions that are meant to help the materialisation of the strategy.

Our partners' feedback

The PI has effectively supported the experts using the missions, including displaying good ownership and leadership levels in the shaping of the technical assistance and its findings. The Partner has expressed its satisfaction with the display and results of the experts' contributions and on the overall approach deployed by SOCIEUX+.

Activity: 3: Framing a national social security policy in Côte d'Ivoire (10/21/2019 to 11/1/2019)

"Une collaboration basée sur le professionnalisme qui a démontré l'efficacité de la méthode. un délai et une qualité de réalisation très appréciable. mon institution sera ravie de poursuivre la collaboration sur d'autres thématiques"

Felix Kouassi, Directeur De La Sécurité Sociale Et De La Mutualité – Ministère De L'Emploi Et De La Protection Sociale, Côte d'Ivoire - novembre 6, 2019

Activity: 1: Assessment of Ivory Coast's Social Protection System (6/17/2019 to 7/5/2019)

"The organisation of the mission was excellent. The reception reserved on the spot, the listening, and the desire to work with the EU is, in my opinion, a very strong sign of the interest which the Côte d'Ivoire has in the EU. It is essential to be attached to an institution and to be active because the partners are asking for links with public bodies, which is excellent because we develop our cooperation!"

Beinier , Anne –Principal expert for the activity - July 29, 2019

Activity: 2: Elaboration of National Social Protection Policy Draft for Ivory Coast (7/31/2019 to 8/16/2019)

"The teams of SOCIEUX+ are very efficient and always on the lookout to help us carry out our mission. I am thinking in particular of the Expertise France team (Xavier Coyer, who knows most of the experts, Raphael Dony and Emilie Daniel) Expertise is mainly an exchange of expertise between the partners and us. As our missions evolve, our vision of international Social Protection is becoming more and more efficient, and I think it is important to maintain continuity in the experts, especially on the missions with multiple activities, in order to improve efficiency and effectiveness. good relations with partners who appreciate with identical interlocutors in the long term."

Beinier, Anne –Principal expert for the activity - September 3, 2019

Activity: 2: Elaboration of National Social Protection Policy Draft for Ivory Coast (7/31/2019 to 8/16/2019)

"It has been a very positive experience. Every people we met gave us an excellent welcome and gave us the information we needed. The expectations of the Partner Institution are real, and the team of the Directorate of Social Security and Mutuality has been strongly involved in the conduct of the work, particularly in the work of the seminars."

Broudic, Patrick –Principal expert for the activity - September 4, 2019

Activity: 2: Elaboration of National Social Protection Policy Draft for Ivory Coast (7/31/2019 to 8/16/2019)

"Very rewarding, with regard to contact, and intellectually motivating experience. Need to be able to adapt to variations in demand. Formed as a working group with local figures, and for me, the drafting of a new labour code was a task that allowed me to draw on my various experiences, particularly overseas so that I could share them with our partners. A rich experience that I hope will be renewed. The Togolese experts and members of the institutions have collaborated effectively and enthusiastically to develop a labour law that is better adapted to the changes in Togolese society, and I am looking forward to the continuation of this mission with great pleasure."

Beinier, Anne –Principal expert for the activity - September 30, 2019

Gabon

Our action(s)

2015-21 – “Assistance for the management framework development of the financing system of Income Generating Activities Area(s) of assistance.”

2016-07 – “Social Insurance: assistance in developing the State agents pension system”.

2017-31 – “Information and Communication Technology tools development [Accompagnement de l’Office National de l’Emploi (ONE) dans le déploiement de son site internet et de son application métier].

2019-04 – “Audit of existing sectors and professions at the CPPF”

2019-05 – “Professional risks in the public sector.”

2015-21 – Assistance for the management framework development of the financing system of Income Generating Activities Area(s) of assistance

Our partner(s)

The National Social Assistance Fund (Fonds National d’Aide Sociale – FNAS), the requesting institution, is a public administrative institution. Placed under the supervision of the First Deputy Prime Minister of Gabon, Ministry of Health, Social Security and National Solidarity, it has a legal personality and is financially autonomous. The FNAS became effectively operational in October 2013 to assume the exclusive responsibility for collecting, centralising, and allocating social support in the Gabonese Republic. In June 2014, it became the operator for the implementation of Area 2 of Gabon's Human Investment Strategy (SIHG). It is in charge of the empowerment of Economically Disadvantaged Gabonese Citizens (GEFs).

Background

Various support programmes exist under two organisations – the National Health Insurance and Social Guarantee Fund (*Caisse Nationale d’Assurance Maladie et de Garantie Sociale – CNAMGS*) and the National Social Assistance Fund (*Fonds National d’Aide Sociale – FNAS*). Still, they have had a limited impact on poverty and instability indicators to date.

In 2014, to respond to the difficult social situation and to combat poverty, the President of Gabon announced a "Social Pact" and presented the new Human Investment Strategy of Gabon (SIHG) as an essential tool to fulfil this Pact. In the framework of Area 2, the task of the FNAS is to finance and supervise Income-generating Activities (AGRs) implemented by Economically Disadvantaged Gabonese Citizens (GEFs) in sectors with high potential for employment, i.e. the three following sectors: (i) farming and fishing, (ii) tourism and handicrafts and (iii) services and small-scale processing. This Area's objective is to target around 10% to 20% of low-income families/households and support them in becoming micro-entrepreneurs and getting involved in IGAs to develop from 8500 to 11,000 projects in the country in five years. The evolution towards this new mission required the FNAS to adapt its organisation, procedures, management tools, and information system. The workforce of the FNAS comprised 48 employees

Our common objectives

The request's objective is to strengthen the capacity of FNAS to adapt its organisation, procedures, management tools and follow-up of its main activity, namely the granting of microfinance.

Our results

The needs of the FNAS in terms of capacity-building and training, primarily in the field of project M&E were identified, and a concrete proposal of consecutive activities to be implemented by SOCIEUX was created:

- The delivery of a report on the Analysis and Evaluation of FNAS Activities;
- The formalisation of a Strategic Plan with clear specification of main orientations and objectives to be achieved by the FNAS;
- The drafting of a Logical Framework for M&E to identify problems, needs, strengths, weaknesses, risks, main stakeholders, etc.
- The FNAS staff has improved its capacity to use the new management-monitoring-evaluation tools efficiently.

The first intervention focused on the diagnosis, analysis, and evaluation of the Income-generating Activities (AGRs) procedure and the capacity building needs of the FNAS and the training/skills development of its staff. It concluded with an overview of the identified shortcomings and weaknesses.

This diagnosis highlighted the need for better technical and human resources, new procedures and training at all institution levels. The needs assessment concluded with three recommendations:

- The drafting of a Strategic Plan defines the main orientations and the main objectives that FNAS should achieve to succeed in its mission.
- The drafting of a logical framework for M&E, a steering system to identify problems, needs, objectives, actors, stakeholders, risks.
- The implementation of the monitoring of the microcredit activity to allow sound and efficient portfolio management.

The second activity aimed to develop strategic planning and assist the FNAS in selecting the main orientations and objectives to be achieved. First

A set of interviews with internal stakeholders and external stakeholders was conducted with a focus group with members of a cooperative focus group to update and complete the first mission's results. A double-entry SWOT was carried out to identify strengths, weaknesses of the FNAS, opportunities and risks, and main challenges for the organisation to legitimise its mission. During the workshop, the final results of SWOT were presented to validate the General Management and the employees. Then, a co-production workshop was organised with the stakeholders to encourage them to establish proposals and scenarios for better integration in the organisation and missions of the FNAS and produce together with the FNAS Strategic Plan.

The third intervention focused on the formulation of a Logical Framework according to the three axes of the Strategic Plan validated in July 2017: 1) governance, strategic approach and framework of actions, 2) financial capacity and autonomy, 3) development of operational modalities and FNAS procedures.

The last activity was dedicated to complete and finalise the SOCIEUX+ intervention by a set of training activities to build the FNAS staff's capacity in managing the new M&E tools and to assist the teams in implementing the objectives and expected results of the logical framework validated in May 2018. The Logical framework should serve as a roadmap for developing their activities in governance, financial capacity building, operational modalities and procedures.

This mission made the operationalisation of the decisions validated during the two previous missions concerning the formulation and implementation of a strategic plan and a logical framework. The four missions have definitively contributed to reorganising the FNAS structure and strengthened the capacity of its staff. FNAS had adopted the defined strategy and co-constructed scenarios. Its staff became familiar with M&E tools monitoring the actions and gained self-confidence in the management process. Every employee gained a good understanding of the new strategy's main lines, the expected results, and the changes that will be made in the management of the beneficiaries, especially through the implementation of a single referent.

Our partners' feedback

We have received very positive feedback on the inputs and the outcomes of SOCIEUX+ activities. During elaboration of the Strategic Plan and the logical framework, ideas and experiences were confronted, promoting fruitful exchanges and better cohesion inside the FANS. The final deliverable was fully aligned with the expectation of the FNAS, which demonstrated interest in continuing the collaboration with SOCIEUX+.

Activity 2: Strategic and technical support to the elaboration of FNAS Strategic Plan horizon 2021 (4/10/2017 to 4/19/2017)

"This mission was my first with SOCIEUX+. I really enjoyed collaborating with the partner and beneficiary of the action, as well as the SOCIEUX+ team, who facilitated the successful implementation and made the right decisions so that the mission went as smoothly as possible. This very good level of collaboration continued in the following missions."

Geslain Vandenberg, Pascale –Technical expert for the activity - September 29, 2019

Activity 4: Renforcement des capacités du personnel du FNAS dans la gestion des nouveaux outils de suiv (11/4/2018 to 11/9/2018)

"Cette activité a été, une fois de plus, l'occasion pour nos équipes de se confronter à une expertise internationale. C'est donc une occasion pour eux de remise en cause et d'apprentissage. A chaque fois, les experts de SOCIEUX+ ont su se montrer à la hauteur, par leur maîtrise des sujets abordés et leur capacité à partager leurs connaissances et compétences."

Jeannet Nouo Voudza – Fonds National D'Action Sociale, Gabon - July 3, 2018

Activity: 3: Elaboration of a Logical Framework for FNAS microcredit activities (3/25/2018 to 3/31/2018)

"This second mission made it possible to formalise the strategy defined on mission 1. This was an opportunity to collaborate again with the Partner Institution as well as the SOCIEUX + team, and the appointed expert, in a constructive way and with real professional satisfaction born out of mutual respect and constructive dialogues."

Geslain Vandenberg, Pascale –Technical expert for the activity - September 29, 2019

2016-07 – Social Insurance: assistance in the development of the State agents pension system

Our partner(s)

Caisse des Pensions et des Prestations Familiales des Agents de l'Etat du Gabon (CPPF). The CPPF is the Gabonese national institution responsible for the recovery of social security contributions and the payment of benefits (pensions, invalidity and family allowances) for the State agents. The number of persons insured is 102,676 (2016).

The creation in 2014 by the Government of Gabon of the Pension Fund and Family Benefits of State Agents (CPPF) is a first step in the reform decided by the Gabonese State in the General Scheme of Pensions of State and more broadly in the framework of the "Emerging Gabon Strategic Plan" launched by the Head of State.

CPPF is a recent institution: 2015 and the first half of 2016 were used to set up the organisation. Only from July 2016 were pension and family benefits payments reflected in the accounts of CPPF.

Background

Gabon is an upper-middle-income country. It occupies 109th place out of 188 in the 2016 United Nations Human Development Index. The fifth-largest oil producer in Africa, Gabon has experienced strong economic growth over the past decade. However, the country is facing a decline in its oil reserves. Gabon's GDP growth rate slowed down to 3.2% in 2016.

In the following period, the Government of Gabon has undertaken an audit of the public services payroll to rein in expenditures and offset the decline in oil revenue. Initial steps have included civil servants' payment with vouchers and the deployment of physical-presence checks to address absenteeism in the public administration. The hiring freeze has been extended for three years (except for social sectors), and the President's and the Prime Minister's staff have been reduced by 40%.

The Government of Gabon organised a large-scale national consultation, “Assises Sociales”, in 2014 to define Gabon’s Human Investment Strategy (SIHG) to reduce poverty and development of access to basic public services, including Social Protection.

The social security system is organised around national agencies under the Ministry of Health, Social Welfare and National Solidarity:

- CNSS (Caisse Nationale de Sécurité Sociale) whose mission is to provide social security to workers of the private formal sector family and maternity benefits; old-age and disability benefits; social assistance benefits;
- CNAMGS (Caisse Nationale d’Assurance Maladie et de Garantie Sociale): health insurance and family benefits for persons in situation of social exclusion;
- FNAS (Fonds National d’Aide Sociale) facilitates access to microcredit (FNAS was Partner Institution in Action SOCIEUX 2015-21);
- CPPF (Caisse des Pensions et des Prestations Familiales des Agents de l’Etat).

The establishment of CPPF, as well as other mandated bodies in Gabon, is part of an international public service delegation movement entrusting, by law or a regulatory act, specialised public agencies - autonomous agencies or State operators - the responsibility for the implementation of sensitive public policies (in this case the Social Protection sector) ill-adapted to direct management by the central administration of the State.

Our common objectives

SOCIEUX+ 2016-07 Action supported the dynamics of modernisation and change initiated by CPPF since 2015. The experts' mission is to shed light on the state of its internal system of governance and organisation and make recommendations to foster a better integration in its institutional framework, including relationships with Governmental authorities. The general objective is to support CPPF fulfil its new mission with the necessary efficiency and effectiveness on the basis of an adequate internal organisation and a sound and sustainable strategy.

The action is composed of four activities:

- Governance and strategy;
- Development of new insurance schemes;
- Communication strategy and marketing strategy;
- IT infrastructure.

Our results

All the activities foreseen in the work plan have been achieved according to the schedule established in agreement with the PI. With the Support of SOCIEUX+, the CPPF has benefited from the expertise of highly specialised specialists from Europe and Northern Africa, all with an extensive professional background in the management of Social Protection institutions or complex IT systems. In 2018 the main focus was on developing a communication and social marketing strategy and the modernisation of the IT architecture of the fund.

Our partners’ feedback

The partner was overall satisfied with the Action's technical design and the experts’ performance, which focused on the essential needs expressed by CPPF in its request to SOCIEUX+. All the assistance provided has been done in a true spirit of peer to peer interactions. Intensive training sessions mobilising key staff members of the CPPF have been organised and have received excellent PI feedback. It is also worth mentioning the active involvement of the EUD in Libreville in the implementation phase of the Action: guidance and support to experts while on-site and review of their deliverables.

Activity 2: Development of a Social Marketing and Communication Policy (1/15/2018 to 1/26/2018)

"Ces Experts avaient beaucoup à donner"

Huguette Mboumba Moussodou – Caisse Des Pensions Et Des Prestations Familiales Des Agents De L'Etat (CPPF), Gabon - February 4, 2018

Activity: 1: Review and orientation of CPPF's corporate strategy (5/21/2017 to 6/3/2017)

"Une approche sociale constructive et inclusive"

Zahra, Bernard –Principal expert for the activity - November 1, 2019

Activity 4: Development of new insurance schemes (complementary pensions) (8/14/2017 to 8/25/2017)

"For me, it was interesting to have the chance to work in a new country (Gabon) and in a Francophone environment. It was pleasant to work as the Partner Institution was very active. We had a very intensive programme of meetings. Going forward, I will be happy to work with SOCIEUX+, as it allows the partners-beneficiaries to get access to expertise at a relatively low cost to the European taxpayer, and it allows me as an expert to get additional experience without a long term commitment. SOCIEUX+ is also an excellent tool for the EU to provide expertise rapidly when regular EU planning and tender procedures are too long to allow for a timely response to a request by a Partner Country."

Van Leeuwen, Robert –Principal expert for the activity - October 1, 2019

2017-31 – Information and Communication Technology tools development

Our partner(s)

The National Employment Office, [l'Office National de l'Emploi (ONE), Département Informatique, des Études et de la Statistique], the requesting institution, is the PES of the Gabonese Republic, established by Ordinance No. 0008 / PR of 1 October 1993. ONE is a public social institution placed under the technical supervision of the Minister of Labour. It has a legal personality and enjoys administrative, financial and management autonomy.

ONE ensures the Professional Integration and Reintegration Assistance Fund (FIR) operational management that finances training activities to enable the development or conversion of target populations.

Background

In Objective 21 of the Strategic Plan Gabon Emergent, Vision 2025 and strategic orientations 2011-2016 (Gabon framework document) on the promotion of access to employment and the fight against exclusion, the National Office of Employment (ONE) has been identified as the main actor in the implementation of employment measures.

In addition, during the 1st "Assises Sociales du Gabon" held in Libreville in April 2014, the Republic's highest authorities decided to restructure the National Employment Office. One of the areas identified as part of this restructuring is the redesign of the information system (website and business application) to bring the Office's services closer to its users (jobseekers and jobseekers). enterprises) and to guarantee equal opportunities in access to employment. But, the National Employment Office (ONE) was facing many challenges, among which are:

- A country-wide representation of ONE is too limited: it is present in only five of the nine provinces;
- The still extremely confidential use of digital media, which limits the access of workers and businesses to its services and hinders its ability to adjust and develop skills to changes in the labour market;

- The lack of skills and specific technicality to test and validate the website and its business application recently created by a local start-up;
- In the context of the digitalisation of NEB services, NEB advisors must acquire new skills and know-how to be able to provide services online.

Our common objectives

The request's objective was to support ONE in the validation and appropriation of new digital tools designed to improve the services provided to Gabonese users (workers, employers and jobseekers). It meets the PI's needs as the ONE does not possess the expertise necessary to test the website and train ONE employees to use it properly.

Our results

The needs of ONE in terms of capacity-building were identified, and a concrete activity was implemented, focussing on the Audit of the information system and developed internet tools. Experts achieved to identify the main challenges and shortcomings faced by ONE:

- The IS product was partially functional, 98% for the website and 25% to 50% for the business application. It required a sustained development effort to complete its production at the end of the year.
- The loose piloting of the project combined with the implementation of artisanal processes (lack of product design, delivery process & poorly drawn recipe) have been and still are risk factors on the time and quality of the product.
- ONE team lacked expertise in the technologies used and a lack of knowledge of the data model and the code developed, enabling ONE to ensure the maintenance of the product in full autonomy at the end of the year.

Another significant asset of SOCIEUX+ contribution is reducing the digital gap among ONE staff by helping them validate and take ownership of new digital tools to improve their services to users (workers, employers and workers looking for a job).

A single mission could be implemented to conduct an audit of the existing information system and developed internet tools and the need for ONE. The experts faced two main limitations that jeopardized the achievement of the objectives. A partial availability of features that make end-to-end testing impossible (e.g. creation of an offer, validation, publication, postulation), as well as the inaccessibility to the source code (difficult to appreciate its quality), the lack of architecture file, data model and test case, does not allow to understand the robustness of the solution. In this context, an initial audit plan had to be adapted to the situation, considering the identified limitations and the low availability of the interlocutors, particularly the Dyel provider.

A diagnosis was established based on the declarations of the interlocutors, the documents provided (project governance notes, specifications, technical proposal Dyel 2 .0, specification forms, recipe test reports, minutes of working sessions, inventory prepared by ONE for this audit, mapping of the technical infrastructure) and the functions accessible on <http://www.onegabon.com>.

Despite the limitations faced, an audit of the information system under development was carried out, and a final report delivered. The mission concluded with an overview of the identified achievements, shortcomings and weaknesses: the website is operational on 98 %, while the business application is still in construction. A substantial effort is required to make it operational before the end of the year.

Unfortunately, and despite the early identification of experts for a second activity, the action had to be stopped. The expectations of the ONE towards SOCIEUX+ were that the Facility would provide experts for medium to long-term activities for the actual implementation of their web tools. This clearly fell outside our mandate.

Our partners' feedback

We received very positive feedback on the inputs and the outcomes of SOCIEUX+ first activity. Since the rapid and profound changes could particularly destabilise ONE's employees, they will face during deployment of information system and had a huge need for simple, pragmatic and reassuring benchmarks to address this issue. Experts proposed to discuss the production of the product and the support of the employees around the tool and processes jointly through distance work support.

Activity 1: Audit of the Information system and web tools (7/9/2018 to 7/13/2018)

"The mission was correctly targeted before the intervention, and SOCIEUX+'s follow-up was effective."

Perez, Francois –Principal expert for the activity - September 27, 2019

2019-04 – Audit of existing sectors and professions at the CPPF

Our partner(s)

Caisse des Pensions et des Prestations Familiales des Agents de l'Etat du Gabon (CPPF) is a public administration with administrative and financial autonomy established by Decree No. 0236 / PR / MBCP of 8 July 2014.

As part of the Human Investment Strategy of Gabon (SIHG), the CPPF was created to provide solutions to the problem of the balance of retirement accounts. The aim is to ensure the sound management of public pension schemes and their impact on the state budget as pension expenditure increases each year steadily.

- The missions of the CPPF are as follows:
- Recovery of social security contributions
- Payment of benefits (pensions, disability and family allowances)

The number of people insured by the CPPF in 2018 is 102,676.

The CPPF is a Social Protection institution created in 2014. It quickly proved its capacity to be an operational player in the field of Social Protection. The CPPF has developed a "Strategic Vision" and has expressed its intention to launch new programmes and activities. Assistance provided by SOCIEUX+ in 2017/18 addressed different themes, but all of which are inherent in the development of the institutional and organisational capacities of the CPPF, such as the definition of strategic orientations, communication and relations with the public, the feasibility of a pillar complementary pensions, and the computer system.

Background

This action follows up and complements previous missions deployed by SOCIEUX+ in the framework of Action 2016-07, which aimed to establish a strategic vision for the CPPF's, the information system, and corporate communication. It is articulated into two phases: a first activity aimed to assess the RH organisation and a second one aiming to outline proposals to strengthen human resources management within the CPPF.

This first activity was based on a grid previously sent to the CPPF, which aimed to cover all HR function areas while providing a homogeneous framework for questioning and analysis. This grid consisted of four components: watch keeping and social auditing, social management control, job and skills forecasting, and the human resources information system.

Experts met and interviewed the management committee members, all the employees involved in the management of human resources, ten employees from different departments, and staff representatives. Unplanned exchanges supplemented these formal interviews with other employees during the mission. In total, more than 30% of the employees of the CPPF could be heard.

A training phase had been proposed, and the topics were reviewed during the mission to better adapt to the expectations of the CPPF and the first results of the audit phase. Thus, the principle of training branch managers in the concepts of forward-looking management of jobs and skills was validated and allowed to conduct half-day training.

Our common objectives

- To establish a reference framework for human resources management.
- To develop a career and competencies management strategy at CPPF.
- To strengthen the internal skills in strategic human resource management.

Our results

A job classification procedure and a classification grid were developed in full collaboration with the HR Department. Various supports were submitted and reworked: salary grid, mapping of skills, review of the statutes, the writing of a company agreement incorporating new measures such as rules on individualised hours and temporary work. Several training sessions were organised: the fundamentals of social security for all CPPF staff, the project management for any employee in charge of the project, the management of skills, the management of conflicts and the team animation for managers. Working sessions with the Director-General and with the members of CODIR were organised. The proposals and recommendations presented were partly implemented (note on recruitment, modification of job descriptions, staff reclassification). The training contributed to the clear repositioning of the managerial function and improved human resources tools. (staff entry control system, etc.) A reorganisation of the structure makes it more adaptable and more competitive (draft decree, company agreement). The work carried out by the EU public experts mobilised by SOCIEUX+ contributed to expected structural, organisational and core changes.

Our partners' feedback

The Partner has expressed its satisfaction with the display and results of the experts' contributions; CPPF has duly filled and submitted to SOCIEUX+ the requested evaluation surveys and assessed its overall satisfaction in the technical offer tailored by SOCIEUX+.

Activity 2: CPPF 's Audit of existing sectors and professions (6/24/2019 to 7/3/2019)

"It was a rewarding experience, with a lot of autonomy, well organised by SOCIEUX+."

Marcotte, Thierry –Principal expert for the activity - July 31, 2019

Activity 2: CPPF 's Audit of existing sectors and professions (6/24/2019 to 7/3/2019)

"Any mission abroad with SOCIEUX+ [...] reinforces one's experience in the fields of expertise by very different environmental confrontation. It also develops relational and adaptability skills as well as the capacity for analysis and synthesis. Being able to contribute to support programmes and/or help structures and/or country that express the need is a real chance."

Bourdil, Annie –Technical expert for the activity - July 26, 2019

Activity 1: CPPF 's audit of human resources (4/16/2019 to 4/25/2019); 2: CPPF 's Audit of existing sectors and professions (6/24/2019 to 7/3/2019)

"Highly rewarding experience. The expertise provided is suitable for addressing the HRM issues of our Institution. The openness and availability of the experts encouraged appropriate understanding and work, which will help to rationalise employment in organisational terms, but also reduce burdens due to the multiplicity of positions."

Laure Nzoutsi- Directeur Des Ressources Humaines Et De L'Organisation – Caisse Des Pensions Et Des Prestations Familiales Des Agents De L'Etat, Gabon - September 30, 2019

2019-05 – “Professional risks in the public sector.”

Our partner(s)

Caisse des Pensions et des Prestations Familiales des agents de l'état (CPPF) - The CPPF is a public administration with administrative and financial autonomy established in 2014. As part of the Human Investment Strategy of Gabon (SIHG), the CPPF was created to provide solutions to the problem of balancing retirement accounts, given that retirement expenses are steadily increasing each year. The CPPF collects social security contributions and pays benefits (pensions, invalidity and family allowances). The number of people insured by the CPPF in 2018 was 102,676.

Background

The CPPF has developed a “strategic vision” and expressed its intention to launch new programmes and activities. Assistance provided by SOCIEUX + in 2017/18 addressed different themes, but all inherent in the development of the institutional and organisational capacities of the CPPF, such as the definition of strategic orientations, communication and relations with the public, the feasibility of a complementary pension pillar, and the IT system.

Our common objectives

- Improve the management system of disability pensions

Our common results

Experts first identified the prerequisites, conditions for success and the roadmap for the implementation of an insurance scheme covering the risk of work-related accidents and diseases. Based on these first-hand observations, experts have focused on revising and preparing the normative texts needed to set up a solid insurance branch relating to professional diseases and accidents. At the end of the two missions, experts have delivered the following legal draft texts: Decree disciplining the long-term medical leave scheme and the occupational risk scheme; Decree modifying the composition and mode of operation of the Administrative Reform Commission; Project of text relating to the provision of medical expertise; Descriptions of operational procedures of the branch; Specific note on the calculation of AT/MP annuities and on the overall financial impact on CPPF's accounts.

Our partners' feedback

The PI has effectively supported the experts during the mission but has never failed to provide its inputs in view of the finalisation of deliverables. The Partner has expressed its satisfaction with the display and results of the experts' contributions. This appreciation has been confirmed in the event of a new submission of new requests to SOCIEUX+ in 2020 (2020-13/14/15/16).

Activity: 2.1: Preparation of a draft legislative text for the AT / MP regimes of State agents in Gabon (10/21/2019 to 10/31/2019)

“Il importe de saluer l'importance de ces échanges d'expériences. Travailler avec Michelle CARZON et Michel LAGES, nous a permis de mieux appréhender la question des risques professionnels. Surtout, cette action est utile pour les agents publics gabonais qui sont, pour la plupart, privés d'une prise en charge et d'une indemnisation adéquate, en cas de survenance d'une maladie professionnelle, d'un accident de service ou d'un accident de mission. Nos sincères remerciements aux experts et à SOCIEUX+.”

Ignace Leckat, Cadre Dirigeant – Caisse Des Pensions Et Des Prestations Familiales Des Agents De L'Etat (CPPF), Gabon - December 4, 2019

Activity: 1: Etude et analyse du système de couverture des risques liés aux maladies professionnelles et aux a (9/2/2019 to 9/13/2019)

"Une mission d'assistance avec échanges entre pairs est une expérience professionnelle et humaine d'une grande valeur. Un point commun international : notre priorité, c'est l'usager. En revanche, nos usagers et nos collaborateurs n'ont pas tous les mêmes conditions de vie et de travail. Cela nous conduit à devoir "faire beaucoup", "avec peu"! C'est un excellent challenge, qui nous pousse à "trouver des plans" avec le partenaire. Il y a tellement à faire que la moindre action à un impact important, ce qui démultiplie l'intérêt des coopérations internationales. Une ambition pour ces missions : offrir un service de qualité au partenaire ; avec une conviction : son professionnalisme prendra le relais après notre départ."

Barbosa, Celine –Technical expert for the activity - September 8, 2019

Activity: 2.1: Preparation of a draft legislative text for the AT / MP regimes of State agents in Gabon (10/21/2019 to 10/31/2019)

"Très bon accueil et disponibilité des responsables d'une institution partenaire jeune et qui veut aller de l'avant malgré des difficultés financières. La Caisse des pensions a beaucoup de projets qui seront à prioriser et les interventions des experts Soucieux+ sont nombreuses. Elles devraient être toutes portées à la connaissance des missions suivantes."

Lages, Michel –Technical expert for the activity - November 5, 2019

Activity: 2.2: Préparation d'un projet de texte législatif pour les régimes AT/MP des agents de l'Etat au Gabo (11/25/2019 to 11/29/2019)

"Il est important d'envoyer des experts du sujet dans ce type de mission nos 2 profils étaient bien complémentaires excellente collaboration avec le responsable de la mission le coté administratif est à revoir : bien compliqué ... à simplifier"

Carzon, Michelle –Principal expert for the activity - December 9, 2019

Ghana

Our action(s)

2017-40 – "Job Impact Assessment of Public Investments."

2017-40 – Job Impact Assessment of Public Investments

Our partner(s)

The Ministry of Employment and Labour Relations (MELR) is a Civil Service institution established by the Executive Instrument (EI 28), 2017, to be the lead government agency responsible for coordinating all employment and labour issues in the country. Its mission is to coordinate and promote employment opportunities, decent jobs and harmonious labour relations in all sectors of the national economy through the formulation of policies, regulations, M&E of the performance of the sector.

Background

Ghana's labour force continues to be characterised by a significant share of workers without educational qualifications and a low proportion of workers with advanced schooling. The vast majority of the economically active population work in the informal sector and are self-employed. The number of people engaged in informal work is rising rapidly, particularly in non-farm employment.

The Policy Planning, Monitoring and Evaluation Directorate (PPME) is one of the four-line management division of the Ministry responsible for employment/ labour policy formulation, M&E. Currently, the existing labour market observatories generate and use labour market data are

fragmented and uncoordinated. LMI is collected from periodic surveys, which makes planning unrealistic. The production and dissemination of labour market data/information are still not automatized. The Ministry has initiated the process of automating the system through the development of a functional LMIS. A web-based portal (www.glmis.gov.gh) has been developed to serve as the interface of the new system. To fully operationalise the new system, the priority of the Ministry is to develop the capacity of its staff in the area of labour market data collection and dissemination, career counselling, curricula development and training of jobseekers.

Our common objectives

The request's objective was to strengthen the coordination framework of all employment opportunities at the national level and support the MELR in the assessment process of the impact of jobs created across the productive sectors of the economy.

Our results

The action delivered to the PI an identification of shortcomings, major challenges and priorities. These included:

- Further development of the PES, including through the new online jobs portal targeted at the formal market and a relaunched network of jobcentres, will be important steps in the strengthening of the LMIS;
- Establishing a list of priority policies and programmes to be evaluated as well as their detailed descriptions and expected results will also be very important;
- The MELR may need to draw additional financial, human and technical resources to be able to perform these and future assessments, with a view to the development of evidence-based policy in the areas of employment and training;
- Several meetings were held with key labour market stakeholders for a better understanding of the needs and challenges faced by the Ministry;
- Interactive training sessions were delivered, on LMIS and PES issues, including a hands-on practical session on programme evaluation; and,
- Additional evidence was collected, including labour market microdata and evaluation reports.

Only a single mission was implemented, and the full scope of the results expected from the action could not be achieved. Experts experienced in their mission constraints also suggested that the conditions for a successful implementation of follow-missions were not guaranteed. The lack of access to information on resources, responsibilities and functions in the Ministry and the major difficulty to access key stakeholders made the feasibility and sustainability of the action uncertain. It was impossible to obtain a commitment from the PI for the programming of a second mission; despite the development of an initial work plan. The decision was taken to stop the action in May 2019.

Our partners' feedback

There was a considerable degree of engagement in discussions and training sessions concerning the development of impact assessment and evaluation systems and strengthening the PES. The Ghanaian officials indicated they very much welcomed constructive practical information concerning how to establish these processes.

Activity: 1: Training sessions to present key concepts and tools, as well as relevant LMI's experiences (5/21/2018 to 5/25/2018)

"I very much enjoyed the experience of working with SOCIEUX+. The support from the organisation was excellent, and it was a pleasure to work with very professional colleagues. I have much experience working on European projects and am very interested in expanding my focus to work on activities in developing countries where possible. The chance to support such work is professionally satisfying and very worthwhile."

Davern, Eamonn –Technical expert for the activity - February 17, 2020

Guinea

Our action(s)

2017-35 – Organisational review for the improvement of youth integration in labour market [Audit organisationnel de l'AGUIPE pour une amélioration de ces interventions dans l'insertion des jeunes]

2017-35- Organisational review for the improvement of youth integration in labour market

Our partner(s)

The Guinea Agency for the Employment Promotion -AGUIPE-, Guinean Ministry of Labour, Employment, Technical Education and Vocational Training (Agence Guinéenne pour la Promotion de l'Emploi – AGUIPE-, Ministère Guinéen du Travail, de l'Emploi, de l'Enseignement Technique et de la Formation Professionnelle).

The AGUIPE is an autonomous public institution under the supervision of the Ministry of Employment. AGUIPE's mission is to implement the Government's national policy in observation and promotion of employment. As such, it is responsible in particular for:

- Introducing the government's employment programmes;
- Observing and encouraging the labour market;
- Conducting studies and keeping statistics on employment;
- See to it that the workforce is used rationally;
- To register, advise and assist job seekers;
- To ensure the recruitment of Guinean workforce for the outside world;
- Establish and distribute all administrative documents;
- Assist companies in the recruitment and management of their human resources;
- To find partners for its employment promotion programmes; and,
- Collect and exploit information on the activities of private employment services.

Background

A country of 245,860 Km² and 12 million inhabitants, its population is young - one person in two is under 16 - and essentially rural. It is growing at a rapid rate of 3.1% per year. More than 55% of the population lives below the poverty line. Its GDP per capita is USD 508. It ranks 169th in terms of human development. Life expectancy is 53 years for men and 56 years for women.

A major producer of gold, diamonds, uranium and oil, the country also has half of the world's bauxite reserves. In addition to these rich mining resources, its great economic potential is also due to its enormous hydroelectric resources.

The country has recently embarked on a reform process under the Guinea 2040 Vision and the National Economic and Social Development Plan (PNDES 2016-2020). It has succeeded in better mobilising domestic revenue and reducing public spending.

Moreover, Guinea is slowly recovering from the Ebola epidemic of 2014-2016, which has led to stagnation in economic activity and increased poverty rate. The urban unemployment rate doubled from 12% in 2012 to 16% in 2015, and the budget deficit widened to 8.1% of GDP. Today, it has been reduced to 1.4%, and the Guinean economy shows signs of recovery.

In Guinea, the population is predominantly young, unskilled and unemployed. 67% of university graduates and 43% of TVET graduates are unemployed. However, a large proportion of them, 80% of young people, are connected and "online" on social networks with 98% mobile phone coverage.

The Guinean economy is still largely dependent on agriculture and mining. Its development is hampered by serious infrastructure deficits and governance and corruption problems, which hinder the implementation of macroeconomic and fiscal reforms.

Despite its enormous mining and water potential, Guinea is still today confronted with numerous socio-economic constraints, mainly due to recurrent phenomena such as youth unemployment, poverty, the persistence of discriminatory practices against women.

Our common objectives

The actions aimed at contributing to increased efficiency and visibility of AGUIPE interventions to address the high rate of youth unemployment, especially among the graduated youth and those who benefitted from vocational training:

- Carry out an organisational and systemic diagnosis of the AGUIPE;
- Evaluate the management of its projects; and,
- Identify and establish governance mechanisms between AGUIPE and its social partners and indicate ways of improving its visibility among its social and economic partners.

Our results

The first mission was centred on (1) carrying out a systemic and organisational diagnosis of AGUIPE and (2) formulating recommendations to strengthen, develop and diversify AGUIPE's services. This diagnosis, specifically designed for the AGUIPE, was directly linked to its objectives, constraints and opportunities generated by its environment, questioning how it functioned and its characteristics.

The diagnostic tool consisted of 192 questions or assertions, grouped into no more than six themes and 16 sub-themes. The diagnostic method relied on an individual or focus group interviews.

Interviewed were: - a majority of heads of service and department, - a panel of heads of agencies, - a panel of employment counsellors, - the network computer specialist and - two statisticians who were invited to take part in this study.

A restitution report was delivered, with a graphical representation presenting the results by theme and a global vision of the situation of the AGUIPE. This diagnosis gave rise to 26 recommendations and five proposals for improvement.

Since the diagnosis had shown that the organisation of AGUIPE's activities is essentially based on non-formalised elements, the second mission had the following objectives: to address the identified shortcomings through the elaboration of job descriptions and associated competencies (deliverable 1) and a Consultant's Guide (deliverable 2), to encourage collaborative work with the Aguipe teams on the content and design of the deliverables. The job description reference system lists and describes all the positions in the AGUIPE by activities carried out and skills present. The data are grouped around the posts' definition and formalises this inventory in an official document, known as a "Référentiel". This document provides an overall view of the activities implemented within this Guinean public service (AGUIPE) and the skills needed to respond to them and, consequently, to fulfil AGUIPE's mission. This repository -Référentiel- is a tool that can be used for a variety of purposes, from the very definition of job descriptions to the definition of training needs.

Concerning the deliverable2, the counsellor's guide is developed considering the procedures for supporting young Guinean job seekers. It is intended to be both a working tool providing a common vocabulary and approach for all counsellors who can refer to it, particularly when carrying out the professional acts of caring for the job seeker, as well as - a step-by-step guide to counsellors to conduct an interview and to support jobseekers. The Adviser's Guide needed to be taken in hand by all the AGUIPE's advisers during an appropriation seminar and through distance exchanges with the main interviewees and managers.

The last technical intervention took place in November 2019 to evaluate the new website and the digital tools developed by national services providers to make AGUIPE's missions and services known by target audiences, mainly among employers and young people looking for work. This mission concluded with an evaluation report of the internet and digital tools and a communication strategy (plan) to increase and improve the visibility of AGUIPE's services among young job seekers, recruiters and its partners. Following an in-depth audit of the current website, specifications of a "cahier des charges" for the creation of a new site were drawn up. In fact, the website should ideally be thought "mobile first". Considering that Guinean Internet users mostly connect with mobile devices, the AGUIPE's website should ideally be designed and then declined in a desktop version.

The experts also defined the positioning of the AGUIPE's communication, internally and externally, in particular, the necessity to undertake a more targeted communication towards companies and job seekers via adapted tools, channels and messages. Recommendations were also made to implement an effective digital communication strategy.

Our results

- Optimisation of the use of existing digital channels and training of the communication department on social networks and creating communication plans.
- Elaboration of a deliverable with recommendations for a global communication strategy
- A Communication Plan (Digital communication and social web; Internal communication; External communication; Institutional communication; measuring communication campaigns;
- Technical detailed specifications for the re-design of the Aguipe website; and,
- The site's structure and tree structure has also been re-worked, and recommendations concerning the drafting of content optimised for the web have been added to the specifications.

Our partners' feedback

"We were so glad to receive SOCIEUX+ at AGUIPE, and our activities must be more relevant for the jobseekers and Companies I Guinea."

Sekouba Mara – Agence Guinéenne Pour La Promotion De L'Emploi Aguipe, Guinea - August 7, 2018

Activity: 1: Systemic and Organisational Diagnosis of AGUIPE (7/1/2018 to 7/13/2018)

"I carry out missions as part of the cooperation between Pôle emploi and Partner Countries but also on projects financed by the EU. I appreciated the mission preparation proposed by SOCIEUX+ as well as the follow-up during and after the mission. This support has made our work even more relevant and professional."

Casanova, Fabienne –Technical expert for the activity - September 26, 2019

Activity: 3: Evaluer le site internet et l'utilisation des médias digitaux/numériques (11/18/2019 to 11/29/2019)

"Cette mission fut très productrice avec les équipes motivées de l'AGUIPE sur la co construction d'un plan de communication avec un focus sur la stratégie digitale et web social. L'investissement des équipes sur place fut exemplaire. [...] Mon ressenti et mon expérience durant ces deux semaines sont intenses, pleines de belles rencontres avec des acteurs du terrain passionnés par leur rôle et une réelle volonté de faire bouger les choses dans leur pays. [...]"

Germond, Anne-Laure –Principal expert for the activity - December 2, 2019

Activity: 3: Evaluer le site internet et l'utilisation des médias digitaux/numériques (11/18/2019 to 11/29/2019)

"Une expérience humainement enrichissante avec des acteurs du terrain motivés pour faire avancer les choses au sein de l'AGUIPE. Cette mission m'a permis d'échanger avec des personnes très intéressantes et aussi donner envie de m'engager plus dans la collaboration internationale."

Renson, Olivier –Technical expert for the activity - December 2, 2019

Kenya

Our action(s)

2017-21 – “Kenya Labour Market Information Systems Expert Meeting.”

2018-03 – “Contribution to the national Social Protection policy dialogue in Kenya.”

2017-21 – Kenya Labour Market Information Systems Expert Meeting

Our partner(s)

The Ministry of East African Community (EAC), Labour and Social Protection was formed as a result of the re-organisation of the Kenyan Government in May 2013. Its mission is “to promote decent work, empower vulnerable groups and facilitate Regional integration”.

The National Employment Bureau (NEB), the PES in Kenya under the Ministry authority, was established in 1988. It is mandated to promote effective utilisation of the country’s human resources by developing employment policies, strategies, and programmes. Among its specific functions, there is the “Collection and provision of Labour Market Information”. The National Employment Bureau is the PES in Kenya, with a network of 30 County Employment Offices spread across the country.

The request and action had WAPES as a supporting entity.

Background

Kenya’s total population was estimated at 46.8 million, out of which 18.5 million constituted the active population in 2016. Kenya has made significant structural and economic reforms that contributed to sustained economic growth in the past decade. The country is the economic, financial, and transport hub of East Africa. GDP growth has averaged over 5% for the last eight years, mainly driven by construction, manufacturing, finance and insurance, information and communication technology (ICT) sectors. However, agriculture remains the backbone of the Kenyan economy, contributing one-third of GDP. About 75% of Kenya’s population works, at least part-time, in the agricultural sector, including livestock and pastoral activities. Tourism holds a significant place in Kenya’s economy. In 2016, tourist arrivals grew by 17%, and revenues from tourism increased by 37%. The HDI is 0.55. Poverty levels are declining. However, 43% of the population is still living under the poverty line, and there are strong regional disparities in poverty distribution.

The government’s agenda is to deepen the implementation of devolution and strengthen governance institutions while addressing other challenges, including land reform and security schemes. Kenya counts an estimated 18.5 million workers (2016). The formal economy accounts for 17% of the labour force, with only 33% of women, during the informal sector, totalises 83% of the labour force, mostly women and youth. Since 2010, it has been increasing by 1.3%. Each year, about 841,600 persons enter the labour market, out of which, in the modern sector, 107,800 are wage workers, and 20,200 are self-employed workers or unpaid family workers, while 713,600 are in the informal sector. This is a bottleneck for an inclusive growth process.

In 2016, 33% of the working-age population and almost 61% of the youth population (15-24 years old) was not involved in the labour market. The most recent data estimations of total unemployment and youth unemployment in Kenya stand at 9.2% and 18% in 2016, respectively. Unemployment occurs mostly in urban areas, while underemployment occurs predominantly in rural areas. All Kenya’s unemployment rates are higher than the Eastern Africa averages. Around 80% of unemployed Kenyans are below 35 years old.

Education and training play a critical role in the production of skills and competencies necessary for employability. Only 1.5% of the unemployed youth have formal education beyond the secondary school level. The effective creation of demand-oriented capabilities in Kenya has been hampered by the weak linkage between education and training institutions and industry in developing curricula.

In 2007, the country enacted three major Labour Laws, namely “The Employment Act”, “The Labour Institutions Act”, and “The Labour Relations Act”, that improved the environment for employers, employees and trade unions. Notwithstanding, the informal economy population still suffers vulnerable working conditions without benefitting from these official wage regulations and collective bargaining agreements. Kenya does not have a legislative provision for unemployment insurance and benefits.

During the Second Medium Term Plan of the Kenya Vision 2030, the government, in collaboration with stakeholders, conducted a National Manpower Survey in 2011, and a Basic National Manpower Survey Report was produced. They identified areas with high demand for skills (agriculture and manufacturing).

The Ministry of East Africa Community, Labour & Social Protection recently unveiled a comprehensive platform, the Kenya LMIS, a web portal providing a one-stop shop for LMI. Its main objective will be to serve as an observatory for LMI for the Kenyan economy.

Kenya still lacks a timely LMI on skills available in the country. The analysis of the findings of the National Manpower Survey carried out in 2011 could not be completed. This explains the continued reliance on obsolete data from the survey of 1986-88. Therefore, the country does not have a National Skills Inventory that would provide labour market data on the stock, types and distribution of skills, the types and levels of skills supplied by education and training institutions, etc.

Currently, in Kenya, LMI is segmented and is to be found in different institutions and facilities, making it difficult for planners, investors, and policymakers to obtain information to enable strategic national HR management and adjustment of skill development to the national labour market needs, thus enhancing employability.

To address the lack of timely and reliable LMI on skills available in the country, LMIS was launched in June of 2017.

The high-level international meeting with international LMI experts was organised in September 2017 to share experiences and good practices with other African countries and address major issues regarding efficient LMI systems. The meeting was a joint initiative of the Ministry of EAC and WAPES, which is an important partner for strengthening the Kenyan PES.

Our common objectives

The request's objective was to contribute to organising a three-day-meeting (September 2017) with LMI experts from other African countries to support the National Employment Bureau of the Ministry of East African Community, Labour and Social Protection in implementing LMIS. The action would enhance the Kenyan Ministry's capacities to better design, manage, and monitor inclusive, effective and sustainable employment strategies and would strengthen the Kenyan Public Employment Service (PES) through peer-to-peer short-term technical assistance.

Our results

The event had a strong international dimension, given the 20 different countries represented. SOCIEUX+ contributions to the International Expert Meeting were based on three presentations to all participants imparted by two experts, a Professor of Economics of the Queen Mary University of London and the Research Director of Ministry of Economic Affairs of Finland.

The first intervention focused on the definition of the LMIS concept and on a discussion of potential steps towards more advanced LMIS, particularly in the context of Sub-Saharan African countries. Seven specific steps were proposed and discussed: 1. To explore in greater detail the already existing potential sources of information; 2. To try to be as inclusive as possible of large but sometimes neglected sectors, such as the informal and rural economies; 3. To make greater use of contributions towards LMIS in terms of economic analysis being generated by Economy or Finance ministries (e.g. reports about new or growing sectors); 4. To focus on the local dimension of labour markets (vacancies and jobseekers and education and training providers, value greatly this dimension, given their geographical restrictions); 5. To engage all actors from the private sector, including social partners and private employment services; 6. To invest in internal resources, including in IT, ensuring some degree of autonomy to more specialised providers from core knowledge that always stays in the organisation and a good balance between goals and means; and 7. To benefit and facilitate open data opportunities, including creating online jobs portals and establishing partnerships with research centres and universities. The intervention concluded with an overview of online jobs portals' potential and the presentation and discussion of a specific case study, an online jobs portal operating in Mozambique since 2012.

The second presentation, titled "why, what and who: European Perspectives discussed the fundamentals of LMI (why it is needed in the modern economy), typical PES case of matching vacancies and jobseekers, the sources of LMI, the functioning of a web-based vacancy bank, etc. It was stressed that LMI systems are some underinvested areas like the demand side, skills and competencies. PES usually pays too much attention to unemployment and not enough to employment, which is still decisive for the labour market. There was a lively debate on the issues

of the presentation. It was mentioned that illiteracy, poverty, low skills and education, and inadequate research work are the main challenges in many African countries. On the other hand, machine learning and automatic matching also raised much interest and discussion. Some country-specific advice was also asked.

The last intervention focussed on issues of M&E of labour market policies and programmes in the context of an effective LMIS. After describing different concepts of monitoring and, in particular, evaluation, the talk presented the recent findings from a meta-analysis of ALMPs implemented across the world ("What works? A meta-analysis of recent ALMP evaluations", by D. Card, J. Kluve and A. Weber (2017)). The latter study draws on over 200 evaluations that evaluate the effects of different ALMPs, including public sector works, hiring incentives, training, and traineeships, across many countries from all continents. The talk then moved to the counterfactual concept, i.e. what would occur in the outcomes of interest (employment, wages, etc.) in the absence of a programme, and its key role in understanding the impact of programmes. The latter can be defined as the difference between the counterfactual and the factual. This counterfactual perspective is increasingly used internationally and tends to be required by international organisations and international donors that fund labour market programmes in developing countries. As this approach proved to be novel for many of the participants, it was discussed in some detail, including a graphical illustration. The discussion then moved to different approaches to generate counterfactual evidence, namely the experimental (randomised controlled trial) and quasi-experimental methods. The two evaluation approaches were briefly illustrated empirically by two case studies, one from the "Summonings" programme, the other from an intervention based on non-cognitive skills (EPIS), both based on my recent research.

The last section of the presentation included a brief presentation of the LMIS of another EU MS, Portugal, complementing the talks by the other experts on Finland and France that had taken place in the previous day. This presentation was concluded with a list of headlines and nine references from the academic and policy literature.

Important outputs of the meeting were raising awareness of the significant role that PES and LMIS can play in labour market efficiency and equity and the discussion amongst participants regarding future steps in the developments of the LMIS in African countries.

The three-day-meeting contributed to reaching the goals set by the requesting institution in several ways, including: raising their awareness of the significant role that PES and LMIS can play in labour market efficiency and equity, following from an overview of multiple international evidence; laying down stylised facts of high-level LMIS; listing some concrete areas for improvement of LMIS; presenting a case study based on an online jobs portal from another Sub-Saharan African country; presented detailed case-studies of EU MSs; facilitating discussion amongst different Kenyan officials as well as officials from other English-speaking participating countries; raising awareness about M&E of ALMPs, drawing on solid LMIS and, if possible, counterfactual approaches.

2018-03 – Contribution to the national Social Protection policy dialogue in Kenya

Our partner(s)

Ministry of Eastern Africa Community, Labour and Social Protection; National Social Protection Secretariat

The Social Protection Secretariat of Kenya was established in 2010 to "guide and facilitate integration, coordination and harmonisation of Social Protection programmes under a national Social Protection system". Its mission is to support poverty reduction efforts through the promotion of good governance and equitable coverage.

Background

The Constitution of Kenya of 2010, Article 43(1) provides that 'every person has a right to social security' and 'guarantees all Kenyans their economic, social and cultural rights, including the right to health, education, food and decent livelihoods.

In 2012, the Government of Kenya (GoK) adopted a national Social Protection Policy, which envisaged legislative measures to implement comprehensive social security arrangements, removing extended employer liabilities to social insurance mechanisms. This includes:

- Extending social security-based benefits to new areas of need, including maternity and sickness income support, protection in case of occupational diseases and unemployment, etc.;
- Ensuring adequate benefits in case of retirement, death and invalidity that meet minimum international social security standards;
- Extending legal coverage to all workers in the formal and informal sectors by undertaking practical, progressive measures; and,
- Removing discrimination in access to benefits, including ensuring adequate portability of benefits in Eastern Africa and beyond.

Despite those efforts, there has been limited progress in reforming the national system of contributory schemes, although the National Hospital Insurance Fund has expanded with about 39% population coverage. Only about 10% of households are accessing any form of Social Protection. A universal social pension scheme for those aged 70 and above shall be rolled out, but this still lacks legislative backing.

Our common objectives

To display a national dialogue on the status of social security in Kenya, it may allow to identify bottlenecks and develop a road map for action on social security reforms relating to work illness and injuries, maternity protection, and extension of Social Protection coverage the rural and informal economy.

Our results

The round-table presentations and debates made a case for a necessary transition from a national model based on social assistance programmes – although necessary and useful for the poorest parts of the population – towards targeted insurance-based schemes. The impact on the current Social Protection policy debate and decision-making may be relevant, given the Conference of the Chairs of the Committees of social affairs of both the National Assembly and the Senate.

The outcome of the technical assistance has unfortunately been more limited than expected since the planned activities 2 and 3 (further support to the advancement of national policy dialogue and agenda on Social Protection reforms) were cancelled on the initiative of the PI.

Our partners' feedback

The partner has expressed satisfaction but hasn't provided the necessary cooperation to finalised the agreed work plan. This has conducted to an anticipated closing of the Action.

Activity: 1: Channelling knowledge and international experience within the national dialogue with social partners (3/19/2018 to 3/24/2018)

"The collaboration between ILO and SOCIEUX+ was beneficial to the Partner Institutions in Kenya, addressing a need to support and promote a national dialogue on Social Protection Employment Injury, Maternity Protection and Social Dialogue, complementing the efforts of the ILO in that field. The short-term support SOCIEUX provides was adequate to the need of this specific intervention (Conference). However, it shows limitations when engaging further in countries policies reforms [...]"

Phe Goursat, Marielle; International Labour Organization –Speaker for the activity - September 26, 2019

Malawi

Our action(s)

2018-02 – “Support to the Implementation of an employment injury insurance system for Malawi.”

2018-02 – Support the Implementation of an employment injury insurance system for Malawi

Our partner(s)

Ministry of Labour, Youth, Sports and Manpower Development; Workers Compensation Department

The Ministry of Labour, Youth, Sports and Manpower Development (MoLYSMD), which has introduced a request for technical assistance to SOCIEUX+, is mandated to develop and protect the labour force socio-economic development in Malawi. This mandate is derived from the Laws of Malawi, International Conventions and other legal instruments, namely: Labour Relations Act (1996); Occupational Safety, Health and Welfare Act (1997); TEVET Act (1999); Employment Act (2000); Workers Compensation Act (2000); and International Labour Conventions.

The Workers Compensation Department within the MoLYSMD has the mandate to oversee and implement the effective and timely compensation of workers injured in occupational accidents and diseases.

Background

Malawi’s workers’ compensation system faces a wide range of challenges, among which the most prominent are:

- Delays in the payment of compensation. Under the current system, paying compensation to injured workers takes a long time to complete (up to 11 months). In addition, some employers are reluctant to compensate injured employees, as they have to rely either on private and costly accident insurance or directly compensate workers from their businesses’ cash-flow.
- The current system pays lump-sums only. Occupational diseases and injuries can cause long-term incapacity to workers. Yet, the current system only provides one-off lump-sum payments, which do not adequately compensate injured workers and leave them exposed to reduced capacity to earn for the rest of their lives.
- The current system does not compensate for occupational diseases. Malawi’s current workers’ compensation system only compensates for direct workplace accidents and injuries and not chronic occupational diseases.
- The current system does not offer rehabilitation services to injured workers. Serious occupational injuries leave workers with dysfunctional organs and long-term disabilities. Therefore, these workers must receive medical rehabilitation support to regain the functionality of affected body parts. This is currently not offered under Malawi’s compensation system.
- The current system does not provide medical aid for injured workers. Currently, injured workers have to meet medical costs associated with occupational injuries themselves.
- The current system is costly to employers. Under the current system, employers have to compensate injured workers from their cash-flows or face high premiums if private insurance is chosen. An insurance-based employment injury system, which is based on the pooling of risks and resources, would lower employers’ premiums and risks of bankruptcy.
- Limited institutional capacity. Another big issue facing the current system is that it is entirely based on a manual recording and storing injury and claims data. This leaves the system exposed to fraudulent behaviour and poor financial accountability. Human resource capacity is a further challenge.

Our common objectives

In close cooperation with the ILO and our CI DGUV (German Social Accident Insurance):

- To facilitate the dialogue between employers and workers organisations and other relevant stakeholders in view of better understanding and supporting the Government's reform efforts towards the establishment of the WCF;
- To ensure the effective and efficient implementation of the Workers' Compensation Fund WCF through new skills and a sound understanding of social security-based employment injury schemes.

Our results

The SOCIEUX+ contribution was mainly directed to uphold the current, joint Government of Malawi – ILO efforts towards establishing the Workers Compensation Scheme for Malawi. The Government of Malawi has embarked on establishing a social insurance-based employment injury insurance system through the Workers Compensation Fund, as mandated by the Workers' Compensation Act No. 7 of 2000. The system is to replace the existing employer-liability system and functions based on risk pooling. This reform entails developing a system that mandatorily collects appropriate premiums from all employers and provides compensation towards injured workers from a Government-managed fund. It is intended to launch the fund by the start of the fiscal year 2020/2021, in July 2020. The Government of Malawi and the social partners consider establishing the fund as the foundation for the progressive development of a comprehensive social security system for Malawi and as a tool to improve productivity and global competitiveness in Malawi.

Our partners' feedback

The Partner has provided limited direct feedback to SOCIEUX+ with regards to the display of the technical assistance. Nevertheless, we have been aware of a substantial partners' satisfaction via the ILO's colleagues. Peer-to-peer exchanges were at the core of the provided technical assistance, given the involvement of DGUV in the whole unfolding of the Action. Furthermore, the involvement of an ILO thematic expert who, furthermore, was knowledgeable on the past and ongoing ILO support to the Ministry on the issue of WCF has allowed a relevant complement to the work done so far.

Activity: 1.1: Advancing dialogue between relevant parties to the WCF reform (6/24/2018 to 7/6/2018)

"The work was rewarding, both professionally and socially. The mixture of the team of experts and local practitioners presented an opportunity for triangulation of ideas and experiences: local, regional, European and technical partner experiences were shared. I managed to further refine my adult training approaches, improve on my technical analysis and end of mission report writing."

Henry, Chikova –Technical expert for the activity - September 30, 2019

Activity: 2: Training of the Ministry's Workers Compensation Department (3/25/2019 to 3/29/2019)

"[...] [The] interventions have produced critical outcomes to go ahead with the implementation of the employment injury insurance scheme. Short-term missions and interventions will benefit more if they lead to broader project activities. [...]"

Yamabana, Hiroshi; International Labour Organization –Principal expert for the activity - September 26, 2019

Rwanda

Our action(s)

2020-28 – “Webinar on Labour Market Information Systems for the New Decade.”



2020-28 – Webinar on Labour Market Information Systems for the New Decade

Our partner(s)

CESTRAR Rwanda Workers’ Trade Union Confederation – The CESTRAR is the most influential National Centre in Rwanda with 16 affiliated Rwandan trade unions, with a progressive membership of more than 165,000 workers in different sectors. Historically CESTRAR is the oldest and most representative National Centre in Rwanda and was created in 1985 after recognising democracy and freedom of association in Rwanda.

CESTRAR is an inclusive and non-political organisation that only organises members according to their professions by its nature and constitution. In its trade union work and (project) activities, CESTRAR considers the differentiated circumstances of its membership.

CESTRAR represents workers at all levels to protect and promote workers' socio-economic and well-being to create social justice. It promotes workers’ rights and defends the professional interests of workers.

Arbetsförmedlingen – the Swedish Public Employment Service (ASDI)– is a government agency working on behalf of the Swedish government. Its main mission is to provide employment services to job seekers and employers, prioritise long-term unemployed and those most vulnerable on the labour market, and contribute to a stable long-term increase of employment and high economic growth. Since the 1980s, Arbetsförmedlingen also participates in developing the labour market in other parts of the world, in line with Sweden’s policy for global development, the membership in the EU and the Sustainable Development Goals. Projects involve cooperating with governments and labour market authorities in countries that need to improve their labour market's functioning, strengthening the role of their public employment service, developing active labour market policy measures, and improving opportunities for disadvantaged groups. Arbetsförmedlingen is leading the International Training Programme “Productive Employment and Decent Work for Sustainable Development”.

Background

The International Training Programme “Productive Employment and Decent Work for Sustainable Development” is a cooperation programme funded by the Swedish International Development Cooperation Agency (SIDA) and carried out by Arbetsförmedlingen. The programme is specially designed for persons qualified to participate in reform processes and hold a position in their home organisations with a mandate to conduct a change process. Participants will participate in the latest development in the labour market area as the programme is based on two broad themes related to labour market policies, namely LMI, forecasting and secondly, the Social Dialogue. This interaction is necessary for an efficient and well-functioning labour market closely connected to the country's long-term perspective for economic growth and welfare.

The countries participating in this Activity as beneficiaries of the “Productive Employment and Decent Work for Sustainable Development” (Bangladesh, Cambodia, Kenya, Mozambique, Rwanda and Uganda) are facing major issues, and challenges concerning the implementation of efficient LMI systems, including data collection, data analysis, and data use. This activity was centred on preparing and delivering a webinar for partners institutions to reinforce key global knowledge about LMIS by sharing PES experiences at different levels of economic development.

Our common objectives

The overall objective of the International Training Programme "Productive Employment and Decent Work for Sustainable Development" is the long-term and sustainable contribution to a more inclusive and equal society by improving the function of the labour market. The specific objectives are to increase knowledge/ ability:

- Analyses, projections and forecasting contribute to a well-functioning labour market;
- Development of labour market management and tools;
- Assessment of cross-cutting perspectives, including gender equality, anti-corruption and environmental/climate issues; and
- Identification and analysis of challenges and problems in the home country's labour market sector and suggest corrective measures.

Our results

The activity took place together with the International Training Programme "Productive Employment and Decent Work for Sustainable Development", a cooperation programme funded by the Swedish International Development Cooperation Agency (SIDI) and carried out by Arbetsförmedlingen, the Swedish PES.

The webinar drew on the '[2020 Labour Market Vision: Labour Market Information Systems for the New Decade](#)' report (SOCIEUX+ technical report 1, 2019), which was also made available to participants in advance of the first viewing of the recording.

The contents of the webinar included the following: a definition of an LMIS, a discussion of five examples of challenges in the labour market that can be addressed or at least alleviated by an LMIS (including young people deciding their career path, an unemployed jobseeker considering available vacancies, schools and training centres selecting new courses, and policymakers evaluating the employment effects of different programmes), different approaches towards the development of LMIS (taking into account the specific contexts of developing countries, in particular, the case of Sub-Saharan Africa), and two recent major forces that can assist the expansion of LMIS (namely the internet and administrative data).

These questions raised by participants and discussed immediately after the presentation of the recording included the following themes: the role of national statistical agencies in LMIS, the practical challenges in increasing the take-up of existing jobs portals (especially with employers), the identification at a more detailed level of the skills required by the labour market in the context of COVID-19, illustrations of good practices in European countries, the challenges of assembling LMI regarding the informal sector, the role of LMIS in reducing discrimination and inequality while increasing transparency, and the potential leadership role of the PES in the LMIS.

Our partners' feedback

Several participants expressed their appreciation of the webinar and its insights regarding the contribution of the LMIS towards better functioning labour markets. Overall, the feedback from the 26 participants was very positive.

Several participants also expressed their interest in sharing the video with other stakeholders in their countries to highlight the potential socio-economic contributions of investments in their LMIS. Many expressed the view that the webinar was filling a gap regarding information about the relevance of LMIS. The "portability" of the webinar was an asset in its role in filling such gap.

Activity: 1: Webinar on Labour Market Information Systems (9/22/2020 to 9/30/2020)

"My collaboration with SOCIEUX+ and the Partner Institution was a very positive one. There was a clear need for inputs on labour market information systems, which is a subject in which I am an expert. This partnership led to more opportunities for me to develop my work in this area and to direct it towards the interests of multiple stakeholders around the world. These were also driven by the interaction with the stakeholders before, during and after the main event of the project. My institution also benefitted given its commitment to the support of developing countries and their institutions."

Martins, Pedro –Principal expert for the activity - October 12, 2020

Tanzania (& Zanzibar)

Our action(s)

2014-26 – "Strengthening the capacity of the Ministry of Labour, Empowerment, Elders, Youth, Women and Children and other stakeholders in Zanzibar on a Universal Social Pension Programme for the elderly".

2017-05 – "Capacity Building of East and Central Africa Social Security Association (ECASSA) and its members through training and research

2018-27 – "Implementation of the Management Information System (MIS) of the Zanzibar Universal Pension Scheme (ZUPS)"

2018-30 – "Capacity Building of ECASSA and its members."

2014-26 – Strengthening the capacities for a Universal Social Pension Programme for the elderly

Our partner(s)

Through the Department of Social Welfare, the Ministry of Labour, Empowerment, Elders, Youth, Women and Children is mandated by the local Government to undertake initiatives for developing universal social pensions.

Background

Zanzibar faces beyond poverty and other socio-economic challenges a rapidly ageing population, which is often poor. The total number of people aged 60 years and older increased from 48,600 in 2005 to 57,300 in 2010. Two-thirds of people over 60 continue to work (80% of men and 50% of women), but 60% receive no regular income. This indicates a lack of income security in old age.

In 2014, the Government of Zanzibar approved the Zanzibar Social Protection Policy. The Policy creates a comprehensive, integrated Social Protection scheme by expanding and coordinating existing and new initiatives and building linkages with complementary social sectors and economic policies that promote livelihoods for sustainable poverty reduction. It is stated that "The Government will ensure universal access to a contributory pension or a non-contributory pension for all older persons in Zanzibar".

Responding to the call for a universal social pension scheme, the Policy advocates extending the existing social pension scheme to the elderly. A universal social pension scheme requires, first of all, a financially sustainable base and increasing levels of financing over time; moreover, the partner pointed out the poor knowledge and understanding among staff and other key stakeholders on non-contributory pensions. In this context, the Government of Zanzibar requests technical assistance originally through SOCIEUX and later SOCIEUX+.

Our common objectives

Strengthening the capacity of the Ministry of Labour, Empowerment, Elders, Youth, Women and Children staff and key stakeholders in Zanzibar on universal social pensions, given the design and the implementation of a social pension for the elderly. For that purpose, the Action aimed to enhance the key stakeholders' understanding of a universal social pension scheme and assess the feasibility and necessary prerequisites for the implementation of the scheme.

Our results

Mobilised experts provided key contributions that resulted in launching the universal social pension scheme in April 2016. Most notable are the assessment of the feasibility of the schemes was provided to the Government of Zanzibar. Based on the positive review of this report by decision-makers, further technical assistance was mobilised to draft an SOP manual for the scheme implementation plan for putting in place the scheme was also provided.

Upon the early months of implementing the schemes, a key issue appeared to be the lack of an appropriate information and management system for the scheme. An electronic solution was preferred but still had to be designed and costed. The potential links of such a system to national systems then in development on the Tanzanian mainland were also seen as important in any consideration for the development of a local solution for Zanzibar. Mobilised experts addressed this issue by assisting the Department of Social Welfare in reviewing their information management needs. In a second set, a proposal for an operational system was developed and costed. It covers the main elements necessary to define, validate and design the informatic architecture and implementation of the system. Currently, the PI is seeking financial support for the operationalisation of this new system.

Our partners' feedback

In the opinion of the PI and experts mobilised, the collaboration between SOCIEUX/SOCIEUX+ and the Ministry was good and smooth, notwithstanding the challenges to transfer capacities in a context where human and technical resources are limited, the availability of counterparts may not always be granted, and access to decisionmakers for the validation of technical recommendation is rarely straightforward.

Action: 2014-26 - Tanzania: Support to Universal Pension Scheme

Activity: 1-2: Peer review and assessment mission (5/11/2015 to 5/22/2015)

"Cooperation with SOCIEUX+ was professional and pleasant. The mission itself brought more insight in cooperating with developing countries, especially developing countries. To myself, it deepened insight in thinking and acting from the perspective of the partner."

Michel, Rovers –Principal expert for the activity - October 20, 2019

Action: 2014-26 - Tanzania: Support to Universal Pension Scheme

Activity: 6.2: Support in the development of a project proposal for establishing and funding an MIS (1/20/2017 to 2/1/2017)

"Knowing that the Partner Institution move forward on the implementation following our proposal, I believe that this particular action was very positive to define the scope and guidelines for the new Pension Schema Information System."

Peiro Lopez, Jose Ladislao –Principal expert for the activity - September 30, 2019

2017-05 – Capacity Building of East and Central Africa Social Security Association (ECASSA) and its members through training and research

Our partner(s)

Established in 2007 in Kigali, Rwanda, the East and Central Africa Social Security Association (ECASSA) was tasked with facilitating cooperation among member organisations to promote and develop social security systems in the region. With its current membership of over 20 social security schemes and still growing, ECASSA's members (pension funds, health insurance schemes, workers compensation funds as well as sectoral regulatory bodies) come from seven states (Tanzania, Kenya, Uganda, Rwanda, Burundi, South Sudan, and Zambia). Its Executive Secretariat, as well as the International Training Institute, is based in Arusha, Tanzania. The Training Institute aims to embrace professionalism in the management and development of social security programmes through training, research, and consultancy for all members' benefit.

Background

The Institute has set-up a training plan for 2017/18, to which SOCIEUX+ was asked to contribute through the provision of expert trainers. Indeed, training and capacity building of social security institutions and practitioners are characterised by limited investments. ECASSA aims to fill this gap by offering to its members' exchange of best practices, capacity building, workshops, advocacy, study visits, and lobbying at the policy level. Its fundamental goal is to develop regional expertise in social security.

Our common objectives

The overall objective of Action SOCIEUX+ 2017-05 is to empower ECASSA-ITI to become a centre of excellence, at the regional level, for training and capacity-building of social security institutions and practitioners. The technical assistance has been designed to strengthen ECASSA's capacity to design and conduct training favouring its member organisations.

The action is composed of a series of training modules on the following subjects:

- Innovative strategies for extension of coverage and product designing in social security;
- Transformational leadership, ethics and integrity in social security institutions;
- Occupational safety and social health insurance.

Our results

The three trainings have been successfully carried out by EU experts from Italy, Germany, and the Netherlands, with the participation of regional expert trainers from Kenya, who helped channel learning by ensuring that local contexts and sensibilities are taken into account. Around 50 participants coming from ECASSA's member organisations have taken part in the training sessions.

Our partners' feedback

The partner expressed its satisfaction with the technical assistance by SOCIEUX+ and with the experts' performance. SOCIEUX+ support is acknowledged as a valuable contribution to implementing a better designed and conducted training programme benefitting to key officials from the main Social Protection institutions in the Region. The training performance and materials were considered a very high professional quality. The experts' commitment has been deemed more than satisfactory as reflected in the trainees' satisfaction surveys that have been systematically distributed.

Activity: 1: Training on strategies for coverage extension in social security (9/25/2017 to 9/29/2017)

"We thank the SOCIEUX + team for the good collaboration."

Dr. Frederic Ntimarubusa – East And Central Africa Social Security Association (Ecassa),
Tanzania - October 27, 2017

Activity: 1: Training on strategies for coverage extension in social security (9/25/2017 to 9/29/2017)

"Good insight in an unknown country respectively region; very good experience with the other expert in this mission and with the support of the SOCIEUX+ team. Very warm and friendly welcome by Partner Institutions. Very interesting discussions during the mission, but also in the breaks. Very professional organisation of Partner Institution. Personally, good gain of experience by knowing the problems and solutions of other countries in the field of pensions / Social Protection that gives me a new perspective for my work at home. I am always standing ready for a new SOCIEUX+ mission."

Hügelschäffer, Hagen –Technical expert for the activity - September 26, 2019

Activity: 2: Training module on Transformational leadership, ethics and integrity in Social Protection (10/30/2017 to 11/1/2017)

"Cooperation with SOCIEUX+ was professional and pleasant. The mission itself brought me insight into cooperating with developing countries, especially developing countries. To me, it deepened my insight by thinking and acting from the perspective of the partner. Especially, cooperating with a local trainer was a very educational experience for me."

Michel, Rovers –Trainer for the activity - October 20, 2019

Activity 4: Training module on Strategic human resources and business partnering in Social Protection (4/23/2018 to 4/27/2018)

"Nothing more to thanks the management of NHIF for selecting me to attend this seminar of non-human resources managers in order to increase my knowledge and management skills."

Janeth Peter Pinda - Regional Manager – National Health Insurance Fund,
Tanzania - March 28, 2019

2018-27 – Implementation of the Management Information System of the Zanzibar Universal Pension Scheme

Our partner(s)

Ministry of Labour, Empowerment, Elders, Women and Children (MLEEWC)- The work of the Department of Elders and Social Welfare (DESW) is in line with both "Vision 2020" and the "Zanzibar Strategy for Growth and Reduction of Poverty (ZSGRP)". The mandate of the DESW relates to setting standards of operation, facilitating, and coordinating issues relating to elderly homes, children's homes, eligibility for workmen compensation, and support to other vulnerable groups. DESW is composed of eight units plus an Office in Pemba. The Universal Pension Unit is responsible for administering and running the Zanzibar Universal Pension Schemes for the elders.

Background

The Zanzibar Universal Pension Scheme (ZUPS) was launched in 2016; at that time, SOCIEUX played a supportive role by mobilising expertise during all phase of the design roll-out of the pension scheme targeting the elderly (Action 2014-26). The last Activity was precisely dedicated to draft a feasibility study and issue recommendations on introducing a Management Information System (MIS) for the ZUPS. The management of beneficiaries' data and payments is currently handled via a Microsoft Access database that enables essential operations (registration, storage and report generation). Still, it only represents a temporary solution, which is intended to support the take-off of the programme and serve as the basis for the MIS transition.

Our common objectives

- To analyse, identify risks and propose risk-mitigation strategies with regards to the MIS' development
- To closely monitor and evaluate the whole process of development of the MIS, supporting the regular steering activities of the project
- To ensure the inter-operability of the ZUPS-MIS with other relevant, public MI systems
- To support the organisation of training on MIS for all relevant stakeholders in Zanzibar and accompany the initial process of the roll-out of the new system (cancelled)

Our common results

The Action mainly supported the MIS system's roll-out for social pensions in Zanzibar (Pemba and Unguja). Experts provided technical advice and quality assurance and ensured, together with the crucial support of UNICEF country office, that all actors achieved their tasks in due time. Experts' contribution was mainly one of keeping the process on the right track, both in terms of technical considerations and implementation pace.

Our partners' feedback

The PI has effectively supported the experts during the mission and expressed its satisfaction on display and results of the experts' contributions and the overall approach deployed by SOCIEUX+.

Activity: 2: Advising on systems inter-operability (3/20/2019 to 3/30/2019)

"This mission was very good, and it was very helpful in getting the recommendations for improving the scheme. The ongoing communication was very good throughout the period from the last mission to date."

Sheikha Mohamed Ramia. Project And Aid Officer – Department Of Elders And Social Welfare, Tanzania - April 2, 2019

2018-30 – Capacity Building of East and Central Africa Social Security Association (ECASSA) and its members

Our partner(s)

Established in 2007 in Kigali, Rwanda, East and Central Africa Social Security Association (ECASSA) was tasked with facilitating co-operation among member organisations to promote and develop social security and related matters in the region. With a membership of over 20 social security schemes and still growing, its specific objectives are outlined in its Constitution, as follows:

- Providing a forum for dialogue among all social partners on matters of social security;
- Conducting research and related studies in social security;
- Promoting social security awareness through training in the region; and,
- Fostering transparency, good governance, and applying the best practices in the management and administration of social security amongst its members.

ECASSA's member organisations (pension funds, health insurance schemes, workers compensation funds, and sectoral regulatory bodies) come from eight African states (Tanzania, Kenya, Uganda, Rwanda, Burundi, South Sudan, Zambia, and Zimbabwe) plus Lebanon. The day-to-day running of ECASSA is done by the Secretariat currently based in Arusha, Tanzania. The ECASSA-ITI, also based in Arusha, aims to "embrace professionalism in management and development of social security programmes through training, research and consultancy for optimum benefits to stakeholders".

Background

The social security sector within ECASSA area faces several challenges that range – as mentioned above – from the fragmentation of programmes and institutional arrangements, lack of coordination, limited coverage, high administrative costs, absence of means for portability of benefits in the region, low quality of services, the inadequacy of benefits as well as weak political will. Training and capacity building of social security institutions and practitioners falls in limited

investments for social security development. To address these challenges, ECASSA is expected to technically support member organisations by offering an exchange of best practices, capacity building, workshops, advocacy, study visits, and lobbying at the policy level. Its fundamental goal is to develop regional expertise in social security. Technical support on the training of trainers and support to training curricula constitutes initial answers to developing local competencies and promoting learning. The first step in this direction has been the set-up of the ECASSA-ITI, which aims to become a regional centre of excellence in training and research on social security. The Institute has set-up a training plan for 2018/19, to which SOCIEUX+ has contributed to the present Action's framework.

Our common objectives

- To support ECASSA in playing its role as a regional Centre of excellence in knowledge sharing and dissemination.
- To support ECASSA's Training Centre in mobilising relevant EU expertise and delivering high-level trainings.

Our results

Training and capacity building of social security institutions and practitioners falls in limited investments for social security development in the region covered by ECASSA (East and Central Africa). To address these challenges, ECASSA is expected to technically support member organisations by promoting an exchange of best practices, capacity building, workshops, advocacy, study visits, and lobbying at the policy level. Its fundamental goal is to develop regional expertise in social security. Technical support on the training of trainers and support to training curricula constitutes initial answers to developing local competencies and promoting learning. The first step in this direction has been the set-up of the ECASSA's International training centre in Arusha, which aims to become a regional centre of excellence in training and research on social security. The Institute has set-up a training plan for 2018/19, to which SOCIEUX+ has contributed through Actions 2017-05 and 2018-30. In the framework of the latter, two EU public experts participated in a training on "Human Resource Management for Non-Human Resource Managers".

Our partners' feedback

The General Secretary of ECASSA has words of gratitude towards SOCIEUX+ and considers the Facility among ECASSA's strategic partners.

Togo

Our action(s)

2015-09 – "Support to the set-up of universal health insurance in Togo".

2016-01 – "Support for the revision and the reinforcement of the Social Dialogue framework in Togo."

2017-19 – "Support to the "International Forum on Health Coverage in the CIPRES Area".

2017-39 – "Improving technical management tools available to INAM"

2018-25 – "Support to the International Forum on Pensions in the CIPRES zone"

2018-26 – "Support to the revision of legislative and regulatory texts in the fields of Labour and Public Services" [Appui à la révision des textes législatifs et réglementaires dans les domaines du travail et de la fonction publique (code du travail et statut général de la fonction publique)]

2018-32 – "Support to the International Forum on Universal Health Coverage in the CIPRES area"

2015-09 – Support to the set-up of universal health insurance in Togo

Our partner(s)

The National Health Insurance Institute (INAM) is one of the main institutions tasked with managing contributive social schemes. It is financially and administratively autonomous. It covers benefits for civil servants and assimilated employees, including central administration and local authorities and retired public-sector workers. INAM was identified as a key player in implementing universal health coverage in Togo and may therefore progressively open up to workers in the private sector and the informal economy.

Background

The obligatory health insurance scheme for civil servants and assimilated employees, managed by INAM, was in the first phase of setting up universal health coverage when the first request for technical assistance to SOCIEUX was submitted in 2015. Beneficiaries only enjoyed coverage as of March 2012. Covered benefits included consultation, hospitalisation, medicine, medical procedures, surgery, paramedical procedures, analysis, medical imaging, pregnancy and childbirth and medical devices.

Only 5% of adults pay into the formal social security system whilst only 6% of the population is covered by health insurance with 4% covered by INAM and the remainder by private systems or mutual health insurers. Attempts to provide effective coverage are undermined by the lack of a sustainable financial framework for social security. As a new institution, INAM requires specific assistance in planning its future financial development.

The mutual health insurance coverage rate was and is still very low. Therefore, mutual insurers should adhere to a clear regulatory framework to enable them to grow and serve as an effective bridging component in a coordinated and integrated extension of universal health insurance, as envisaged at the national level.

Pathways for the scheme's extension to other population groups were already under considerations, but no decision had then been made on the way forward. Against this backdrop, INAM required technical assistance for strategic planning on its possible contribution to universal health coverage. The policy options to be considered were also not to compromise the fulfilment of its original mission and commitments to the already covered population.

INAM should play a key role in sectoral strategies and priority programmes. Relationships between INAM and the growing number of mutual health insurers should also be borne in mind, especially in terms of the perspective extension of INAM services outside the public sector. The effects on the health services and the feasibility of an extension of health insurance coverage to non-salaried workers and/or the poorest individuals in Togo should be studied with the help of State subsidies.

It is based on these needs that the PI approached SOCIEUX in 2015. Three requests were submitted by the PI, 2015-08, 2015-09 and 2015-10. 2015-08 – "Support to the elaboration of a master plan for an information system"-; and, 2015-10 – "Support to actuarial piloting and risk management in the health insurance system" - were merged with 2015-09.

Our common objectives

Faced with challenges for its recent ongoing operations and political pressure to expand in scope and size, INAM required substantial capacity building in purely technical areas and strategic planning. The latter was particularly important as the institution was to address the expectations of the Government realistically.

Our results

Due to the large scope of the objectives set and expectations of the PI, the action addressed dynamically the actual needs of the INAM as those were identified along with its implementation.

In its first activity, the action delivered a key analysis of INAM's institutional organisation and capacities. The assessment's recommendations and findings had effects beyond the sole implementation of the technical assistance mobilised by SOCIEUX and SOCIEUX+. In particular, the assessment guide EU – Togo cooperation in the area of health insurance. The report identified the main challenges faced by INAM given the extension of health coverage. Through their interaction with their national counterparts, mobilised experts contributed to clarifying the institutional responsibilities and roles inside the INAM but also with external stakeholders. At that stage, the imperative of an owned strategic process became clear made clear to the INAM

management and the Government. Nevertheless, as operations of the INAM required urgent improvements to secure its financial and institutional sustainability, capacity building for risk management (including issues such as managing conventions with service providers, risks of frauds, medical paths, etc.) was also to be addressed in the framework the SOCIEUX/SOCIEUX+ action.

Following technical assistance thus addressed the definition of a framework process allowing INAM to undertake its strategic planning autonomously and methods and principles for a sound risk management strategy.

At the end of the action, the INAM had been provided with recommendations and coaching in setting up its strategic planning process, which was then ongoing through working groups. In addition, capacities in the area of risk management through peer-to-peer exchanges and recommendations had been provided.

Our partners' feedback

INAM genuinely considers SOCIEUX+ contribution important to its institutional development. During the experts' field missions, INAM has constantly provided support in the logistics and in the implementation of the work agenda. INAM staff has been fruitfully involved in the working groups steered by the experts. INAM's interaction with the experts – even remotely in the framework of the distant support provided during Activity 2 – has always proved to be relevant and to the point.

Activity: 1: Institutional analysis and evaluation and analysis of INAM's technical capacity (10/5/2015 to 10/16/2015)

"L'association d'experts institutionnels et d'experts indépendants connaissant bien le terrain, le contexte dans lequel évoluent les institutions bénéficiaires et très pertinent. Poursuivre dans cette veine. Prévoir un suivi, toujours, des actions engagées. Très utile pour maintenir la dynamique mise en place."

Appaix, Olivier –Principal expert for the activity - September 26, 2019

2016-01 – Support for the revision and the reinforcement of the Social Dialogue framework in Togo

Our partner(s)

Ministry of Public Service, Labour and Administrative Reform (MFPTRA)

As part of the duties relating to the public service, the MFPTRA ensures compliance with the legal and regulatory provisions governing the public service and ensures the administrative management of State employees. It is responsible for:

- the rationalisation of the public sector workforce, the renewal of human resources management in public administrations and the implementation of a dynamic civil service policy;
- the quality of the public service and the promotion of Social Dialogue in the civil service;
- the productivity of the public administration by setting up a performance management system to improve the country's contribution to development;
- the supervision of the various bodies provided for by the new General Civil Service Statute;
- the budget, the policy of remunerations and pensions in the civil service;

In L&E, the MFPTRA prepares labour relations legislation and regulations and ensures that they are enforced. It ensures the quality of relations between workers and employers and promotes Social Dialogue from the dual perspective of protecting workers and the competitiveness of the economy. It defines the strategy to combat unemployment, underemployment, child labour and illegal work. It also defines the national strategy for promoting fundamental principles and rights at work, labour migration and conflict management in the workplace.

The MFPTRA monitors international relations in work, employment, and industrial relations and ensures compliance with the Republic of Togo's international conventions.

Background

The revitalisation and renewal of Social Dialogue is a central issue in the country, which has experienced large social conflicts in recent years in the public sector (Education and Health) and has been the subject of ILO comments on freedom of association.

SOCIEUX+ 2016-01 Action supports the dynamics of modernisation and strengthening of Social Dialogue. In April 2006, the Togolese Government launched an extended national consultation process for all segments of the population, including the social partners, economic operators, and civil society, to determine the priority actions to be taken to calm the social front and reinvigorate the national economy. The main results of the 2006 National Tripartite Social Dialogue Conference were, on the one hand, the signing of the tripartite Memorandum of Understanding to be the basis for social and economic promotion actions. On the other hand, the creation of the National Council for Dialogue. Social Security (CNDS), with tripartite composition.

Despite this programmatic framework, there is an upsurge in social tensions, movements and social conflicts, and the private sector from 2012. Social Dialogue appears in the public sector segmented and fragmentary and sporadically practised. It remains deficit and limited to wage demands in the private sector. The reason is the need to review, redefine and reform the foundations and rules and principles governing Social Dialogue, and renew its institutional framework and mechanisms.

Our common objective(s)

To evaluate the state of play of the Social Dialogue in Togo, ten years after the National Conference on Social Dialogue, to create new approaches and innovative guidelines for improving Social Dialogue and a peaceful social climate. Support the Ministry of Public Service, labour and Administrative Reform (MFPTRA) in organising and conducting the Round Table on Social Dialogue in Togo

Our results

A first mission took place in a context marked by the Togolese Government's desire to re-launch Social Dialogue and prepare a round table. The Ministry and the social partners supported the mission. It benefited from excellent preparation and accompaniment from the Minister's staff.

The report prepared by the experts gives targeted recommendations on the preparation of a round table to relaunch the Social Dialogue based on tripartite relations. It aims at realistic objectives in terms of institutions. The experts made recommendations on the methodology of the round table and its agenda. They designed their report to provide practical assistance for the Social Dialogue extension at the national level. The experts strongly emphasised that the round table's preparatory phase is crucial for restoring a trustworthy climate between the tripartite social partners.

The second activity ("Support in the conduct of the Round Table and the formulation of conclusions and recommendations") was to take place on the occasion of the Round Table decided by the Togolese Authorities in concertation with the representative national social partners, on a tripartite basis. International organisations had to be represented, including the ILO.

Unfortunately, the Roundtable was not organised by the partner despite the excellent preparatory work and several new provisional dates. The MFPTRA didn't provide specific reasons for the suspension of the initiative. Still, they would seem to be sought in considerations of a political nature and security, considering the numerous protests against the government that intensified in the summer of 2017. Because of that, the action was stopped and reopened two times. It was finally decided to stop the action and inform the partner that further support could be initiated but in a new request.

Our partners' feedback

The Partner has expressed its satisfaction. During a meeting with Minister Bawara in Brussels, the SOCIEUX+ Team could witness the minister's genuine satisfaction concerning the positive role of facilitation played by the experts with all parties involved in the preparatory dialogue.

The partner sent a new request to SOCIEUX+ in 2018 given supporting the revision of laws and regulations in the areas of labour and public service (Action 2018-26).

2017-19 – Support to the International Forum on Health Coverage in the CIPRES Area

Our partner(s)

The Inter-African Conference for Social Welfare (Conférence Interafricaine de Prévoyance Sociale, CIPRES) is a regional organisation of fifteen Western and Central African countries jointly created by the Ministries in charge of finances and social affairs of these countries in 1993. It has been entrusted with the tasks of formulating common management guidelines for Social Protection/security institutions, setting up management control of the institutions, conducting studies, formulating proposals towards harmonisation of legal provisions and regulations applicable to social security bodies and schemes, and facilitating the implementation of initial and permanent training of managerial and technical staff at the regional level.

Background

The “International Forum on Health Coverage in the CIPRES” area contributes to determining the modalities and conditions for setting up and managing effective health coverage in the CIPRES MSs.

Our common objectives

The CIPRES Secretariat asked SOCIEUX+ to contribute to the Forum’s debates by mobilising two European experts as key speakers within the panels dedicated to the governance of the Pension systems and their financial management.

Our results

Experts mobilised for activity one provided two written (paper) and visual (PowerPoint) presentations on:

- Financing of universal health coverage
- Governance of national health systems

Those documents have been transmitted to the PI. Unfortunately, the planned second activity (“Participation to the International Forum on Health Coverage in CIPRES”) couldn’t be held because of the cancellation of the Forum expected to take place in Brazzaville on 4-6 October 2017.

Because of no communication of new dates for the forum's organisation, SOCIEUX+ has stopped the action and cancelled Activity 2. The closure of the action was notified on April 3rd, 2018.

Our partners’ feedback

Regretful for the last-minute cancellation of the event.

2017-39 – Improving technical management tools available to INAM

Our partner(s)

[*Institut National d’Assurance Maladie*] (INAM)

As part of its Social Protection policy, the Togolese State has put a compulsory health insurance scheme for public and similar employees in 2011, provided by INAM. This scheme, which is considered as the first phase of a process whose objective is universal health coverage, is governed by the following legal texts:

- Law No. 2011-003 of 19 February 2011 establishing a compulsory health insurance scheme for public and similar employees;
- Decree No. 2011-034 / PR of 19 March 2011 on the statutes of INAM.

INAM is an organisation with legal personality and financial and administrative autonomy; its mission is to cover the risks related to sickness, accidents and non-occupational diseases, and the beneficiaries' maternity. As such, the INAM supports consultation, hospitalisation, pharmacy, medical and paramedical procedures, surgery, analyses, imaging, pregnancy and childbirth, and medical devices.

The governing bodies of the Institute are: The Supervisory Board, the Board of Directors and the General Management. The General Management is composed of central technical services and delegations. Delegations are INAM relays in the different regions of the country. Liaison offices are located in the main health facilities of high affluence. INAM has contracted with a vast network of public and private healthcare providers (more than 1200 health facilities and pharmacies).

Background

INAM is expected to play a leading role in regulating and developing universal health insurance in Togo. In this perspective, efforts remain to be made in the following areas:

- Relationship management tools with healthcare providers;
- improvement of the content of the contract of agreement with the care providers;
- up-to-date assessment mechanism of contracted care providers;
- fight against abuse and fraud;
- low prescription of generics.
- The introduction of health insurance has not been accompanied by an assessment of the costs of the acts of care, which does not help the consultation between the actors on the pricing of the acts reimbursable by the health insurance and managing the real financial equilibrium the entire health system.
- As part of SOCIEUX's previous Action 2015-09, an internal capacity building process at INAM General Management's disposal has started. Based on a first institutional audit, technical assistance initially concerned the Institution's strategic planning; this same audit highlighted the need to strengthen INAM's staff analysis and management capabilities. The theme of the financial sustainability of benefits is one of the most crucial.

Our common objectives

- To contribute to the long-term financial sustainability of INAM.
- To increase the capacities of INAM to contract and manage agreements with the health care providers.
- To develop the in-house capacity for the costing of medical procedures by the level of care and in the field of economic and financial analysis.

Our results

The technical assistance provided to INAM throughout Action 2017-39 has somehow continued the work done in the framework of the previous Action 2015-09 and has served the same overall purpose of consolidating INAM's internal capacities given the expanded role that it will have to play as a regulatory body for the future universal health insurance system in Togo. In this perspective, experts' contribution targeted several dimensions, such as: contracting capabilities and management of agreements with health care providers, costing of medical procedures, and economic and actuarial analysis. Experts have provided very specific, methodological and operational recommendations. Thus, the provided technical assistance has been more one on methodology and capacities than based on an outputs-oriented approach. Therefore, INAM must apply the various recommendations and adapt INAM's operations to the kind of proposals and technical inputs provided by experts and endorsed by INAM at its highest level.

Our partners' feedback

INAM has expressed its satisfaction with regards to experts' contribution, both in oral and written forms.

Activity: 1: Definition of Conventional Frameworks with Medical Service Providers (4/2/2018 to 4/6/2018)

"Cette assistance comptera dans le renforcement des capacités de l'INAM."

Adogli Komigan – Institut National D'Assurance Maladie (INAM) Du Togo, Togo - July 2, 2018

Activity: 2: Identification and Classification of Medical Procedures (9/3/2018 to 9/14/2018)

"The association of institutional experts and independent experts are very familiar with the field; the context in which the beneficiary institutions operate is very relevant. Continue in this vein. Plan a follow-up, always, actions undertaken. Very useful to maintain the momentum established."

Appaix, Olivier –Principal expert for the activity - September 26, 2019

Activity 2: Identification and Classification of Medical Procedures (9/3/2018 to 9/14/2018)

"Good collaboration that allowed me to question my way of working."

De La Seigliere, Arnaud –Technical expert for the activity - September 26, 2019

Activity 3: Renforcement des capacités internes en analyse économique (1/28/2019 to 2/8/2019)

"This activity was an opportunity for discussion and the adoption of a number of tools needed to monitor the key health insurance parameters to ensure the system is well balanced. The experts gave us the opportunity to learn about the experiences of other countries."

Chef Département Des Délégations Régionales – INAM, Togo - March 10, 2019

2018-25 – Support to the International Forum on Pensions in the CIPRES zone

Our partner(s)

CIPRES – Conférence Interafricaine de la Prévoyance Sociale

Based in Togo, CIPRES (Interafrican Conference of Social Welfare - www.lacipres.org) is a regional organisation that brings together social welfare organisations from 16 countries in West and Central Africa (including French-speaking countries): Benin, Burkina Faso, Cameroon, Central African Republic, Congo, Ivory Coast, Gabon, Equatorial Guinea, Madagascar, Mali, Niger, DR Congo, Senegal, Chad, Togo, Union of Comoros.

CIPRES is in charge of setting up control of the management of Social Welfare Institutions of the MSs, carrying out studies and drawing up proposals aiming at the harmonisation of the legislative and regulatory provisions applicable to organisations and social security schemes in the MSs to facilitate the implementation of a policy of initial and permanent training of the executives and technicians of the Social Welfare Organisations of the MSs. In addition to these statutory tasks, CIPRES works to promote social welfare and its extension in the MSs and

Background

The International Forum on Pensions in the CIPRES Zone (Grand Bassam, 24-26 October 2018) aimed to deepen the reflections on establishing comprehensive and viable pension systems through the sharing of experiences and international best practices.

Our common objectives

The Forum aimed to:

- Evaluate the implementation of the recommendations of the 1st International Forum on Pensions in the CIPRES area (held in Yaoundé in July 2016);
 - Share experiences in extending coverage to uncovered populations, including carriers, farmers, traders and artisans;
 - Sensitise CIPRES MSs to the protection of the rights of migrant workers in the CIPRES area through the ratification and application of the multilateral social security convention enacted by CIPRES;
 - Present effective measures to ensure the adequacy between pension benefits and the needs of the insured people; and,
 - Propose legal or financial means or mechanisms to ensure pension schemes' sustainability.
-

Our results

The expert's presentation on the issue "Towards new models of the pension system: EU recommendations and comparative analysis" contributed to the panel relating to pension benefits' adequacy. In the framework of a regional conference involving Social Protection institutions of West and Central African States, the point of view of a European practitioner and the exposition of European cases and current debates contributed to enlarge the reflection and to envisage possible policy alternatives that might strengthen pension systems in the CIPRES areas. Furthermore, the mobilisation of an EU expert allowed SOCIEUX+ to maintain and strengthen strategic cooperation with CIPRES.

Our partners' feedback

The PI has expressed its satisfaction regarding the support provided by SOCIEUX+ and the valuable expert's contribution to the debate.

2018-26 – Support to the revision of legislative and regulatory texts in the fields of Labour and Public Services

Our partner(s)

Ministry of the Civil Service, Labour and Administrative Reform [Ministère de la Fonction Publique, du Travail et de la Réforme Administrative)].

The Ministry of Civil Service, Labour and Administrative Reform prepares and implements the state policy in civil service, labour, employment and administrative reform in cooperation with other ministries.

In particular, it ensures compliance with the legal and regulatory provisions governing the civil service and ensures state personnel's administrative management. It ensures the public administration's productivity by setting up a system for managing the performance and quality of the services offered to users. It promotes Social Dialogue in the civil service. It is also responsible for organising, in agreement with the ministers concerned, professional examinations and competitive examinations to access the civil service. It sets up and supervises the various bodies created by the new general civil service regulations.

In L&E, the Ministry prepares legislation and regulations on labour relations and monitors their implementation. It monitors the quality of relations between workers and employers and promotes Social Dialogue to protect workers and ensure the competitiveness of the economy. It defines the strategy to combat unemployment, underemployment, child labour and illegal work. It also defines the national strategy for promoting fundamental principles and rights at work, labour migration and conflict management in the workplace.

Our common objectives

This request's general objective is to cope with the shortcomings and deficiencies of the Labour Code and the general status of the Togolese civil service.

The specific objectives are as follows:

- To bring corrective measures to some abusive provisions that jeopardize social peace, the workers' safety and the prosperity of enterprises;
- To improve the business climate, reinforcing the security measures both for employers and for workers and ensuring a serene social climate; For the Civil Service Regulations: to fill the gaps and flaws of some provisions and to improve the management of civil officer's career.

Background

Spread over a narrow strip between Ghana and Benin, Togo is a French-speaking West African country of modest size (56,600 km²) with about seven million inhabitants. It belongs to the West African Economic and Monetary Union (WAEMU). It has many strategic assets, including its exceptional geographical location and its coastline in Guinea.

A young population characterises the country, two-thirds of whom are under 35 years old, by its high annual population growth (2.5%) and rapid urbanisation. Togo's urban population will account for 50% of the national population in 2030.

Long neglected by international donors because of its great political instability, Togo remains a fragile and underdeveloped. However, indicators are positive. Over the past three years, gross domestic product (GDP) growth has averaged more than 5% per year, higher than the average for sub-Saharan Africa. The principal motor of national economic growth remains the agriculture sector, accounting for almost half of GDP and more than 60% of employment. Togo also has significant reserves of phosphate, clinker and other minerals. Commercial activities also weight heavily on the country's development.

In 2015 and 2016, Togo's financial situation deteriorated markedly, with the budget deficit rising from 5.8% of GDP in 2013 to over 9% of GDP during this period. In early 2017, the government was led to negotiate a three-year Extended Credit Facility (ECF) agreement with the International Monetary Fund (IMF). With a slow, steady decline, from 61.7% in 2006 to 55% in 2015, poverty remains very high, particularly in rural areas where 69% of households lived below the poverty line.

Togo has ratified all (8) core labour conventions (prohibition of child labour, freedom of association and negotiation, non-discrimination, the prohibition of forced labour. It has also ratified the four conventions that the ILO considers to be priorities (on labour inspection, on employment and on the consultation of the social partners on core labour standards), as well as particularly important technical conventions such as the Maritime Labour Convention, Convention 187 on the Promotional Framework for Occupational Health and Safety, and Convention 102 on Social Security.

The Social Dialogue meeting held at the beginning of 2006 made it possible to institutionalise the Social Dialogue with, in particular, the signing of a tripartite Memorandum of Understanding containing 125 specific commitments in the areas of administration, working conditions, Social Protection and employment.

A permanent tripartite body was established in 2007, the National Council for Social Dialogue, whose status is set by the Labour Code. Its mandate includes adopting the new Labour Code, the revision of the minimum wage, the recruitment and training of a body of labour inspectors, etc. The Council is responsible for adopting the new Labour Code, the revision of the minimum wage, the recruitment and training of a body of labour inspectors, etc. However, despite these undeniable advances, the process is currently at a standstill. Since 2012, tripartite Social Dialogue has come up against many pitfalls and dysfunctions, and its impact is still extremely limited. Reviving and reinvigorating Social Dialogue is a major challenge for the Togolese government and its social partners.

Our results

The first mission (Nov.-Dec. 2018) was to support the revision of the Labour Code and the Civil Service Statute and to address more specifically the following objectives:

- To fill the legal vacuum, gaps and imprecisions in certain provisions;
- To correct certain abusive and dangerous practices that threaten social peace, the safety of workers and the prosperity of enterprises;
- To improve the business climate while strengthening security measures for both workers and companies and ensuring a peaceful social climate; and,
- Specify the conditions of application of the law in companies in the free zone.

This first activity made possible a diagnosis of problems, gaps, needs and priorities about labour legislation and to draw up recommendations. At the end of this first stage, two main deliverables were produced:

An inventory of the labour code, with precise identification of gaps, inaccuracies, dysfunctions in their implementation and application and other major obstacles, accompanied by a range of recommendations to remedy its shortcomings.

Activity 2 focused on the drafting of preliminary texts for the Minister of Labour. The SOCIEUX+ experts, jointly with the Ministry's working group, formed a drafting group for revising the Labour Code. The tasks assigned to the working group were the production of a draft of a law revising the Code jointly with its explanatory memorandum and a draft decree on the CNDS (Conseil national du dialogue social). These five people have been meeting non-stop during the mission, and they have produced three co-written deliverables. Three draft texts were drawn up during the week based on the work already carried out and the experts' recommendations:

- The draft decree on the CNDS;
- The draft law revising the Labour Code (in the form of comparative tables); and,
- The Draft Explanatory Memorandum of the Bill.

Several aspects to be improved in the existing legislation and in its implementation were clearly highlighted. In particular: the restricted accessibility of the code for its users, the new inspectors' limited experience of in-company monitoring, the lack of a strategic structure for the conduct of employment policy and the absence of a legislative provision concerning the individual's right to training facilities.

A third intervention was planned to organise workshops and meetings with the concerned social partners in order to draw up a roadmap for the revision of the civil servants' statute.

Our partners' feedback

Activity: 1.1: Réaliser un diagnostic des problèmes, des goulets d'étranglement, des besoins, et des priorités (11/25/2018 to 12/7/2018)

"Very rewarding, with regard to contact, and intellectually motivating experience. Need to be able to adapt to variations in demand. Formed as a working group with local figures, and for me, the drafting of a new labour code was a task that allowed me to draw on my various experiences, particularly overseas so that I could share them with our partners. A rich experience that I hope will be renewed."

Gardies, Jean Louis –Principal expert for the activity - September 30, 2019

Activity: 1.2: Organisation ateliers pour présentation résultats et recommandations de l'act 1 et discuter avec les participants (2/25/2019 to 3/1/2019)

"Expérience très riche en contact et intellectuellement motivante. Nécessité de pouvoir s'adapter à des variations dans la demande. Constitué en groupe de travail avec des personnalités locales, la rédaction d'un projet de nouveau code du travail a été pour moi un travail qui m'a permis de puiser dans mes expériences diverses notamment outre mer, afin de les partager avec nos partenaires. Une expérience riche qui je l'espère se renouvellera. Les experts togolais et membres des institutions ont collaboré avec efficacité et enthousiasme pour la construction d'un droit du travail plus adapté aux évolutions de la société togolaise. C'est avec grand plaisir que j'envisage la suite de cette mission"

Gardies, Jean Louis –Principal expert for the activity - September 30, 2019

2018-32 – Support to the International Forum on Universal Health Coverage in the CIPRES area

Our partner(s)

Conférence Interafricaine de la Prévoyance Sociale (CIPRES) – Based in Togo, CIPRES (Inter-African Conference of Social Welfare - www.lacipres.org) is a regional organisation that brings together social welfare organisations from 16 countries in West and Central Africa (including French-speaking countries): Benin, Burkina Faso, Cameroon, Central African Republic, Congo, Ivory Coast, Gabon, Equatorial Guinea, Madagascar, Mali, Niger, DR Congo, Senegal, Chad, Togo, Union of Comoros.

CIPRES is in charge of setting up control of the management of Social Welfare Institutions of the MSs, carrying out studies and drawing up proposals aiming at the harmonisation of the legislative and regulatory provisions applicable to organisations and social security schemes in the MSs to facilitate the implementation of a policy of initial and permanent training of the executives and technicians of the Social Welfare Organisations of the MSs. In addition to these statutory tasks, CIPRES works to promote social welfare and its extension in the MSs, as well as to set up a system of support and advice MSs on Social Security matters.

Background

The International Forum on Health Coverage in the CIPRES area helped identify the conditions for the establishment and the management of effective health coverage in the MSs of the CIPRES through the sharing of experiences, including EU and international best practices.

Our common objectives

To share the European experience and best practices in UHC with the participants in the International CIPRES Forum.

The Forum aimed to:

- Mapping the health insurance coverage in the CIPRES area;
- Identify approaches to health insurance systems that are adapted to the different MSs; and,
- Assess the innovative, efficient, and sustainable financing sources of the health sector and their mode of recovery; 4. identify the management tools to be put in place for effective and sustainable management of the health insurance systems.

Our results

The EU experts mobilised by SOCIEUX+ provided two written (paper) and visual (PowerPoint) presentations:

- Communication on the theme of the financing of universal health coverage; and,
- Communication on the theme of the governance of organisations in charge of health

Those documents have been transmitted to the PI and presented during the Forum.

Our partners' feedback

The PI has expressed its satisfaction regarding the support provided by SOCIEUX+ and the valuable experts' contribution to the debate.

Activity 1: Participation au Forum international sur la couverture maladie dans la zone CIPRES (3/3/2019 to 3/5/2019)

"The two SOCIEUX+ missions I was able to carry out this year allowed me to meet African colleagues who work in the Social Protection field and to become aware, through their experiences, of the problems they are having in their countries in developing a social policy for all segments of the population. I was also able to see how much the local partners I met appreciate the discussions with their European colleagues on the experience of European countries in the development of social policies."

Wagener, Raymond –Principal expert for the activity - September 26, 2019

Zimbabwe

Our action(s)

2017-27– "Social Protection Health Reform."

2017-27 – Social Protection Health Reform

Our partner(s)

Ministry of Health and Child Care (MoHCC) mandate is to provide, administer, coordinate, promote and advocate for the provision of equitable, appropriate, accessible, affordable and quality health services and care to all Zimbabweans while maximising the use of available resources.

The Department of Policy and Planning's role is to coordinate the health sector planning, policy and programme development; monitoring and evaluating policies, programmes, and projects. The division works for including the private sector, health and development partners in national health

strategies. It is also focused on resource mobilisation from multiple sources to support MoHCC priorities and programmes. The division is made up of four main units: Strategy & Policy Development, Planning and Donor Coordination, Public Relations and Legislation and Legal. These four units are responsible for driving overall policy change, including health financing policies and related reforms.

Background

The prevalent form of health insurance in the country is private; this has distorted the healthcare service costs and increased out-of-pocket payments to the detriment of the public sector in terms of quality of healthcare delivery. A reorganisation of the financing system is necessary to bring order and address social injustice from a non-pro-poor system. Credible institutions - both public and private - are necessary for developing the health sector, while institutional systems that are transparent and accountable need to be put in place based on international best practices. Fundamentally, national health insurance should redress the above by increasing equity, Social Protection, solidarity and financial protection for all.

MOHCC also puts forward the lack of funding to drive reforms. The system is dependent on development partners for funding to drive health reforms. Besides, there is limited funding for technical assistance to undertake reviews and generate evidence contextual to Zimbabwe: reform processes rely on available secondary data. Such a limited capacity of national institution is also reflected in terms of staffing. The Department of Policy and Planning of MOHCC is understaffed to adequately carry out its mandate in driving health financing reforms. The partner's request requires additional technical assistance to support available cadres in coordinating and aligning various health sector-wide reforms. If partners such as the "Clinton Health Access Initiative" and the World Bank have provided some funding and technical assistance, these efforts are still inadequate.

Our common objectives

- To provide a Social Protection framework that increases access to healthcare services in the form of a National Health insurance (NHI) scheme that is built on innovative healthcare financing mechanisms includes the participation of private health insurance, and fully embraces tenets of the Health Financing Policy, Strategy and the Social Protection policy towards achieving universal health coverage (UHC);
- To bring the Ministry Of Health and Child Care, Ministry of Public Service Labour and Social Welfare, and other relevant stakeholders (including private) towards an integrated, cohesive planning process in defining a framework for NHI that meets the expectations of UHC and fulfils the needs and expectations of all Zimbabweans.
- To define and strengthen the institutional and accountability arrangements for implementing the NHI within the approved framework.
- To develop evidence for revenue generation, pooling, purchasing and reimbursement framework that embraces all sectors of the economy for full participation based on principles of equity, social solidarity and financial protection.

Our results

The experts have established a roadmap through a collaborative process with the Partner. It is made up of nine different steps, which includes institutional tasks (set-up of an inter-ministerial steering committee, the establishment of a statutory body in charge of pooling funds and enrolment of the population), as well as technical ones (costing estimates, enrolment and contribution procedures, the legal framework for the implementation of NHI). Following the experts' proposition, the MOHCC appears committed to engaging the Cabinet of the President in creating the inter-ministerial committee for NHI in collaboration with the other main institutional stakeholders. The mission reports, namely the proposed road map, will be available to the Partner as a technical reference, including given its for his presentation to the Cabinet. Furthermore, the partner may submit a new request to SOCIEUX+ in support of the road map implementation.

Our partners' feedback

The MOHCC has been very much collaborative and proactive all along with the Action's implementation. The commitment and collaboration of the partner have remained very high. Particularly in the last phases of the technical assistance, the hierarchy of MOHCC – including the new Minister - has been very much involved. The participation of other stakeholders relevant to the reform has been consequent. Through debriefings by phone and the submission of the requested evaluation forms, the partner has expressed its satisfaction with the results of the experts' assistance.

Activity 2: Assessing the current scenario for financial pooling mechanisms in Zimbabwe (5/2/2018 to 5/11/2018)

"I enjoyed working for SOCIEUX+. The team was helpful & reliable, the mission well designed with a clear focus. I would have liked to see some continuation of the activities."

Obermann, Konrad – Technical expert for the activity - September 26, 2019

Activity 2: Assessing the current scenario for financial pooling mechanisms in Zimbabwe (5/2/2018 to 5/11/2018)

"Let's work together so closely until we achieve the intended and desired output of setting up a feasible road map for the National Health Insurance for the people of Zimbabwe in the short term and the implementation of the NHI in the long term."

Stephen Banda – Ministry Of Health And Child Care: Zimbabwe, Zimbabwe - May 15, 2018

2.6.2 Asia

Cambodia

Our action(s)

2016-02 – "Support to the extension of Social Protection in Cambodia."

2016-11 – "Support to the implementation of allowances to disabled people."

2018-04 – "Advice on financial regulation for Social Protection."

2018-28 – "Advice on sustainability and investment of pension funds."

2019- 26 – "Setting-up a regulation and supervision function on the National Social Security Fund."



2016-02 – Support to the extension of Social Protection in Cambodia

Our partner(s)

The Ministry of Economy and Finance (MEF) and its Department of Insurance and Pension lead the development and coordination of the Cambodia's Social Protection sector. It advises the Council of Ministers on the feasibility of the expansion of Social Protection and has been entrusted with the responsibility of leading the inter-ministerial agency and Technical Working Group in charge of coordinating the development of a Social Protection Policy Framework (SPPF).

Background

Four line ministries administer the Cambodian Social Protection system. Development-partners-funded initiatives often have their stand-alone administrative structure. Since 2015, MEF has however, taken up a stronger role in the development and coordination of the Social Protection

sector, partially because of the central role of its Department of Insurance and Pension in the regulation of the booming private insurance market, but also because of its leading role in the discussions on the introduction of compulsory contributory health and pension insurance. Since 2015, MEF has been in charge of coordinating the development of the SPPF, which covers both contributory social insurance programmes and non-contributory social assistance programmes targeting the poor and vulnerable.

The Royal Government has made the introduction of pension for the public sector a priority within the SPPF. It intended to launch a scheme in 2017, and the necessary actuarial studies were planned to be carried out in 2016 with the support of development partners.

A broad request for technical assistance for the implementation of the SPPF was initially submitted to SOCIEUX in 2016. The action that resulted from this request was narrowed through a fact-finding mission in mid-2016, which recommended a focus on capacity building in the area of contributory pensions.

Our common objectives

The action's general objective was to support the extension of and strengthen Social Protection in Cambodia by assessing the partners' needs, capacities, and priorities and identifying specific areas for further assistance. The final activities to be identified were contributing to effective use of the available financial resources for social assistance, the extension of social insurance to all non-poor population groups in the informal sector, and the development of M&E of the whole Social Protection system.

Our results

Due to the large scope of the request received (technical assistance covering both contributive and non-contributive sectors), a fact-finding mission was initiated to better understand the PC's, narrow down the areas of cooperation and ensure good coordination with development partners in the field. Several other line ministries, relevant national bodies, and development partners such as ILO and UNICEF have several meetings with MEF representatives. These resulted in an assessment of recent policy developments and of the institutional and organisational capacities of the MEF in the area of Social Protection. Donor interventions in both contributory and non-contributory sectors were also succinctly mapped to help the PI better formulate its needs and obtain an overview of the situation. Cooperation and coordination were successfully engaged with the main development partners. Collaboration with other line ministries was also triggered during the fact-finding mission, which resulted in two additional actions, 2016-11 and 2016-12.

A first activity consisting of a three-days training on pensions systems for MEF staff was designed in close collaboration with the ILO Office in Phnom Penh. A team of experts mobilised through SOCIEUX+ and ILO staff's funding jointly a training curriculum on pension typologies, financing, and functioning. Mobilised experts illustrated their theoretical lectures with a presentation on European pension models (Germany and Lithuania), including presenting an overview of European pension schemes for public servants. ILO contextualised presentation with examples from Southeast and Eastern Asian countries with similar demographic and macroeconomic characteristics as Cambodia.

The training enabled MEF staff to assimilate general and key concepts on Social Protection and pension regimes. Participants also and acquired a better understanding of the role and mandate of institutions responsible for managing pensions. It provided room for discussing various aspects of regional Asian pension schemes and expert recommendations about best practices examples potentially transferable to Cambodia. The technical knowledge acquired in the training framework will support efforts undertaken by MEF staff in the ongoing process of reshaping the contributory insurance system.

Our partners' feedback

Feedback received from training participants and during the debriefing session with the PI pointed out a general satisfaction with the training. The complementarity of the collaboration between European experts and the ILO staff was also underlined as having made it possible to disseminate European regional best practices and associated challenges.

Activity: 2: Training on pension systems (11/2/2016 to 11/7/2016)

"It gave me an opportunity to share my experience and to enrich my knowledge."

Morkuniene, Audrone –Speaker for the activity - December 10, 2019

Activity 2: Training on pension systems (11/2/2016 to 11/7/2016)

"Good insight in an unknown country; very good experience with the other expert in this mission and with the support of the SOCIEUX+ team. Personally, I gained great experience by knowing the problems and solutions of other countries in the field of pensions / Social Protection that gives me a new perspective for my work at home. I am always standing ready for a new SOCIEUX+ mission."

Hügelschäffer, Hagen –Technical expert for the activity - September 26, 2019

2016-11 – Support to the implementation of allowances to disabled people

Our partner(s)

The Ministry of Social Affairs, Veterans and Youth Rehabilitation (MoSAVY) is a key implementing institution in social assistance in Cambodia. It provides support to orphans, the disabled, the elderly and the poor. More specifically, it is responsible for delivering grants to disabled people in coordination with the National Centre for People Living with Disabilities.

Background

The Royal Government issued in June 2011 a decree (no. 137) introducing a community-based pension support scheme targeting poor people living with disabilities (PwDs). Identified poor households with PwDs were to benefit from unconditional cash transfers as "disability grants" (social subsidies). Since then, MoSAVY developed identification tools to register beneficiaries through the national poor households' identification system, ID Poor, under the Ministry of Planning's responsibility. A pilot province was selected as the first province to implement the scheme. In 2015, 272 poor PwDs were identified and registered by a local Management Committee.

Although some tools and procedures had been put in place to process cash transfers under a pilot project, there was still room for improvement, particularly given the limited capacity of staff in implementing disability grants, particularly at the deconcentrated level. Therefore, technical support was needed to improve and formalise procedures for the identification of beneficiaries and their later expansion countrywide.

This action was the response to the needs and challenges identified by the fact-finding mission resulting from Action 2016-02, "Support to the extension of Social Protection in Cambodia", particularly regarding the objective to enhance effectiveness and efficiency in the delivery of social assistance in Cambodia.

Our common objectives

In the framework of the current reforms foreseen by the SPPF, the landscape of social assistance governance and financing might undertake some changes in the years to come. In this framework of policy reform, SOCIEUX+ came at a turning point in the extension of Social Protection in Cambodia and overtook the partner's objective of building administrative staff capacities in identified areas considered priorities as expanding basic rights of PwDs. In particular, the review of the identification mechanism of disability grants is part of the Action Plan of the SPPF and therefore constitutes a national priority for the Government. For these reasons, the Action was intended to develop the existing capacities of Social Protection actors in delivering Social Protection benefits and implement programmes more effectively by setting-up the "best" implementation setting/procedures on social transfers for vulnerable groups (PwDs notably).

Our results

Mobilised experts drafted an orientation report providing recommendations for implementing decree no. 137. In particular, the report analysis provides recommendations on three main areas of the implementation of disability grants: policy, implementation & institutional development; legislation; and identification mechanisms. Experts also had to provide technical inputs to a draft implementation manual for the disability grants. The manual was to be finalised under the leadership of the MoSAVY with the support of UNICEF. Unfortunately, the first draft of the manual was not available at the time of the mission, and a timeline for its production could not be confirmed with the PI or UNICEF.

Our partners' feedback

The PI expressed its satisfaction mobilised experts' contributions and the overall implementation of the action. The PI also expressed its intention to request further assistance from SOCIEUX+ to assess the implementation of the aforementioned manual procedures, once available and piloted. Other areas of possible cooperation for future consideration include M&Es or capacity-building of personnel on disability grants implementation.

2018-04 – Advice on financial regulation for Social Protection

Our partner(s)

Ministry of Economy and Finance (MEF) - Social Protection policies are set forth by many ministries and institutions according to their mandate. The Ministry of Labour and Vocational Training is responsible for social assistance and social security schemes, including those for civil servants, veterans and PwDs. Ministry of Labour and Vocational Training focuses on social security for workers and employees under the Labour Law provisions. Ministry of Health provides health services to poor and vulnerable people and promotes mothers and children's health. The Ministry of Education and Sports focuses on supporting school feeding programmes and providing scholarships. MEF is in charge of food security programmes. The Council for Agriculture and Administrative Reform, also, acts as a coordinator for setting up social assistance policies.

A National Social Protection Council (NSPC) is established to develop the Social Protection system. NSPC will hold the responsibility to coordinate and steer the development of Social Protection strategies and policies. It is composed of relevant ministries and institutions, such as MEF, the Ministry of Social Affairs, Veterans and Youth, the Ministry of Labour and Vocational Training, the Council for Agriculture and Administrative Reform and Development, the Ministry of Interior, the Ministry of Health, the Ministry of Justice, and the Ministry of Commerce. MEF leads the NSPC, and its work is steered by its General Secretariat. The latter is organised into four Departments: social security, social assistance, legal, and general affairs.

Finally, the National Social Security Fund (NSSF) has the mission to support the public administration policies and services in the social sector under the technical leadership of the MoLVT and the financial administration of MEF.

Background

The separate processes of setting up Social Protection policies in various ministries and institutions indicate the lack of a unified coordination mechanism. The arrangement has led to inconsistencies, gaps and overlaps of each policy, which negatively impacts the effectiveness and efficiency in the use of resources, both financial and human.

The mechanism to monitor and evaluate the effectiveness of each programme's management or operation is not yet well defined, creating obstacles to the measurement of productivity and effectiveness of public expenditure and difficulties in implementing other policies that might follow.

Among the main challenges linked to a rapid expansion of the Social Protection system is the management of resources relating to various Social Protection schemes, which shall be one of NSSF's duties. In this perspective, it will be essential to monitor social security policies and programmes' financial conduct. The detailed functions of the supervision of social security and its spending still need to be specified.

Our common objectives

Thanks to the assistance provided by SOCIEUX+:

- The Cambodian policymakers get acquainted with the most relevant options for the design and setup of the function of financial supervision of Social Protection based on relevant EU and international best practices;
- The Cambodian policymakers are better equipped to engage in a national policy debate on the setup of the function of financial supervision of Social Protection and the required legislative basis.

Our results

The technical assistance provided by SOCIEUX+ has unfolded in two steps, each contributing to the MEF's institutional and organisational capacity development. The first activity allowed the Partner and the key MEF staff who is a member to the General Secretariat of the NSPC to acknowledge international and EU best practices and cases on financial supervision and regulation of Social Protection schemes. This is exactly the work that MEF, as Chair of the NSPC, is supposed to ensure the years to come, in parallel with the planned expansion of Social Protection programmes and frameworks.

Based on shared best practices and international cases, the second activity of the technical assistance has looked into the Cambodian context and helped identify concrete options of financial supervision and regulation of Social Protection schemes that can be fruitfully applied to the local context. In formulating options, experts have considered the preferences and orientations of the national authorities as emerging from the presentation of best practices displayed during the first activity.

Overall, the technical assistance has mainly contributed to building the capacity of policymakers and technical staff of MEF. They work on the establishment of a function of financial supervision of Social Protection schemes in Cambodia. According to the experts, the mission was well received. The personnel of the Secretariat were interested and attentive. The final report's outline with possible recommendations received a lot of attention and seemed to be to the point. The authority of the Secretariat expressed the view that they realised much better the task of financial supervision.

Our partners' feedback

The Partner has expressed its full satisfaction with the results of the experts' contribution. MEF assessed its overall satisfaction with regards to the technical assistance provided.

Activity: 1: Sharing knowledge and practices on financial supervision of Social Protection (8/13/2018 to 8/24/2018)

"It widened the perspective of my professional understanding, gave the opportunity to share my experience and to enrich my knowledge."

Morkuniene, Audrone –Principal expert for the activity - December 10, 2019

Activity 1: Sharing knowledge and practices on financial supervision of Social Protection (8/13/2018 to 8/24/2018)

"That was a great chance to bring the EU experience to a region which is of importance for EU and that to be useful and appreciated by the Partner Institution experience because in this way EU is seen as an important and good partner. Especially for emerging markets and regions with great potential to develop in future and which are considered important for the development cooperation policy of EU such an exchange of experience and good practices is a very suitable tool to position the EU as a very important factor and partner. In particular, SOCIEUX+ is a tool to promote the European social model and its benefits and thus to promote the European way of life and to affirm the EU as a leading global player. On the other way round, it is a chance to get profound knowledge of completely different from the European social systems and models and to incorporate some of their interesting and smart decisions into the European system."

Boneva-Ilkova, Dobrinka –Principal expert for the activity - September 26, 2019

Activity 2: Outlining options for the financial supervision of Social Protection adapted to the Cambodian con (1/7/2019 to 1/25/2019)

"The cooperation with SOCIEUX+ and its partner organisations, in particular with the Ministry of Finance in Phnom Penh, has always been a pleasure. The excellent technical and content-related preparation of the mission was an important prerequisite for the successful implementation of the project. The mission to Cambodia has once again shown that social policy support for less developed countries is not only in the European interest but is also greatly appreciated by the recipient countries. It is important for technical cooperation to be continued."

Dr. Fuchs, Rainer; DGUV –Principal expert for the activity - September 26, 2019

Activity 2: Outlining options for the financial supervision of Social Protection adapted to the Cambodian con (1/7/2019 to 1/25/2019)

"Social Protection system is a new system which just launched by the Royal Government Cambodia with the combination of the existing schemes and programme of Social Security and Social Assistant plus the new developed schemes and programmes such as pension for the private sector and health insurance for both public and private sectors. It might be difficult for the country to prepare and implement those policies which start from the beginning, so there are lots of technical support that we need from Developing Partners in order to run those policies in the right direction for the present and in the long run. We hope that SOCIEUX still support us on the Social Protection System."

Som Chandara – National Of Social Protection Council, Cambodia - February 5, 2019

2018-28 – Advice on sustainability and investment of pension funds

Our partner(s)

Ministry of Economy and Finance / National Social Protection Council. A National Social Protection Council (NSPC) was established to develop the Social Protection system. NSPC holds the responsibility to coordinate and steer Social Protection strategies and policies and ensure their coherence and sustainability. It is composed of relevant ministries and institutions, such as the Ministry of Economics and Finance (MEF), the Ministry of Social Affairs, Veterans and Youth, the Ministry of Labour and Vocational Training, the Council for Agriculture and Administrative Reform and Development, the Ministry of Interior, the Ministry of Health, the Ministry of Justice, and the Ministry of Commerce. MEF leads the NSPC, and its work is steered by a General Secretariat. The latter is organised into four Departments: social security, social assistance, legal, and general affairs.

Background

Various Ministers are responsible for setting up Social Protection policies and delivering services in their own domain of competence, often resulting in inconsistencies, gaps, and overlaps. The NSPC's role is to steer and coordinate the different Social Protection schemes. For this reason, the Partner aims to build the capacities of relevant MEF / NSPC's staff with regards to the management of Social Protection schemes.

In particular, given the projected introduction of a pension scheme for government and private-sector workers, the MEF aims to develop its internal capacities regarding the issue of sustainable management of the pension funds.

Our common objectives

- To familiarise relevant MEF / NSPC's members with the fundamental principles of financial sustainability of pension funds.
- To formulate concrete policy options on the management of pension funds in Cambodia in view of introducing a pension scheme in 2019.

Our results

The Action had an essential capacity-building motive. The partner wishes to enhance the capacities of the recently-established NSPC as a guardian and a regulator of an expanded and reformed Social Protection system. In light of the expected reform, the present Action focused on pensions that should bring the system to the private-sector workers, together with public civil servants. NSPC's staff have received significant exposure to EU and international cases and practices, particularly on the issue of (sustainably) financing pensions. Relevant international standards were presented on taxation, collection of contributions, the very build-up of a pension system, and its financing. All cases and materials have been resumed in a written compendium and presentations, handled by the partner.

Our partners' feedback

The partner has expressed its utmost satisfaction both in oral and written form. This was confirmed by the transmission of a new request under implementation (2019-26) and started with a study visit to Finland.

Activity 1: Sharing knowledge and practices on the sustainability of pension schemes (3/25/2019 to 4/5/2019)

"General Secretariat of National Social Protection Council (NSPC) is a very new existing institution which just established in 2018 to supports all tasks related to Executive Committee and National Social Protection Council with the main role to prepare policies, roadmaps, and other legal documents to improve. Lots of capacity building are needed for the staff, while lots of regulation are needed to establish as well. Based on the previous and the upcoming support from SOCIEUX, we are strongly believed that the Social Protection System in our country will develop faster in a very soon future."

Som Chandara, Senior Official Of Social Security Department – General Secretariat Of National Social Protection Council, Cambodia - April 9, 2019

Activity 2: Outlining options for ensuring the sustainability of the envisaged pension scheme to be introduced in (6/24/2019 to 7/12/2019)

"It is very helpful for General Secretariat of National Social Protection Council by having the support from SOCIEUX+ on the social security system in Cambodia. The Royal Government of Cambodia is trying very hard to improve the Social Protection in the country by strengthening the existing scheme and create new policies to expand the coverage of its system. It is the very right time for the SOCIEUX to jump-in and supports the system in the country."

Som Chandara, Senior Official Of Social Security Department – General Secretariat Of National Social Protection Council, Cambodia - July 25, 2019

Activity 2: Outlining options for ensuring the sustainability of the envisaged pension scheme to be introduced in (6/24/2019 to 7/12/2019)

"The mission was prepared properly, and all tasks were fulfilled. We can note the active and comprehensive participation of the beneficiary. It is core to continue SOCIEUX+ action in Cambodia because of the development of social insurance."

Bitinas, Audrius –Principal expert for the activity - July 18, 2019

Activity 2: Outlining options for ensuring sustainability of the envisaged pension scheme to be introduced in (6/24/2019 to 7/12/2019)

"Thank you for asking me to be part of this very influential mission."

Hiilamo, Heikki –Principal expert for the activity - July 18, 2019

2019-26 – Setting-up a regulation and supervision function on the National Social Security Fund

Our partner(s)

Ministry of Economy and Finance, General Secretariat of the National Social Protection Council (NSPC) - The NSPC holds the responsibility to coordinate and steer the development of Social Protection strategies and policies and to ensure their coherence and sustainability while playing a function of regulation and supervision of the social security schemes. Chaired by the Ministry of Economy and Finance, and composed by relevant ministries and institutions, such as the Ministry of Social Affairs, Veterans and Youth Rehabilitation (MoSAVY), the Ministry of Labour and Vocational Training (MoLVT), the Council for Agricultural Development (CARD), the Ministry of Interior (MoI), the Ministry of Health (MoH), the Ministry of Justice (MoJ) and the Ministry of Commerce (MoCS), the NSPC's work is steered by a General Secretariat, which is organised into four Departments: social security, social assistance, legal, and general affairs.

Background

In March 2017, a National Social Protection Policy Framework (NSPPF) was passed to expand and reform the Social Protection system. As a consequence, there has been a significant expansion of social security. In 2018, health and employment injury insurance was introduced for government employees, along with a further expansion of health insurance for formal private-sector workers. The Law on the National Social Security Fund came into force in 2019 and introduced a pension scheme for private-sector workers. The NSSF became the main administrator of social security programmes.

Our common objectives

To establish and take charge of an effective and transparent function of regulation and supervision of the National Social Security Fund

Our common results

The action has provided the PI with significant knowledge on the guiding principles inherent to investment policies, regulation and supervision of a social security system. This has happened in a phase during which Cambodia is passing legislation that builds the social security system governance and core rules of functioning. Beyond sharing EU cases and experiences and accompanying the PI's reflections on those areas that relate to the role of the NSPC is the main regulator and supervisor of the social security system in Cambodia, the Action has resulted in the joint preparation of several normative texts addressing domains of governance of the social security sector, such as the organisation and implementation of a function of regulation and supervision of social security operator, a code of conduct for the staff of the NSCP, the guidelines for policy disclosure, for e-audit and risk management within social security schemes, and investment guidelines in connection with the role of the NSSF.

Our partners' feedback

Activity: 2: Legal classification of a regulatory and supervisory function of the social security op (11/25/2019 to 12/6/2019)

"It is the right time for SOCIEUX+ to jump-in into the development of the Social Protection System in Cambodia by concentrate on the Social Security Scheme. Due to the position of General Secretariat of National Social Protection Council, which will be performed as the Social Security Regulator in the very near future, there are lots of tasks to be done. Draft Sub-Decree on the Investment Guideline and Draft Sub-Decree on the Regulation and Supervision of the Social Security are the important legal texts for our institution in this startup condition, and those two documentations are done already by SOCIEUX+ Experts during the previous activities and missions. On behalf of the General Secretariat of National Social Protection Council, I would like to say sincere appreciate for your continuous support on our institution in order to improve the Social Protection System in the Country."

Som Chandara, Senior Official Of Social Security Department – General Secretariat Of National Social Protection Council, Ministry Of Economy And Finance, Cambodia - décembre 16, 2019

Activity: 4: Finalisation of the legal and operational structure of a regulatory and supervisory function - DW (6/1/2020 to 6/9/2020)

"Royal Government of Cambodia (RGC) has been prioritising building the social security system in the country. Currently, the General Secretariat of the National Social Protection Council established in 2018 with the main roles and responsibilities to prepare the policies, roadmap and other legal documents to improve the Social Protection system in Cambodia. Start from the beginning until now. Our team is building day by day, and thanks to SOCIEUX+ collaboration for supporting and boosting our institution."

Som Chandara, Senior Official – Social Security Department, General Secretariat Of National Social Protection Council, Cambodia - September 21, 2020

Activity: 4: Finalisation of the legal and operational structure of a regulatory and supervisory function - DW (6/1/2020 to 6/9/2020)

"My institution has learned very much about the role of Social Protection in Asia through SOCIEUX+ collaboration."

Hiilamo, Heikki –Principal expert for the activity - September 7, 2020

China

Our action(s)

2018-13 – "Sharing of International Experience in a National PES Reform Workshop".

2018-13 – Sharing of International Experience in a National PES Reform Workshop



Our partner(s)

The Ministry of Human Resources and Social Security (MOHRSS) of the Government of the People's Republic of China is a ministry placed under the State Council of the Chinese Government. The MOHRSS was created from the former Ministry of Personnel merger and Ministry of Labour and Social Security in 2008. The relevant responsibilities of the MOHRSS given by the State Council of the Chinese Government are as follows: "The work of employment promotion in the country, which includes the formulation of urban and rural employment development plan and employment policies, improvement of PES, a vocational training system for all urban and rural workers, as well as the national social security system that covers urban and rural areas".

The original request and associated action counted with the support of the ILO. The action was implemented as a joint action ILO-SOCIEUX+.

Background

China's PES was built in the early 1980s. The main objective of the PES is to match labour supply and labour demand to smooth labour market transitions for all workers in rural and urban areas and to ensure the supply of workers to enterprises and industries. With the establishment of its active national employment policy (AEP) in 2002, China aimed at addressing the challenge of re-employing around 30 million laid-off workers, a consequence of the nationwide reforms of state-owned enterprises (SOEs) since the mid-1990s. PES in the Republic of China is based on a system supported by a wide variety of public institutions and non-governmental employment agencies operating in partnership with the Ministry of Human Resources and Social Security (MOHRSS) and other government levels.

The PES Chinese system is organised as a decentralised structure forming a five-level system, comprising the national, province, municipality, county and grass-roots levels. By the end of 2017, the PES system had 500,000 employment service centres nationwide, including PES agencies at all levels, with a total staff of 850,000, among which 80,000 are in PES agencies. The MOHRSS estimates that the PES system covers 20-30% of the job market in China, while the rest of the market is attended by various non-governmental employment services agencies.

The national PES system is undergoing a process of reform and integrating the different institutions and administrative structures involved in the delivery of employment services, career guidance, skills training and social security aids across all government levels.

In 2018, the Central Leading Team for “Comprehensively Deepening Reform” prioritised the outcome of “formulating and implementing a policy document titled Opinions on Delivering All-Round Public Employment Services”. The outcome is under the portfolio of the Ministry of Human Resources and Social Security (MOHRSS). To achieve this key outcome, the MOHRSS has initiated research at the national level. Desk reviews, field missions and workshops have been organised at the ministry and local levels since early 2018. Simultaneously, the MOHRSS sent a request to the ILO through its Beijing Office for sharing ILO’s knowledge, international experiences, and for ILO’s technical inputs in the area of PES, aiming to support drafting the above-mentioned policy document. The ILO was requested: (1) to collect some country experiences of PESs that China is interested in learning, and (2) to co-organise with MOHRSS a workshop on PES in Beijing.

Our common objectives

The action's overall objective was to address the major issues faced by the MOHRSS concerning the implementation of efficient employment services. Chinese National PES Conference aimed at supporting the formulation of proposals to the PES in the context of new challenges brought about by the new norm of a lower growth rate for the Chinese economy and the new requirements of the Chinese government to provide all-round public services. The sharing of best practices (European and regional) on PES experiences was one of the specific objectives to reinforce key public Chinese officers' knowledge and capacity to support the finalisation of the drafted employment policy framework.

Our results

The 1-day seminar on “International Workshop on Public Employment Services” took place in Beijing in July 2018.

SOCIEUX+ had mobilised two technical experts to on the following topics:

- “Overview of the Public Employment Service in Austria (AMS) – trend and reforms for effective service delivery”:
- He gave an overview of the Austrian labour market and showed the PES Austria strategy to get a quick idea of the work and duties of the AMS and explained the organisational structure and responsibilities of the PES Austria.
- Subsequently, he talked about the requirements and instruments used to steer the organisation by explaining the Labour Market Planning Architecture, the regulations, resources and the performance management targets.
- To give practical examples, he presented the balanced scorecard (intentions and usage) as one of the management tools. He gave an insight into the assessments (internal, external and EU PES Bench learning-Assessment) carried out by the PES Austria that supports the organisation in its continuous improvement process.
- “The Swedish Public Employment Service”:
- He presented a short introduction of Arbetsförmedlingen (Swedish PES), private providers, change management and forecasting. A special focus was given on the importance of change management and the systematic approach of planning changes to successfully implement them.
- The presentation gave some focus on how to systematise change and the effects of important success factors by introducing the model for systematic change and some of the experience from Arbetsförmedlingen. Using a systematic approach is crucial in any organisation that implements a wide range of changes in IT systems, legislation acts, policy, and administrative routines. The presentation also reflected upon the importance of using a change management approach suitable for the organisational culture and the needs of adequate follow-up and retro perspectives.
- Support and Matching is a service for job seekers that need intensive and individually adapted support. It is given by private service providers who have a contract with the Swedish PES. This support can be both tools for your job search and help in establishing contacts with employers. Also, the providers/actors are often also supplying educational training to increase the matching of labour market demands with the employers' competence.

- He also talked about the Employer strategy, launched during 2017, a highly prioritised long-term effort pointing out the direction for Arbetsförmedlingen's change of perspective due to the ongoing organisational overhaul. The new way of working will require more prompt actions to meet expectations made both internally and externally. About 40% of the employment officers will be allocated and specifically trained to reach out to employers. The strategy and a new core operation – employer centre – will be launched and implemented gradually during 2018 and 2019.

Our partners' feedback

We have received very positive feedback on the inputs' quality and the final outcomes of SOCIEUX+ interventions. As expressed by Sangheon Lee, the director of ILO Employment, the PES workshop in Beijing was successful thanks to SOCIEUX+ enthusiastic participation and valuable contributions. The level of satisfaction of MOHRSS was also very high according to the vice minister's feedback and the Department of Employment Promotion on the following day of the event. It will come to the ILO for further intervention before its adoption as promised by the vice minister.

Lao PDR

Our action(s)

2018-11 – “The role of a national health insurance institution in ensuring the quality of services.”

2018-11 – The role of a national health insurance institution in ensuring the quality of services

Our partner(s)

NHIB ensures national Health Insurance Bureau (NHIB), Ministry of Health (MoH) - Management of the social health schemes in Lao PDR, a department under MoH for schemes covering the informal sector, and by the National Social Security Fund under the Ministry of Labour and Social Welfare. Discussions on handing over the management of the formal sector health insurance scheme to NHIB are ongoing. NHIB's main priorities for 2018 included the submission of the Law on National Health Insurance to the National Assembly; an adjustment to the mandate, operational guidelines and internal procedures of NHIB to reflect the management of the integrated scheme; developing complains and information mechanisms; adjusting providers' payment mechanisms and rates; the rollout of an electronic information database; and continuation of capacity strengthening at all levels.

Background

Lao PDR's revised constitution of 2015 states that “the State intends to improve and expand public health services to take care of the people's health” with a special focus on women and children, poor people, and people in remote areas. Health financing objectives include reducing out-of-pocket payments to 35% of total health expenditure and increasing social health protection coverage to 80% in 2020. The integration of social health protection schemes continued over the last years. Schemes covering the formal sector were integrated under the umbrella of the National Social Security Fund. The management of the schemes covering the informal sector has been consolidated under NHIB. Those schemes' rollout has resulted in a rapid increase in coverage in 2016, which remains low at the country-level. Finally, the overall vision for the NHI has been defined in the National Health Insurance Strategy 2017 – 2020. It identifies six specific objectives: 1) strengthen the necessary legal and governance frameworks for the operations of NHI & NHIB; 2) ensure sustainable funding of the NHI policy; 3) build and sustain NHIB capacity at all levels (national, provincial, and district); 4) ensure effective expansion, operation and management of the integrated NHI scheme nationwide; 5) ensure the quality of services provided to members and responsiveness of health facilities; 6) raise awareness about NHI.

Our common objectives

- Developing a process for adjusting the NHI benefits package which is transparent, understood and supported by key stakeholders
- Provide guidance related to institutional, technical and administrative challenges of merging benefit packages of different schemes
- Support NHIB in clarifying its role and tools available for increasing the quality of services provided to its members

Our common results

The Action contributed to an increased understanding among relevant stakeholders and NHIB staff on the need for a clearly defined benefit package, the functions of a health insurance management agency, and its role in ensuring the quality of services. The peer-to-peer cooperation allowed an increased understanding among relevant stakeholders and NHIB staff on the process of adjusting a benefits package and, finally, of the institutional, administrative and technical aspects required to hand over the management of the formal sector schemes to NHIB in line with the agreements between the Ministry of Labour and Social Welfare/National Social Security Fund and MoH/NHIB.

Our partners' feedback

The PI has effectively supported the experts' mission. However, it has been much less proactive in reviewing the preparation of final deliverables. Nevertheless, the Partner has expressed its full satisfaction with the experts' contributions and the overall approach deployed by SOCIEUX+.

Tajikistan

Our action(s)

2016-04 – "Analysis of the pension legislative framework and strategic guidance".

2016-04 – Analysis of the pension legislative framework and strategic guidance

Our partner(s)

The State Agency for Social Insurance and Pension (ASIP) and its regional bodies are responsible for implementing social insurance and pensions. The Social Protection system remains highly centralised and endowed with deconcentrated structures, where the ASIP plays a central role. Also, the Ministry of Labour, Migration and Employment provides general coordination and supervision of social insurance programmes

Background

Following independence from the former Soviet Union, Tajikistan inherited an extensive Social Protection system, including cash and non-cash benefits. The majority of the Social Protection budget is spent on pensions: old-age pension, disability pension, and survivor's pension. The pension system is financially constrained and faces structural efficiency challenges (coverage, targeting, information management, payments, etc.). As a result of reforms in 2013, a law "On Insurance and State Pensions" entered into force. The law (and the capacities to implement it) were considered to be insufficient. The text was repeatedly amended, with its last major update in March 2015 (Law "On changes and additions to the Law On insured and State Pensions"), setting the definitive date of transition to the new pension system to January 1st, 2017.

Our common objectives

ASIP has a strong stake in acquiring the capacities needed to meet the deadline of 2017 set by the President. In particular, the Partner considers the lack of clarity in the pension reform's strategic direction and the capacity gaps at all levels as key challenges to be addressed. Furthermore, the pension system covers a broad range of benefits and beneficiaries, but the guarantees are hampered by financial inadequacy and inequity. Finally, the pension system's eligibility criteria are vaguely defined, and rights-awareness remains low among the population. To address those issues, the partner and SOCIEUX+ agreed to review the pension laws and regulations and draft recommendations on the system's administrative needs, possible gaps, and operational issues to be addressed.

Our results

In two technical assistance activities performed in October and November 2016, experts reviewed the legislative (Law 2013 and amendment 2015) and associated regulatory framework. They pointed out gaps, risks and challenges in the legislation, while formulating specific mitigation strategies or corrective measures. Besides, experts prepared a compendium of requirements for implementing the legal framework, taking into account the administrative functions needed to operationalise the system. Experts also provided a functional assessment of ASIP addressing the matching of current functions and their adequacy in terms of human and material resources, technical competencies and tools, corporate organisation and workflows against the requirements for implementing the Laws and regulations on pensions. This has required experts to review the whole bulk of the agency's business processes and workflows, including pension calculation methodologies, formulas, and processes used.

Our partners' feedback

The PI was overall satisfied with the experts' performance and the action's technical design, which focused on the essential needs expressed by ASIP. The fact of mobilised experts being fluent in Russian increased the overall Partner's involvement and guidance.

Activity 1: Assessment of the legislative/regulatory norms framing the pension system in Tajikistan (10/3/2016 to 10/21/2016)

"That was a great chance to bring the EU experience to a region which is of importance for EU and that to be useful and appreciated by the Partner Institution experience because in this way EU is seen as an important and good partner. Especially for emerging markets and regions with great potential to develop in future and which are considered important for the development cooperation policy of EU, such an exchange of experience and good practices is a very suitable tool to position the EU as a very important factor and partner. In particular, SOCIEUX+ is a tool to promote the European social model and its benefits and thus to promote the European way of life and to affirm the EU as a leading global player. On the other way round, it is a chance to get profound knowledge of completely different from the European social systems and models and to incorporate some of their interesting and smart decisions into the European system."

Boneva-Ilkova, Dobrinka –Principal expert for the activity - September 26, 2019

Vietnam

Our action(s)

2014-15 – "Support to the Vietnam Social Security's human resource development plan".

2017-28 – "Enlarging the scope of the social policy analysis conducted by the Institute of Labour Sciences and Social Affairs (ILSSA)"

2014-15 – Support to the Vietnam Social Security's human resource development plan

Our partner(s)

Vietnam Social Security (VSS)

Background

It is widely acknowledged that VSS has overly cumbersome business processes, insufficiently supported by IT and a large staff lacking client orientation. VSS currently has a large staff (over 20,500 people, of which 18,500 are technical and professional staff), but often with outdated skills and a bureaucratic rather than client- and service-orientation.

Our common objectives

SOCIEUX received an initial request to strengthen the capacities of the Training Institute for Social Security Operations, Department within VSS responsible for developing training and delivering training courses for staff. However, following discussions with the World Bank, VSS proposed to extend the scope of their request to provide technical inputs to improve their human resource development plan mainly by performing a training needs analysis. A Human Resources Development plan shall contribute to VSS modernisation efforts by achieving an appropriately skilled organisation focused on the quality of services.

Our results

The output of Activity 1 was a report that summarises the results of the situational analysis and quick assessment of the Human Resources Development strategy and practice within VSS. During the second mission, experts proposed to set up a “peer group approach” as an appropriate change management and implementation strategy for VSS and presented a first draft work plan aiming at the realisation of HR development activities.

Our partners’ feedback

Following such a work of laying the ground for implementing a Human Resources Development, the Partner didn’t provide any further feedback nor submitted a new request for technical assistance.

Activity: 1.1: Quick assessment and situational analysis of the HRD in place in VSS (6/22/2015 to 7/3/2015)

“Work without boundaries was the best learning experience.”

Bakker, Ingrid –Technical expert for the activity - October 3, 2019

2017-28 – Enlarging the scope of the social policy analysis conducted by the Institute of Labour Sciences and Social Affairs

Our partner(s)

Institute of Labour Sciences and Social Affairs (ILSSA) of the Ministry of Labour, Invalids, and Social Affairs (MOLISA)

The Ministry of Labour, Invalids, and Social Affairs (MOLISA) is the main public institution in charge of designing, implementing and monitoring Social Protection system. Among its tasks, MOLISA:

- Provides guidelines and monitors the implementation of schemes of compulsory and voluntary social insurance and other types of social insurance as specified by-laws;
- Stipulates systems of information & reporting of social insurance,
- provides guidelines and monitors the implementation of legal regulations on poverty reduction and social assistance;
- Organises and directs the implementation of the National Target Programme on poverty reduction and other social assistance programmes; and,
- Provides guidelines to the system of centres of social assistance.

The ILSSA and the Department of Studies on Social Protection Policies (the requesting institution) are the leading research organisation affiliated to the MOLISA. It is responsible for conducting basic, strategic and applied researches in employment, vocational training, labour, social insurance, safety in the workplace, national devotees, childcare and protection, gender equity. ILSSA also has a direct mission in the policymaking process: ILSSA advice is a formal step in the Ministry’s regulatory process. ILSSA has been charged to follow-up on the implementation of Resolution 15 and its implementation plan.

Background

The Vietnamese social insurance scheme mandatory for workers was introduced in 2008 under the Social Insurance Law and covered around 20% of the labour force. The health insurance system was extended to benefit formal workers, and the poor and vulnerable, through various strategies. In 2007, Vietnam introduced several social assistance benefits targeting vulnerable groups excluded from the labour market.

The main legislative frameworks on Social Protection are quite recent: the Law on Social Insurance (2014), Decree no. 136/2013, the Law on the Elderly (2013), the Law on Persons with Disabilities (2010), Resolution no. 15/2012 on social policies over the period 2012-2020 (just to name few among the most relevant). Legislative frameworks are supported by policy papers such as the above-mentioned SEDS, which adopts the Social Protection Floors' guarantees.

The Government embraced the target of achieving universal health insurance coverage. Nevertheless, the coverage of the informal sector remains a strategical challenge. Regarding income security for children, cash benefits were established for orphans and different programmes targeting vulnerable regions or ethnic minorities. However, eligibility criteria are tight, and the level of benefits is low. An unemployment insurance scheme covering formal workers, was introduced in 2009 for the formal sector only. Scattered individual programmes provide some ad-hoc support to specific groups of informal workers. Systemic linkages between Social Protection provisions and labour market policies are required.

The partner has pointed out the need of accompanying the design of social insurance policies (securing economic sustainability, tailor policies in support of specific constituencies), enhancing the efficiency of social assistance (better targeting of beneficiaries), and improving the quality of basic social services (access, quality, expansion). An effective capacity to develop, run and use monitoring data may contribute to these long-term objectives.

Our common objectives

- To empower ILSSA to play a substantial role in shaping Social Protection policies and mechanisms in Vietnam;
- To enlarge the scope of the analysis on social policies conducted by ILSSA;
- To enhance the policy analysis skills available at ILSSA.

Our results

The Action has allowed providing support to ILSSA in two different regards.

ILSSA has expressed a particular interest in knowing more about a multi-dimensional poverty-measurement approach. Thus, the first activity was conceived as a training involving ILSSA's researchers. The first activity's major outcome was in terms of increased capacities of the staff to analyse the economic and social context in terms of multi-dimensional poverty, in view to apply those analyses to policymaking.

Activity 2 has allowed looking into the organisational capacity of ILSSA as a public research institution. An institutional development strategy that aims for ILSSA to become a recognised research centre in the region shall focus on the following corporate dimensions:

- The preparation of a strategic plan, based on a common vision and strategy;
- The improvement of staff competence;
- The development of internationalisation;
- The development of staff members' motivation;
- The focus on quality management.

Our partners' feedback

The Partner has expressed its full satisfaction both with regards to activity 1 and 2.

2.6.3 Caribbean

Saint Kitts and Nevis

Our action(s)

2015-16 – “Capacity building of social assistance officers, caseworkers and supervisors for the implementation of the Restore, Inspire, Secure and Empower programme”.

2015-16 – Capacity building of social assistance officers, caseworkers and supervisors

Our partner(s)

Ministry of Social Development - Department of Social Services, Nevis Island Administration (DSS-NIA) is in charge of the administration of the Restore Inspire Secure and Empower (RISE) programme (see below background). It functions following the vision articulated by the Federal Government of St. Kitts and Nevis, in which Social Protection is a priority feature in the fight against poverty.

Background

The Social Development Assistance Act of 1998 provides the framework for providing social assistance in St. Kitts and Nevis. Around 24 social assistance programmes are aimed at serving the poor and indigent persons on both islands, including RISE on the island of Nevis. RISE embraces a holistic and multidisciplinary approach to family support that goes beyond standard cash transfers and focuses on families' empowerment. The social worker encourages and supports the family in strengthening the “support pillars” of family life: personal identification, health, education, family dynamics, housing conditions, employment and income. Such an approach aims to positively affect behavioural changes and promote healthy lifestyles to improve the quality of life of the targeted families.

RISE's holistic approach differs significantly from previous social assistance delivery approaches, as practised in Saint Kitts and Nevis, and therefore requires new techniques and skills among the SSD-NIA staff in charge of its implementation. This means that even experienced social assistant officers/caseworkers and their supervisors will need to be trained to deal with this new approach. Moreover, the labour-intensiveness of RISE has prompted the recruitment of social assistants who have little or no experience in the delivery of Social Protection. These new officers must also be trained.

Our common objectives

The contributions of mobilised experts were to facilitate the training of social assistance officers/caseworkers and their supervisors in implementing the pilot phase of the Restore, Inspire, Secure and Empower (RISE) Families programme being executed by the Nevis Island Administration, through its Department of Social Services.

Thus, the action was to strengthen the social assistants and caseworkers of DSS-NIA's capacity to adequately interact with the most vulnerable beneficiary families of the RISE Programme, thereby equipping them with the tools necessary to escape intergenerational poverty.

Our results

Following an initial capacity assessment of the PI, a proposal describing the training needs, the target group, the duration, the proposed training activities, the required trainer's profile, and specific follow-up activities have been delivered by the experts. Also, general training on a social assistance programme's main features was conducted to further identify the specific training needs. Subjects covered during the training sessions included: engagement with clients; client assessment and risk assessment; attitudes and prejudices of social workers; professionalism in social work; confidentiality; managing clients' anger; managing information and data; engagement with other public agencies; networking; good and bad social work techniques; understanding family dynamics; assessing cases of possible sexual abuse of children; reviewing and supervision of social work caseloads; and, client expectation and engagement. Training sessions exploring these subjects were conducted on an interactive basis, and role-play was widely used among participants. Finally, experts summed-up all materials, methods and information delivered

throughout the training and compiled a practical manual that is now available to SSD-NIA to train the newly-hired RISE Programme in case management.

Our partners' feedback

The partner has been overall satisfied with the experts' contribution and the design of the action and the interactions with the FMT. The training sessions were appreciated, as confirmed in the feedbacks of participants. Staff attending training engaged fully in activities, proactively taking part in discussions and role-play sessions. Furthermore, the DSS-NIA Director anticipated that a new request of assistance would be submitted to SOCIEUX+ regarding digitalisation of case management data.

Saint Lucia

Our actions

2017-18 – “Developing a national health insurance scheme.”

2017-18 – Developing a national health insurance scheme

Our partner(s)

Ministry of Health and Wellness (MoHW) and the National Authorising Officer of the Department of Economic Development. The MoHW is the principal regulator, provider and financier of the health system, with primary responsibility for delivering public health services, primary level preventive and curative care, and secondary care. The MoHW also leads to health policy development either enshrined as legislation or as policies for implementing specific health services. Through legislative acts, the MoHW functions as the primary regulator of the health sector, a function carried out through specific bodies (the Public Health Board, the General Nursing Council, the Medical Council, the Medical Board, and the Pharmacy Council).

Background

The Government of St. Lucia continues to be the major contributor to health. Financing sources are segmented, while there is little fiscal space within the government budget to allocate more resources to health. Therefore, there is a need to synchronise the financing into one health fund for providing an essential package of health services.

The Government of Saint Lucia has been considering a National Health Insurance (NHI) scheme since the early 2000s. After initial work by a task force in 2002, this mechanism has become known as the Universal Health Care (UHC) plan. The UHC in the Saint Lucian context refers to a health care system that provides health care and financial protection to its citizens linked to delivering a specified package of health services to its populations on a prepayment basis. As envisioned, the UHC plan would identify sources of additional revenue for expanding health services coverage beyond the services already covered under the MoHW's budget. The UHC's main goals are to increase the availability of resources for health; to reduce the burden of out-of-pocket expenditures on households; and, promote efficiency and equity in the use of health resources.

Our common objectives

To facilitate knowledge dissemination among national stakeholders concerning the development of a health policy that would constitute the base for the deployment of a National Health Insurance (NHI) scheme.

Our results

The technical assistance was instrumental in letting emerge policy options for the financing of the health system in Saint Lucia given the introduction of NHI. Experts grounded emerging policy options on a concrete context analysis. A second outcome was an individual capacity development of key MoHW staff on policy design concerning public health policies. The theoretical learning was linked to the current project of the introduction of NHI. Therefore, experts helped to outline the different phases/steps that shall be accomplished for introducing NHI in Saint Lucia.

Our partners' feedback

The partner has expressed satisfaction but hasn't finally requested further assistance, as it was expected. This might be since the World Bank has stepped in technical and financial support given setting up NHI.

2.6.4 Latin America

Argentina

Our action(s)

2016-06 – "Support to the organisation of a conference for trade unions' strategy to address social vulnerability".

2018-01 – "International Seminar "Sufficiency and Social Security Sustainability: the challenges of Social Security", Buenos Aires, February 23, 2018.

2016-06 – Support to the organisation of a conference for trade unions' strategy

Our partner(s)

The Ministry of Labour, Employment and Social Security's (MTEySS) mission is to support citizens in its competence areas. It is part of the governmental administrative structure for implementing public policies in the fields of labour and social security. It proposes, designs and administers policies in all work areas, L&E relations, vocational training and social security.

The Department of Training of Trade Unionists of the MTEySS (the direct PI of the action) supports trade unions with training activities targeting their affiliates to foster the conditions for the full exercise of their rights.

Background

Over the last twenty-five years, major changes in the characteristics of the labour market and labour and social security law have taken place in Argentina. Despite the process of formalisation of employment that took place in the 2000s, informality remains substantial. One in every three employees in Argentina is not registered in the social security system, and only 8% of unemployed people are entitled to insurance benefits.

Trade unions organisations demonstrated high interest in providing appropriate responses to informal workers needs. However, their capacity to extend the coverage of support and services to informality is still very weak. Their leaders need to be prepared to face current challenges. Also, supporting the formalisation process is a challenge due to the sector's very nature: mobility, invisibility and low educational levels, and the lack of up-to-date and reliable data on the informal sector.

Labour unions in Argentina traditionally had an important role in settlement of labour market conditions. After a drastic fall of union membership during the 1990s, the situation improved during 2000. Nevertheless, this trend could not be maintained, and concerns have arisen from the lowering representability of unions, which subsequently reduces their legitimacy and bargaining power in Social Dialogue. In this context, a major issue for MTEySS is building a common strategy with trade unions to tackle challenges faced by workers in a context of invisibility and high social vulnerability. To respond in part to these the Ministry and social partners established the Vicente López Centre - "Centro de Formación para los Trabajadores y Empresarios de América Latina". This centre is unique in Latin America, being the first training centre dedicated to strengthening the capability of trade-union delegates and leaders of employers' organisations to develop regional training strategies, promote decent work, and enhance Social Dialogue.

Our common objectives

The overall objective of the action was to strengthen the social partners' capacities for the reduction of socio-economic and labour vulnerability. The sharing of best practices (European and regional) in Social Dialogue and in active labour market policies that foster decent work, as part of transition policies towards formality was one of the specific objectives, as well as the strengthening of social partners capacity in addressing specific needs of informal sector workers.

Our results

The organisation of the 5-day seminar was linked to the inauguration of the Latin American Training Centre for Unionised Workers and Employers Organisations. The seminar was the first official training session held at the Centre. Participants selected by the MTEySS were from the Confederation General de Trabajo, the Union Industrial Argentina and Technical experts and Decision-makers of the MTEySS.

SOCIEUX+ had mobilised three technical experts to animate panel discussions and debates on:

- Methodologies and data collection system on informal sector worker for strategic decision-making;
- Social Dialogue approaches responding to vulnerability; and,
- Transition towards formality.

A triangular approach, mobilising experts from the neighbour country (Peru) and European experts with international experience, has been privileged to ensure contextualisation of the training sessions. The conferences focus on sharing experiences and high technical knowledge implemented in European countries and the Andean region.

Twenty-one participants attended the seminar - representatives of the Ministry, as well as trade unions delegates (a majority), members of employers' organisations and government technicians -. The PI monitored the seminar presentation.

Outcomes of presentations and exchanges with the participants were numerous and heterogeneous

- Participants became familiar with the operational definitions of the informal economy, both in terms of the informality of production units (business informality) and labour informality;
- They became familiar with the operational indicators implemented in the statistical survey;
- Participants got a better understanding of the measurement strategies of the informal economy, adopted by the ILO and implemented in several countries;
- The participants understood the importance of Social Dialogue as a strategic tool to improve the conditions of work of informal workers;
- Participants began to understand and value the various social partners' role in the formalisation process and the key issues to be raised and addressed.

Our partners' feedback

The partners and participants gave very positive feedback on the inputs and outcomes of the seminar. The PI considered the training workshop as very successful and highlighted the relevance of the chosen topics.

Despite their technicity, some topics aroused great interest in the participants. Practical cases allowed to contrast the different experiences of the participants and to promote mutually fruitful exchanges. The wealth of the exchanges was also due to the confirmation of the group of participants that brought together trade unionists, businessmen and public officials.

For the first time, this event allowed us to confront ideas and experiences on very sensitive topics, thus opening the way to further tripartite dialogues.

Action: 2016-06 - Argentina: Seminar on informal economy and labour

Activity: 1: Training on Social Dialogue for the informal sector (5/3/2017 to 5/17/2017)

"[...] My participation as an expert in a SOCIEUX+ project was rewarding in several ways: firstly, for working alongside the SOCIEUX+ staff and seeing first hand their identification with the objectives set for this project. Secondly, for being involved in the training activity in Argentina with trainees (made up of trade unionists, businessmen and members of the Administration), all with a great interest in learning more about my subject and thus improving the running of their institutions and their country. My participation gave me the satisfaction of seeing for myself how some key aspects of my training are being pinpointed in specific actions in Argentina, as well as seeing it result in greater prestige for SOCIEUX+. As for my institution, its international valuation also increased. Naturally, I must point out that, after experiences like this, friendships and ties have developed with people from the country I went to to help train, and that these stand the test of time and lead to the exchange of information and mutual learning. [...]."

Camas Roda, Ferran –Principal expert for the activity - September 26, 2019

2018-01 – International Seminar - Sufficiency and Social Security Sustainability: the challenges of Social Security

Our partner(s)

Secretaría de Seguridad Social, Ministerio de Trabajo, Empleo y Seguridad Social

The Ministry of Labour, Employment and Social Security is part of the governmental administrative structure for the design and management of public policies on labour and social security.

It proposes, designs, elaborates, administers and supervises policies for all areas of work, employment and labour relations, job training and Social Security.

Main functions of the Social Security Secretariat:

- Intervention in the primary elaboration of the institutional, legal, legislative and management policies of Social Security and in the creation, application and supervision of social security schemes.
- Formulation, control, coordination and supervision of the economic, financial and budgetary programming of Social Security.
- Participation in the elaboration and execution of integrated social security programmes in terms of pensions, occupational hazards, family allowances and unemployment insurance that tend to protect the population from any contingency of a social nature, whatever their form of organisation and management
- Management control of activities related to social security benefits and occupational risk schemes, evaluation of their development and results and promotion of relevant corrections.

Background

In May 2016, the Commission for the Development of the Social Security System (Comisión para el Fortalecimiento del Sistema de Seguridad Social) was set up, of a tripartite and permanent nature, to generate the necessary consensus on which to lay the foundations for a future reformulation of Social Security in Argentina. Based on a shared diagnosis, the Commission's work has highlighted the achievements in terms of the extension of Social Security in Argentina. However, there is consensus on the need to develop recommendations aimed at overcoming the following critical aspects:

- Persistence of high economic and labour informality mainly concentrated on micro and small enterprises and independent workers. Non-compliance with tax obligations and labour fraud limits the benefit coverage and weakens contributory sources of Social Security financing.
- Difficulties in providing adequate coverage levels through the contributory regime, especially in the social security and family allowances regime. This is largely the result of the accumulation of periods of unemployment and informal labour insertion in the active life of workers.

- Shortcomings in the quality of service that condition the replacement, entirety and proportionality of Social Security benefits. Its correction represents the challenge of preserving, at the same time, the sustainability of the regimes.
- Low transparency of funding sources in terms of tax and non-contributory benefits and transfers of resources between the regimes that make up Social Security at the national level.
- Persistence of coordination and articulation problems between regimes and administrative bodies at the national, provincial and municipal levels. This hinders, in turn, the improvement of the mechanisms for collection and control of contributions and the registration and supervision of labour relations.

Our common objectives

- To promote a high-level technical exchange and debate environment on the sustainability challenges of the Social Security Systems;
- To evaluate experiences aimed at reconciling the sufficiency and sustainability objectives of the Social Security systems.
- To address lessons learned from UE MSs, with a particular focus on the French experience regarding the Generalised Social Contribution (CSG) as an alternative to financing Social Security which Argentina has identified as a relevant approach in the context of plans of reform in this country.

The International Seminar of Buenos Aires was organised in three successive sessions:

- The adequacy of pensions: providing adequate services to the elderly
- Sustainability of social security in the long run
- Reconciling sufficiency and predictability. Lessons and experiences.

The PI requested SOCIEUX+ to mobilise a European expert to contribute to the debates of the third session. In particular, it was considered appropriate to invite a French to present France's experience in terms of generalised social contribution (CSG) as an option to the financing of social security.

Our results

Contribution to the panel "Reconciling sufficiency and sustainability. Lessons and experiences ": a presentation on the financing of Social Security in France, especially the design, implementation and results of the Generalised Social Contribution (CSG). A report was prepared by the expert also addressing the other components of Social Protection, including health expenditure, family benefits, compensation for loss of employment and insurance against occupational risks and diseases.

Our partners' feedback

The contribution of the expert mobilised by SOCIEUX+ was particularly appreciated by the Argentina partner, which acknowledged the value of the European experience in the context of the conference. It must be noted that the initiative was supported by the French Embassy and the Delegation of the EU in Buenos Aires.

Colombia

Our action(s)

2014-19 – "Capacity building of the National Agency for Overcoming Extreme Poverty/Department for Social Prosperity in the implementation of the UNIDOS Strategy".

2017-15 – "Assessment of the architecture and data management for the Sub-Directorate-General for the Elimination of Poverty [Asesoría de arquitectura y gobierno de datos en la Subdirección General para la Superación de la Pobreza]".

2017-16- "Strengthening innovation, entrepreneurship and formation of informal sector vendors [Mejorar el modelo de Intervención, Emprendimiento y Formación para el Empleo de los vendedores informales]"

2017-23 – "Design and implementation of employment policies [Asistencia Técnica para el diseño y la implementación de políticas de empleo]"

2017-25- “Strengthening and innovation for entrepreneurship capacities [Innovación y fortalecimiento de las capacidades de gestión empresarial]”

2017-26 – “Social Protection coverage in the informal economy”

2017-33- “Support in the formulation of local employment policy in Girardota Municipality [Asesoría Profesional en la realización de la política pública de empleo del Municipio de Girardota]”

2018-12 – “Diagnosis of Employment strategies and capacity building development for enhancing employability [Asistencia Técnica para el diagnóstico, capacitación, diseño e implementación de estrategias relacionadas con temas de empleabilidad]”

2019-02 – “Consolidation of the “Comprehensive Care Model” strategy in its components related to the Social Protection of street vendors in Bogotá”

2014-19 – Capacity building of the National Agency for Overcoming Extreme Poverty

Our partner(s)

The National Agency for Overcoming Extreme Poverty (ANSPE) was created in 2011. It was tasked with coordinating the implementation of the National Strategy for Overcoming Extreme Poverty (UNIDOS strategy) through cooperation between public and private stakeholders and promoting social innovation for the provision of basic social services for those in extreme poverty. During the course of the implementation of the action, and within the frame of a governmental restructuring process, ANSPE was integrated into the Administrative Department for Social Prosperity (Prosperidad Social).

Background

Over the last decade, Colombia has implemented a series of policies to reduce levels of poverty and inequality, which have historically existed in the country. In particular, efforts have been undertaken to design and implement a Social Protection system in 2002, which would reduce vulnerability and improve the country’s people’s quality of life, especially the most disadvantaged.

In 2006, the Social Protection Network for Overcoming Extreme Poverty (JUNTOS) was set up as a basic strategy to prevent and overcome extreme poverty. The JUNTOS network started work through a pilot phase in 2007. In 2008, the Network’s expansion phase began. Through the strategies of the National Development Plan 2010-2014 “Prosperity for All” and the crafting of the National Social Prosperity Plan in 2011, the Network was transformed and strengthened. This resulted in the creation of the second phase of the strategy, including a new name, the UNIDOS strategy or network, which currently brings together a large number of entities involved in the provision of basic social services for those in extreme poverty. The strategy is complemented by the departmental and municipal governments who create local social and economic development policies to address extreme poverty in their areas. Prosperidad Social coordinates the UNIDOS network’s implementation through the cooperative efforts of 32 national entities, 32 departments, 1102 municipalities and more than 50 strategic partners from the private sector, stakeholders in social innovation, the third sector and international cooperation.

Prosperidad Social has engaged in re-designing the UNIDOS strategy resulting from an internal exercise undertaken to reflect on the functioning of the strategy during its six years of existence and experiences gained over this time. Some conceptual and operational weaknesses were detected: these concern, among other things, the design of the surveys, aspects of monitoring, the assistance given to families as well as the information system. The aim is to make Prosperidad Social more efficient by enabling it to have at its disposal all conceptual, technical and technological tools and instruments, human capital and physical capital. Prosperidad Social needed to implement training and capacity-building processes to achieve the objective of having a strategy which response effectively to the needs of the most vulnerable people in the country.

In this context, Prosperidad Social (originally ANSPE) request technical assistance through SOCIEUX concerning three basic areas of implementation of the UNIDOS strategy, involving training and guidance: (i) in designing adequate mechanisms for targeting and selecting beneficiaries of the UNIDOS strategy; (ii) in designing and structuring of surveys for data collection and (iii) in result-based M&E methodologies.

Our common objectives

Action 2014-19 aimed at contributing to the process of strengthening and improving the implementation of Prosperidad Social's programmes and projects through capacity building on: mechanisms for targeting and selecting beneficiaries; design surveys to collect data; methodologies for M&E; and, information system and mechanisms for internal coordination.

Our results

Mobilised expertise was to address a broad set of issues:

- Assess Prosperidad Social's technical capacities and needs;
- Improve the knowledge for designing and aligning surveys to collect data;
- Improve knowledge of the General Sub-Directorate for Overcoming Poverty (SGSP) on the information architecture;
- Provide guidance and recommendations regarding information/data; and,
- Strengthen competencies for carrying out evaluation actions for the implementation of an outcome/results-based and impact evaluation system; and,
- Provide recommendations on potential mechanisms for coordination and information flows between the General Sub-Directories and optimise plans and procedures for Social Prosperity's range of social facilities and that of its allied organisations.

Action 2014-19 started in April 2015 with an assessment of the technical capacities of ANSPE with a particular focus on identifying gaps and needs for training. In demand of the PI, the scope of the activity was widened to include technical inputs and recommendations that could help redesign and implement UNIDOS. Thereby, mechanisms for identifying beneficiaries, designing and structuring data-collection instruments and M&E tools remained at the centre of attention during the assessment.

In their assessment report, the experts provided recommendations on the targeting and selection of beneficiaries, on family and community support, including dimensions, achievements and surveys, on the management of public, private and social innovation offerings and the strategy's information system and M&E. Based on this assessment and an associated work plan, follow-up activities resulted in:

- The provision of guidance and advice for restructuring, aligning and simplifying the various survey questionnaires used to manage the UNIDOS, particularly, to quantify progress towards poverty exit of family.
- A diagnosis of information data and management by SGSP. The analysis included a detailed review of how the information technology (IT) organisation of UNIDOS, IT business, processes and documentation system. Areas for improvement were identified and a corresponding road map was developed.
- A workshop combined with expert advice in the field of outcome, results-based and impact evaluation. The training workshop provided participants with the basic theory and practical tools to plan, manage, and implement Prosperidad Social's programmes' evaluations. Following the training, technical guidance was provided through peer-to-peer exchange on the outcome, results-based and impact evaluation for three Prosperidad Social's programmes (UNIDOS, *Jóvenes en Acción*, and *Red de Seguridad Alimentaria*). This resulted in the elaboration of a step-by-step guide to impact evaluation planning for the three programmes.
- The provision of technical advice for improvement of the relations between and functioning of the various departments of Prosperidad Social, focusing on analysing the relations between the Department of Conditional Cash Transfers and the Department of the Management and Coordination of the Social Offer within the SGSP. The review also included the Department of Family and Community Support's role and tasks to understand the operations at the territorial level and the Department of Productive Inclusion to assess their programmes as a potential opportunity for beneficiaries exiting the conditional cash transfer programmes.

The expert supported ANSPE/Social Prosperity's technical inputs and recommendations in improving their internal processes and working practices for better management of their programmes and projects.

Our partners' feedback

The PI positively received the assessment, inputs and recommendations provided by the experts as they supported the organisation in their process of redesigning the UNIDOS Strategy. The PI stated that the second activity in particular by far exceeded their expectations. The specific recommendations made by the expert to improve data collection instruments and tools were highly appreciated. According to the PI, the European expertise was relevant and valuable in orienting Prosperidad Social's work. The collaboration with the mobilised IT experts promoted the exchange of knowledge and information to improve the information flow and coordination between the Departments and working groups.

Action: 2014-19 - Colombia: Capacity Building for Social Prosperity [formerly National Agency for Overcoming Extreme Poverty (ANSPE)]

Activity: 1: Assessment of technical capacities with particular focus on identifying training needs (4/7/2015 to 4/17/2015)

"La experiencia con SOCIEUX+ y la institución asociada permitió que el experto repensara la salida de un programa de transferencia condicionada y aplicará sus conclusiones a misiones en países del África del oeste"

Gamez Seoane, Susana Elizabeth –Technical expert for the activity - September 25, 2019

2017-15 – Assessment of the architecture and data management for the Sub-Directorate-General for the Elimination of Poverty

Our partner(s)

The Departamento Administrativo para la Prosperidad Social (DPS) is the nation-wide entity in charge of the Social inclusion and reconciliation processes. Its mandate is the formulation, coordination, implementation of policies, programmes and projects related to those topics.

One of the two Sub-Directorates, the Subdirección General para la Superación de la Pobreza (SGSP) is in charge of the implementation of the National Strategy to overcome Poverty - Red UNIDOS -. It aims at mainstreaming initiatives from public and private sectors and international cooperation to bring ad-hoc assistance to extreme poverty-stricken populations and armed conflicts victims.

During the last year, the SGSP undertook important restructurings. Those changes affected all Information Technology functions, which was recently centralised under a single authority: the Oficina de Tecnologías de la Información (OTI). The OTI's responsibilities cover three main data areas: Architecture, Governance and Projects. The core mandate is the standardisation and integration of the different information systems of the DSP. The Action aimed to articulate and properly integrate the information flow among the different DPS divisions to facilitate the implementation of Red UNIDOS strategy.

OTI's responsibilities and procedures are well defined, including high-level guidelines from the Ministry of Technology & Telecommunications (MITIC), but there is a lack of implementation. This shortcoming led to little control of operational procedures execution.

Background

Since 2015, several previous SOCIEUX Actions and activities addressing operational issues and business processes were implemented with the DPS. They aimed at supporting the implementation of the UNIDOS program, a very ambitious initiative of the Colombian Government to fight extreme poverty across the country (2014-16 and 2014-19).

Over the last decade, Colombia has implemented a series of policies to reduce levels of poverty and inequality, which have historically existed in the country. In particular, efforts have been undertaken to design and implement a Social Protection (SPS) system in 2002, which would reduce vulnerability and improve the quality of life of the country's people, especially the most disadvantaged.

The SPS comprises five fundamental components, of which the Social Promotion System is aimed at the poorest and most vulnerable people who require additional State support to overcome their lot. This component of the SPS seeks to foster the poorest and most vulnerable into social services, deliver comprehensive care to these groups and offer support and tools, which allow the poorest families to generate sustainable income and emerge from poverty permanently.

In 2006, the Social Protection Network for Overcoming Extreme Poverty was set up as a basic strategy to prevent and overcome extreme poverty. The JUNTOS network started work through a pilot phase in 2007. In 2008, the network's expansion phase began. Through the strategies of the National Development Plan 2010-2014 "Prosperity for All" and the drafting of the National Social Prosperity Plan (PNPS) in 2011, the network was transformed and strengthened. This resulted in creating the second phase of the strategy, including a new name, the UNIDOS strategy/network, which currently brings together many entities involved in the provision of basic social services for those in extreme poverty. The strategy is complemented by the departmental and municipal governments who create local social and economic development policies to address extreme poverty in their areas. ANSPE coordinates the UNIDOS network's implementation through the cooperative efforts of 32 national entities, 32 departments, 1102 municipalities and more than 50 strategic partners from the private sector, stakeholders in social innovation, the third sector and international cooperation.

ANSPE/Social Prosperity has engaged in re-designing the UNIDOS strategy resulting from an internal exercise undertaken to reflect on the functioning of the strategy during its six years of existence and experiences gained over this time. Some conceptual and operational weaknesses were detected: these concerns, among other things, the design of the surveys, aspects of monitoring, the assistance given to families, as well as the information system.

As a result, the re-design of the strategy emerged (i) as an opportunity and a manifestation of the ANSPE/Social Prosperity's will to improve the strategy, (ii) as a result of the shortcomings identified by the Agency in the family-assistance process and (iii) it involves re-designing the entire strategy and not only the technical, conceptual and methodological elements. The aim is to make ANSPE/Social Prosperity more efficient by enabling it to have at its disposal all conceptual, technical and technological tools and instruments, human capital and physical capital.

ANSPE/Social Prosperity needs to implement training and capacity-building processes to achieve the objective of having a strategy that responds effectively to the needs of the most vulnerable people in the country. In this context, ANSPE has presented a request for technical assistance from SOCIEUX concerning three basic areas of implementation of the UNIDOS strategy, involving training and guidance: (i) in designing adequate mechanisms for targeting and selecting beneficiaries of the UNIDOS strategy; (ii) in designing and structuring of surveys for data collection and (iii) in result-based M&E methodologies.

Our common objectives

The general objective is to improve the information flow of the SGSP by identifying the owners and beneficiaries of the different entities. This should facilitate the monitoring, analysis, presentation and publication of the information. The availability of unique sources of quality data will reinforce the decision-making process and the formulation of responses adapted to the needs of the target population of the Departamento Administrativo para Prosperidad Social.

Our results

Following SOCIEUX Actions addressing operational issues and business processes, SOCIEUX+ final specific Action (2017-15) focuses on the UNIDOS Information System and Data Structure & Governance. It aims at helping internal operational departments in taking advantage of existing information. The final result is to improve the effectiveness of existing poverty relief programmes and better plan new activities based on the exploitation of accurate Information sources from SI UNIDOS and the rest of operational Information Systems.

The first activity was implemented in two stages: activity 1.1, focuses on the diagnosis of the present data architecture linked to the UNIDOS Programme and on the preparation of a data model, with the characterisation of the relevant data for the SGSP. Activity 1.2 deals with establishing data governance and the validation of the new model by the PI.

The second activity focused on preparing a limited prototype of the UNIDOS Data Model and the definition of guidelines for Data Governance structure and organisation. The experts cooperated with SGSP to develop Social Prosperity / SGSP capacities to manage and protect data efficiently and securely. The expected result is to generate an information-data architecture that responds to

the information demands promptly and the legal framework and the IT architecture established by the MINTIC.

The second activity started with reviewing local progress on the initiatives defined by activity 1, especially concerning Data Governance. It was found that there was still quite a long way before having an adequate formal Data Governance organisation.

Another issue to be raised and addressed was the organisational changes and the broader responsibilities given to the OTI. The decision was taken to focus only on the Data Governance Structure and the road map and priorities to develop each dimension (Data architecture, Security, Quality, etc.). Concerning the High-Level Prototype, little progress was observed at the end of Mission 1. The decision was taken to focus on identifying its components and potential issues.

Final deliverables of activity2 were (1) a Data Model Prototype description, a sample Data Architecture Document, covering the localisation Module of SIUNIDOS, and describing the different layers: Business, Data structures, Processes, Conceptual, Logical and Relational Model, (2) a Data Model Prototype Tool, Including a first draft of the Data Model Prototype loaded into the Oracle Data Modeller tool (ODM), as an example of the kind of information that can be stored and managed by the selected tool and (3) a Final deliverable document with a summary of all intermediate deliverables, and the main recommendations for implementing Data Governance structure and the necessary support organisation, as well as the Users interaction for the Application Development Process.

Our partners' feedback

The recommendations put forward by the experts were discussed between SOCIEUX and the Oficina de Tecnologías de la Información (OTI). Feedback on the outcomes and insights of the experts were positive:

"Consideramos que la ganancia es fortalecer la articulación entre las áreas estratégicas y misionales de la entidad para afinar los procesos y el intercambio de información. Así mismo acoger las recomendaciones entregadas por los expertos en los talleres que permitan un gobierno de TI fundamentado en la gestión de procesos, calidad, arquitectura y software"

Activity 1: Desarrollo de un modelo de datos para la SGSP (10/8/2017 to 10/20/2017)

"This activity was complete tan building a Data Model example and includes a valuable definition of organisation, processes and rules for Data Governance at the Information Technology Service."

Peiro Lopez, Jose Ladislao –Principal expert for the activity - September 30, 2019

Activity 1: Desarrollo de un modelo de datos para la SGSP (10/8/2017 to 10/20/2017); 2: Definition of a New Structural Governance for Data Management (2/25/2018 to 3/9/2018)

"Dar espacio a los expertos para que antes de venir a la misión puedan leer la información que entrega la entidad de forma que se pueda realizar un encuentro previo para aclaraciones sobre las expectativas y resultados que se lograrían abordar en la misión. Dar continuidad a los expertos para que no se impacte el desarrollo de la misión en termino de resultados."

Libia Rocío García Salcedo – Departamento Administrativo Para La Prosperidad Social, Colombia
- August 13, 2018

Activity 2: Definition of a New Structural Governance for Data Management (2/25/2018 to 3/9/2018)

"Gracias por la cooperación, nos ha servido para mejorar nuestros servicios y procesos dirigidos a una población vulnerable, compartir el conocimiento con personas de un alto nivel y experiencia educativa y laboural es para nosotros muy gratificante. Insisto nos gustaría poder participar en una cooperación Colombia-España para aprender un poco mas sobre calidad y gobierno de datos. Gracias por su gentil colabouración."

Angelica Maritza Calderon – Departamento Para La Prosperidad Social (Dps), Colombia - March 12, 2018

2017-16 – Strengthening innovation, entrepreneurship and formation of informal sector vendors

Our partner(s)

The Institute for Social Economy [Instituto para la Economía Social (IPES)] is an entity that belongs to the Economic Development sector of the Mayor's Office of Bogotá (Colombia). Its mission is to contribute to the city's economic development by offering alternatives for generating income to the informal economy population, which exercises its activities in the public space. Its activities are focused on training, entrepreneurship, business strengthening and the management of competitive commercial platforms.

Background

Within the reconstruction of a post-conflict social model, IPES has become the main actor in the social economy in Bogotá. Through its comprehensive care programme for the informal economy, it offers particular attention to informal vendors.

Before starting its collaboration with SOCIEUX+, one of the biggest challenges of IPES was the high dropout rate of street vendors from its support programme - "Model of intervention, entrepreneurship and training for the employment of informal vendors" - implemented in the city of Bogotá.

In this context, the general objective of the SOCIEUX+ intervention is to improve the care and training services provided by IPES to the target population to ensure the effectiveness and efficiency of its programmes.

Our common objectives

The general objective of the action was to establish relevant training and entrepreneurship offer (in terms of content and rhythms), tailored to the educational profile and availability of beneficiaries and efficient (facilitating access to decent work) for the targeted population: street vendors.

We aimed at identifying the reasons why the target population deserts IPES initiatives. The final result is that the employment, work, and training programmes established in the IPES have been reviewed, adjusted, and validated to ensure their effectiveness in care and integration of informal economy workers in the labour market.

Our results

Three missions were implemented in the course of 2018. The first activity was an assessment of the IPES programme in favour of street vendors. A wide spectrum of services is provided to the target beneficiaries, including orientation counselling, vocational training, merchandising training, etc.

Strengths, challenges and shortcomings were identified through a participatory approach, including visits to the marketplaces, individual interviews, visits of the help centres and meetings with civil officers, roundtable discussions with decision-makers and other stakeholders, etc.

The first mission's final outcome was relevant: recurrent problems were identified, and assessment results presented and discussed with the partner and its teams. A set of preliminaries recommendations was formulated, and a draft agenda was established for the next step.

The second mission aimed at finalising the review and validation of methodologies and conceptual and technological frameworks previously used. Training facilities and training providers were visited and interviewed. Specific attention was given to evaluate the actions aiming at promoting entrepreneurship among street vendors. The final objective was to promote wider access of informal vendors to better income-generative activities and decent work. An Action Plan with indicators of achievement was formulated. Final deliverables of activity were:

- A diagnosis of training programmes addressing the strategic issues of pedagogy, knowledge transfer, impact and evaluation, as well as cross-cutting issues;
- An IPES Action Plan (2018 - 2019) with recommendations to overcome the deficiencies of the model, ensure its sustainability in the medium and long term and improve social intervention programmes for the employment of informal vendors in the city of Bogotá;
- A set of recommendations for the operationalisation of the Action Plan considering the diagnosis; and,
- A communication material documenting each mission activity.

The third and last mission focussed on the Assessment and evaluation of implementing the new IPES Action Plan 2018-2019. The experts focused on exploring the degree of implementation of the action plan and analysing the "replicability" of the IPES comprehensive services model and assessing the impact of the technical cooperation developed by SOCIEUX+. Final deliverables and outputs of the third mission:

- A diagnosis of training programmes addressing the strategic issues of pedagogy, knowledge transfer, impact and evaluation, as well as cross-cutting issues such as gender equality, environmental preservation and the green economy;
- An IPES Action Plan (2018 - 2019) to improve social intervention programmes for the employment of informal vendors in the city of Bogotá, approved by the Directorate-General and the IPES Management Team, for a period of 18 months (July 2018 - December);
- A set of recommendations for the operationalisation of the Action Plan and taking into account the Programmatic Diagnosis.

Our partners' feedback

During the three activities, IPES has shown a lot of interest in supporting the experts' initiatives and participating in all stages of the diagnosis. One of the most notable has been its mobilisation during preparing the 2018-2019 Action Plan, where the staff of the institution demonstrated their interest and their ability to question their strategy and methodology to overcome the problems and deficiencies that had been identified.

It is worth highlighting the deeply technical, sectoral, and institutional interest shown by IPES, both in the technical and management teams, in collaborating with SOCIEUX+. IPES officials have demonstrated great motivation and a remarkable commitment, both professionally and personally. Despite the change of certain key interlocutors of the previous missions, the General Management and its Department of International Cooperation have continued offering all the necessary assistance for the proper functioning of the activities during the last stage.

In the course of the activities' performance, the methodologies of the "Focus Group" and the participatory analysis "SWOT" were appropriated. The participatory and collegial dynamic has been highly appreciated and is a testament to a true professional and institutional appropriation of the new IPES Action Plan 2018-2019. The experts and the SOCIEUX+ team have received numerous testimonies of satisfaction from the PI and its officials.

2017-23 – Design and implementation of employment policies

Our partner(s)

Public employment and management agency, La Estrella Municipality [Agencia Pública de Gestión y Colocación de Empleo, Municipio de la Estrella] - In December 2014, the Municipal Agreement 008 established public policies to generate employment and guarantee the right to decent work for the inhabitants of the Municipality of La Estrella.

In June 2015, through the publication of Resolution 0360, the Unidad Administrativa Especial de Servicios Públicos (UAESP) authorised the Public Employment and Management Agency of the La Estrella to provide the basic services of employment management. Today, this agency function is as follows: "a labour intermediation service that meets the requirements of affiliated entrepreneurs, unemployed population and population with the possibility of improving employment, to achieve a meeting between labour supply and demand".

Background

In its National Development Plan of Colombia 2014-2018, the Colombian Government establishes that active policies should improve the labour market's functioning, strengthen the supply of work and the demand for work, and provide free labour intermediation, guidance and training to job seekers and employers. Within the general guidelines of this new road map, the emphasis is given on the urgent need to improve government employment promotion policies and programmes for the promotion of decent work.

Created in 2013, the Colombian Public Employment Service is a recent institution. Its organisational model relies on a small Central Coordinating Unit (UAESPE - Public Employment Service Coordinating Unit) and a national network of service providers that act as external partners. Among them, the Family Compensation Funds and the City Halls in the municipal areas stand out. The UAESPE does not have its employment agencies.

All municipal employment agencies were linked to UAESPE the first two years of its existence 2014-2016, which financed the hiring of City Hall staff and provided them with training and technical means throughout the Metropolitan Area of Medellín. Since 2016, municipal employment agencies depend exclusively on the Mayor's Offices, which finance them. The staff currently assigned to the agencies is, for the most part, contractual. For these reasons, currently, municipal PESs are confronted with several capacity challenges due to their short time of existence, such as disposing of sufficient full-time staff, allocating budget lines and lack of reliable LMI.

In this context, SOCIEUX+ was requested to increase the coordinator and team members' capacity for intermediation activities.

The employment service in La Estrella manages several successful pilot approaches for employers, inclusion of people living with disabilities at local factories and solid cooperation with the two social security national projects, COMFENALCO and COMFAMA. These initiatives contribute a reasonable amount of employment service capacity, especially in the organisation and financing of job fairs or other on-site events.

Our common objectives

The application's general objective is to improve the Municipal PES services for both job seekers and employers. The final objective is to narrow the gaps between labour market demand and workforce supply.

Our results

At the end of the SOCIEUX+ interventions, the staff of la Estrella PES has gained the capacity to better respond to employers' needs in terms of workforce supply, and it has improved the quality of its services to job seekers. The two first missions of the 2017-23 action were implemented in the course of 2018 and the last one in 2019.

The first activity focused on diagnosing the decentralised structures of the Colombian employment service at the regional and local level in the Aburrá Valley of the Antioquia province. The diagnosis revealed that the employment service needed to be strengthened in several areas of support in providing services to job seekers and employers.

The second mission aimed at strengthening the labour intermediation services provided by the ten municipal agencies of Aburrá valley. It accounted for the specific needs and expectations of each agency. Given the number of training beneficiaries, three experts were mobilised to implement the second activity.

Initially, the third mission was planned exclusively for the Public Employment Management and Placement Agency of La Estrella's Municipality. Its final objective was to formulate a communication plan to increase visibility and support intermediation service to fill a greater number of vacancies.

However, during the previous phase, the technical assistance's objective was to strengthen the ten Employment Agencies of the Aburrá Valley capacity. It was concluded that, in general, they were similar, although each agency had valuable experiences and good practices that others could adopt. Finally, the low visibility of all the Agencies was identified as a common weakness and the lack of trust and reliability in the provision of their services. Given this common need of all municipal employment agencies, this mission's results were extended to all the Employment Agencies of the Aburrá Valley, with the Medellín Metropolitan Area as a liaison framework.

Final deliverables and outputs of the action include:

- A diagnosis and systemic and organisational analysis of the labour intermediation operational services provided by each of the ten municipal public employment agencies and their partners, particularly the Family Compensation Funds that operated in the Valley, impart vocational training. The implemented methodology highlights the key and common issues to be tackled in the heterogeneous territorial realities. The results were organised around seven themes. For each one, strengths and gaps were identified, associating proposals for improvement by topic. To complete the diagnosis, good practices and aspects to be reinforced were identified for each agency.
- Following the diagnosis results, a training programme was established, structured in five modules: Module 1. Functions of the employment service, key concepts; Module 2. Service to employers; Module 3. labour Market; Module 4. Collaborative network management and Module 5. Communication and promotion of services.
- Training classes were given to labour intermediation services staff in ten municipalities;

- SOCIEUX+ has contributed to the construction of the Strategic lines and of the Action Plan of the
- A initial diagnosis of the services of the Employment Agency of La Estrella and the other municipal agencies. Analysis and identification of weaknesses and areas to be improved to reinforce their visibility.
- The elaboration of the Charter of Services. This institutional document aims to inform the public about the qualities with which public services are provided. The Service Letters' fundamental mission is to define and disseminate the service commitments assumed by the different public entities to respond to the needs of the citizens. Usually, the service letter is a means of communicating the PES agency's commitments with the citizens.
- A proposal for the design of the Services Charter's portfolio was elaborated, in both digital and paper versions, as well as a proposal for a specific brochure only for employers, called "Servicios que se prestan a empresas".
- Proposal of a Communication Plan, presenting the methods, tools, and techniques to increase the PES Agency's visibility. Some weaknesses were detected from the initial analysis concerning visibility and communication tools at the La Estrella Agency. The ultimate goal is for the team to have essential tools for an effective communication strategy and plan to promote municipal agency services.

Although initially, the Charter of Services' preparation was for the Employment Agency of La Estrella, the working group of Coordinators of the South Aburrá Valley determined that it was a common need since it was a generalised weakness. So, it was agreed to make it extensive for the entire South Valley of Aburra. Also, the Medellin Metropolitan Area representative said that the northern area had the same problem, so it was proposed to make it extensive to this area. The Charter of Services of the South Aburrá Valley is developed in the document called "Charter of Employment Agencies Services South Aburrá Valley".

Our partners' feedback

During the three activities, our PI has shown great interest in their implementation and in sharing with the experts and the other participants of the workshops. It has also demonstrated its will to address and overcome the identified problems and deficiencies. It was completely committed in the elaboration of the several final products.

Activity 3: Elaboration of a Communication Strategy for the Employment Agency of Estrella Municipality (5/27/2019 to 6/7/2019)

"It was an experience, again very rewarding, either with the experience of Ana or with the team of La Estrella and partners. As expected, we had to adapt to each other's schedules and working modes, but in the end, we were able to meet with the beneficiaries, stakeholders and partners. Group work was productive and highly appreciated. My opinion is that the team was very motivated and interested in this part, "Communication of services", especially during the workshops.

We feel that [the Partner Institution and local stakeholders] were engaged in improving awareness of their services. This was especially seen during the workshops. It was important to them for several reasons: to have visibility of services in the current environment, the ecosystem because they do not have in relation to competition and partners (it is a reality) or within the town hall. They wish to create meaning in their work and also get recognition for it.

Once again, this mission enriched me in several points: appointments and exchanges of practices and knowledge, adaptability, intercultural communication, management of groups and human relations, questioning and, finally, enrichment, both among experts as with teams in the field. Thank you for your trust, and looking forward to collaborating again with SOCIEUX+ and the various Partner Institutions. "

Germond, Anne-Laure –Technical expert for the activity - July 27, 2019

Activity 3: Elaboration of a Communication Strategy for the Employment Agency of Estrella Municipality (5/27/2019 to 6/7/2019)

"Any international mission is an apprenticeship. Best of all, one conveys European experiences and good practices, but at the same time is able to adapt that good practice to the need of the counterparty. That means that you are creating knowledge and that you put yourself at the service of the other. You answer their need. A challenge and personal satisfaction."

Laseca, Ana –Principal expert for the activity - July 28, 2019

Activity 3: Elaboration of a Communication Strategy for the Employment Agency of Estrella Municipality (5/27/2019 to 6/7/2019)

"The partnership with the counterpart institution is an enriching experience from the personal and professional points of view. Knowing the EU good practices enables us to transfer to the country what we think can be useful and adaptable for them. Normally an adaptation to the country is required. This requires a lot of learning from the consultant, both personal and professional."

Laseca, Ana –Principal expert for the activity - September 26, 2019

2017-25 – Strengthening and innovation for entrepreneurship capacities

Our partner(s)

The Special Administrative Unit from the Public Employment Service [Unidad Administrativa Especial de Servicio Público de Empleo] (UAESPE) is the national public employment coordinating unit service. The Colombian public employment service is unique among institutional peers. The services to job seekers and employers are rendered by a wide range of providers coming from the public and private sectors and non-governmental organisations. Additionally, the decentralised structure of the Colombian employment service requires complex coordination from the headquarters in Bogotá and regional coordinating entities and municipality levels.

In 2018, the UAESPE was recognised as the leading entity in charge of the administration, promotion, regulation and monitoring of the Public Employment Service to have a network of providers that offer management and intermediation services with high-quality standards contributing to the effective matching between labour supply and demand.

Background

Business Management is a process of the Public Employment Service. It seeks to provide comprehensive advice to employers to improve the management and intermediation processes of SPE providers. This implies the rapprochement with the company regarding the publication of vacancies, support for human resource training, alliances to improve the population's employability conditions and information on the institutional offer of employment promotion programmes and other programmes.

The UAESPE mission guarantees the quality of the Public Employment Service through the timely and efficient operation of its network of providers in the field of articulation and integration of the active policies of the labour market. But currently, business management is the biggest challenge of UAESPE. It has not been able to position itself and gain visibility before the country's companies. In this context, SOCIEUX+ plans to support the UAESPE in developing its business management capabilities to make adequate readings of the main needs of employers and offer appropriate services to reduce the gap between demand and labour market supply. Identified problems of the PES providers included a very low employment services penetration rate. They are also connected only with 10% of national companies. They have a limited sector coverage. They suffer from poor visibility and a quality services to companies. They only publish about 60% of available vacancies.

Our common objectives

The application's general objective is to enhance UAESPE capacity to provide quality support and services to employers & entrepreneurs to better match labour market demand with supply demand.

Our results

The first activity focused on the implementation of a detailed diagnosis of service delivery and organisation. The result of the two weeks is a diagnosis that revealed two major shortcomings: the system's weaknesses designed to coordinate public and private partners and the lack of data governance and reliable data. Based on the results of the diagnosis, the mission concluded with the recommendation to implement two future activities to strengthen the business management of UAESPE:

- Setting-up an efficient coordination system for the wide spectrum of service providers, including specific quality standards and rules;
- Reinforcing the services to employers, establishing a one-stop shop: constructing a single-window of attention to the entrepreneur to avoid gaps in the provision of selected services and better diversify the service provided. Apart from the design of the single window, this activity should include the first steps to unify the data system of vacancies and curriculum vitae, merging the SISE with other data systems that target the employer client.

In a second activity, training for UAESPE business managers resulted in a better understanding of the minimum standards of intermediation services and the basic knowledge that a business manager must dominate the diversity and profile of providers and employers.

Since labour intermediation is provided by an ecosystem of actors from the private, public and non-public sector profit, the UAESPE had to establish a communication plan addressing several issues: the creation of a brand image under the diversity of PES actors, formulation of strong messages for key SPE audiences and identification of indicators to measure the impact of media campaigns and other communication initiatives.

Within the exercise of creating a communication plan, it was crucial to define a valid and visionary mission and vision of the PES to identify and differentiate the internal, intermediary and external audiences, especially for the small and medium enterprises.

The third and final activity of the activities permitted to:

- UAESPE training material and tools related to business management services were reviewed, updated and transformed to address the main shortcomings identified among the wide spectrum of services providers y to better coordinate public and private UAESPE partners involved in intermediation activities;
- A brand image of business management services was created in accordance with the diversity of SPE actors to support communication campaigns, such as “Somos la red que mejora la empleabilidad, conectando con calidad el talento y las oportunidades”.
- Design of and conduct a 3-day communications workshop, training of trainers, setting up an efficient coordination system for the wide spectrum of service providers, and introducing specific rules and quality standards. It was also the opportunity to share good practices with the active participation of Unit officials. This practical exercise has generated abundant work documentation.
- Preparation of a Guideline to formulate a communication Plan for the PES – “a roadmap for the participatory elaboration of a strategic, innovative communication Plan” - and the purpose of elaborating and sending appropriate messages to key PES audiences.

The final result is that the UAESPE staff gained to deliver quality and effective services to employers.

Our partners' feedback

Throughout the implementation of activities, the SOCIEUX+ team received relevant support from the new responsible Sub-Director of Employment Promotion and its team.

In-depth exchanges took place during the different stages of the SOCIEUX+ intervention, particularly during the training sessions on comparing strategic choices and action plan. Further exchange of supports and documents (outsourced) on the service offered was planned.

Knowledge product 2 (the guideline) has contributed to exceeding PI expectations. A tailor-made product was delivered to the UAESPE that provides key indications to start and develop a communication plan on business management services.

The UAESPE requested an additional mission to facilitate and support an approach to the country's most representative business associations and the creation and consolidation of strategic alliances with them. Since it was not a planned activity, the decision was taken to close the action and suggest submitting a new request.

Activity 1: Diagnosis of Services provided by UASEPE to Employers (8/13/2018 to 8/24/2018)

"Quedamos ampliamente a gusto con el equipo de la Misión, Miguel Peromingo y Francisco Caparros. Se acoplaron a las contingencias que se hayan podido presentar con flexibilidad sin perder la rigurosidad de la Misión. Esperamos igualmente que hayan tenido una experiencia enriquecedora. Gracias."

Carol Andrea Varela López – Unidad Administrativa Especial Del Servicio Público De Empleo, Colombia - September 20, 2018

Activity 1: Diagnosis of Services provided by UASEPE to Employers (8/13/2018 to 8/24/2018)

"The collaboration with the SOCIEUX+ Team was excellent. The results of the mission for the Partner Institution (UAESPE) as relevant as they gave rise to new missions aimed at very specific objectives. The cooperation with the principal expert consultant was extremely noteworthy, and the benefits for my institution also proved to be significant. In general, I would repeat the experience, although I believe that the remuneration of the public and private consultants should be the same in order to attract more talent from the public sector."

Caparros Alcaraz, Francisco –Technical expert for the activity - September 26, 2019

Activity 1: Diagnosis of Services provided by UASEPE to Employers (8/13/2018 to 8/24/2018)

"The first mission for the improvement of working with employers had a difficult start due to the low readiness of the Partner Institution to prepare and coordinate the initial steps. Only when the mission started the value became apparent to them, and they supported and developed the delivery of the project with long-lasting results and a good sense of responsibility. The project is still ongoing with high interest and good implementation of the developed work material and conclusions."

Peromingo, Miguel –Principal expert for the activity - October 7, 2019

Activity 2: Strengthening of Labour Market Intermediation Services with a focus on Employers (2/11/2019 to 2/22/2019)

"[...] This mission allowed me to confront my professional reality with a reality made more complex by the situation and the stakes of the Colombian PES. I also noted that my linguistic ability was sufficient to understand, facilitate and interact. I have shared my experience with my peers and other experts via the Internet Community. I am available for a new SOCIEUX+ mission in Colombia or other countries."

Dubroca Cortesi, Marie-Christine –Principal expert for the activity - September 26, 2019

Activity 2: Strengthening of Labour Market Intermediation Services with a focus on Employers (2/11/2019 to 2/22/2019)

"The second mission of this action relied on a highly motivated team and a number of decision-makers in the Partner Institution and delivered impact on their employment service programme. The action is still ongoing with high interest and good implementation of the developed material and conclusions [/recommendations of given during the mission]."

Peromingo, Miguel –Principal expert for the activity - October 7, 2019

Activity 3: Consolidación de la carpeta de servicios empresariales del SPE a los empleadores en cooperación (8/13/2019 to 8/22/2019)

"SOCIEUX+ is a great set-up for opening and deepening capacity building topics. [The activity was] done with the right level of beneficiaries involvement and follow-up. It can add great value to Partner Countries."

Peromingo, Miguel –Principal expert for the activity - August 30, 2019

Activity 3: Consolidación de la carpeta de servicios empresariales del SPE a los empleadores en cooperación (8/13/2019 to 8/22/2019)

"Having had the opportunity to participate in the last scheduled activity of this project together with who has led it since the beginning, has been an extraordinary experience, because of the level of commitment and professionalism of the officials of the institution benefit, and above all, for the welcome and knowledge of the [principal expert]."

Nieves , Rodríguez López –Technical expert for the activity - August 30, 2019

2017-26 – Social Protection coverage in the informal economy

Our partner(s)

The Instituto para la Economía Informal (IPES) is an entity that belongs to the Economic Development sector of the Mayor's Office of Bogotá, which contributes to the economic development of the city by offering income generation alternatives to the population of the informal economy that exercises its activities in the public space. It focuses on training, entrepreneurship, business strengthening and the management of competitive trading platforms, and administering and developing actions to strengthen the system of marketplaces in the city.

To make Bogotá a more prosperous, safe and inclusive city in which people have different alternatives to the informal economic occupation of public space, IPES accumulates ten years of experience in actions aimed at strengthening income generation capacity of informal street vendors, at supporting the formalisation of employment and at strengthening business and sustainable entrepreneurship of informal workers who occupy the public space of the city.

Background

The challenge formulated in the request for technical assistance submitted by IPES is to expand Social Protection coverage to the population belonging to the informal economy. Such coverage is not currently guaranteed to workers belonging to the informal economy for different reasons: lack of resources to implement policies and programmes of social coverage of the economically informal population, lack of effective and relevant policy and technical models and a complex inter-institutional articulation for the definition of integrated policies and the distribution of the respective institutional responsibilities.

Our common objectives

- To outline an integrated Social Protection policy addressing inclusion strategies for workers of the informal economy;
- To improve the capacities and tools available at IPES and of other municipal stakeholders for the design, management and monitoring of integrated Social Protection policies.

Our common results

The main outcome of the technical assistance has been to put high in the local political and institutional agenda the issue of extending Social Protection coverage, in various forms depending on the different providers, to the informal street vendors of Bogota, which are the main target population of IPES' efforts in the area of local socio-economic development. Experts first succeeded in clarifying the terms of the issue through a stakeholders' mapping and a feasibility study given the current situation and status of informal street vendors. Thanks to IPES' proactive role, the missions of experts have become a tool for mobilising several local actors, starting from the Municipality of Bogota and State agencies, all the way to local NGOs, around the idea of ensuring some sort of social support against life's risks faced by informal street vendors.

Our partners' feedback

The Partner has expressed its satisfaction regarding the activities implemented and experts' performance, both during the post-activity debriefing and by filling the online evaluation surveys. The partner has expressed its wish to continue the cooperation with SOCIEUX+ to prepare a normative text that may materialise the existing and emerging network of Social Protection policies and tools targeting the informal street vendor of Bogota.

Activity 1: Análisis de las dificultades en el establecimiento de un modelo de atención integral (12/11/2017 to 12/22/2017)

"The experience with SOCIEUX+ regarding this action is interesting in several areas; - on the one hand, the contributions of experts in the field concerned have been very useful to the Colombian institution and have provided positive elements in terms of different approaches to how things are handled here; - on the other hand, experts are called upon to adapt and put themselves in a situation where they not only "provide" solutions but also "learn" about situations that do not exist in our countries."

Pastor, José Manuel –Technical expert for the activity - September 28, 2019

Activity 3.1: Definition of Criteria to better Monitor Impacts on Social Protection Beneficiaries (9/24/2018 to 10/5/2018); **3.2:** Definición de criterios y medidas de seguimiento de los beneficiarios de sistemas y progr (11/11/2018 to 11/24/2018)

"Experience pleasantly satisfying for the Partner Institution and the team of experts, who understood very well and in record time the problems in terms of various vulnerabilities faced by the population subject to IPES intervention in a highly complex situation context at the current context of the country. "

Nieves, Rodríguez López –Technical expert for the activity - September 27, 2019

Activity 3.2: Definición de criterios y medidas de seguimiento de los beneficiarios de sistemas y progr (11/11/2018 to 11/24/2018)

"The collaboration with the beneficiary entity was very positive, even before the beginning of the mission. All necessary contacts were made for the organisation of round tables and meetings with all the partners involved in the activity. The participation of Spanish cooperation (through UCCI) was also key to the development of the mission's objectives. The mission is part of a very ambitious project with long-term objectives. The coordination of the beneficiary entity and the initiative of the senior management team are key to the success of the proposal. The proposal can be considered good practice for other countries and represents an important advance in social innovation."

Mares Garces, Miguel –Technical expert for the activity - September 27, 2019

2017-33 – Support in the formulation of local employment policy in Girardota Municipality

Our partner(s)

Public Employment Agency in Girardota Municipality [Agencia Pública de Gestión y Colocación de Empleo, Municipio de Girardota]. Through Agreement 403 of 2013, the Municipality of Girardota adopted the strategy of the Ministry of Labour. The Public Employment Service Unit authorised the Public Agency for Employment Management and Placement of the City of Girardota to provide basic employment management and job intermediation services. Under resolution 2605 of June 2014 of the Ministry of Labour, all Municipality employers must register their vacancies in the public employment centre.

Girardota also has a 2016-2019 Municipal Development Plan, "United We Do More", that establishes jointly with the different secretaries elaborating on Employment Policies and Economic Development, which helps channel labour offers the employment agency.

Background

All municipal employment agencies were linked to UAESPE during the first two years of its existence 2014-201. The UAESPE financed the renting of premises and provided them with training and technical means throughout Medellín's Metropolitan Area.

Since 2016, municipal employment agencies are exclusively financed by the Mayor's Offices, which finance them. The staff currently assigned to the agencies is, for the most part, contractual. For these reasons, currently, municipal PES are confronted with several capacity challenges due to their short time of existence: the lack of sufficient full-time staff, allocating budget lines, and reliable LMI.

Girardota economy relies on the economic activity of agricultural activities. In the last decades, due to the improvement of communications with Medellín and the rest of the Aburrá Valley Municipalities, an important network of industries was developed. The Industrial Park of the North has been created and integrated into the economic activity of the Aburrá Valley and especially Medellín. The industries of ceramic and construction materials, plastics and petrochemicals are standing out. However, self-employment modalities are predominant. According to the latest data offered by SENA (2011) on the productive units of the town, 86% of the units are self-employed, and 70% of households carry out informal employment activities.

In this context, SOCIEUX+ was requested to increase coordinator and team members' capacity to develop job intermediation services and promote decent work.

Our common objectives

The general objective of the request is to formulate a public policy of decent employment to reduce skills mismatches and bottlenecks in the labour market at the municipality level.

Our results

At the end of the SOCIEUX+ interventions, PES Agency staff has improved its capacity to support job seekers and job intermediation services, such as pre-screening and screening CVs and candidates' enrollment. Also, an operative Plan to promote decent work was set-up.

The detailed diagnosis of the services offered by the Public Employment Agency of Girardota to workers and employers and the networks of partners and potential allies indicated a good quality in the services to job seekers and employers and a high degree of satisfaction expressed by its workers and employer beneficiaries of labour intermediation services. However, some services should be expanded in collaboration with its main operating partners - the SENA and the Family Compensation Funds - and collaborate with the Social Secretariats of the Mayor's Office. The diagnosis revealed that the employment service needs to be strengthened in several areas.

Due to the convergence of interests of this Action with the request from the Metropolitan Area of Medellín, covering ten municipalities of the Aburrá Valley (Action 2018-12) and the other request from La Estrella (2017-23), the decision was taken to coordinate the next activities with these projects, by offering joint technical assistance to their potential beneficiaries.

The second activity aimed at strengthening the labour intermediation services provided by the ten municipal agencies of Aburrá valley, taking into account each agency's specific needs and expectations. Given the number of training beneficiaries, three experts were mobilised to implement the second activity. At the end of the second activity, several outputs had been delivered:

- A diagnosis and systemic and organisational analysis of the labour intermediation operational services provided by each of the ten municipal public employment agencies and their partners, particularly the Family Compensation Funds that operates in the region imparting Vocational training. The methodology highlighted the key and common issues to be addressed in the heterogeneous territorial realities. The results were organised into seven issues. For each of them, strengths and gaps were identified as well as recommendations to address them. They were associating proposals for improvement by topic. To complete the diagnosis, good practices and capacities to be reinforced were highlighted for each agency.
- Following the diagnosis results, a training programme was imparted, structured in five modules: Module 1. Functions of the employment service, key concepts; Module 2. Service to employers; Module 3. Labour Market issues; Module 4. Collaborative network management and Module 5. Communication and promotion of services.
- Training sessions were held to labour intermediation services staff in ten municipalities;
- SOCIEUX+ has contributed to constructing the Strategic lines and the Action Plan of the SPE Provider Network by participating in the Round Tables organised by the UAESPE.

The third activity focused on the transfer of European experiences in promoting employment and local development and methodologies to foster local decent work policies within the Sustainable Development Goals framework (SDGs).

The work plan for elaborating the public employment policy is based on the Endogenous local development approach. Basic conditions involved in Local Development have been identified: the capacity building of human resources and the existence of a dynamic social fabric, a network of public and private institutions linked to the promotion of employment and the diversification and formalisation of the labour market.

At the end of the third activity, a set of documents and a draft of the Municipal Plan for the Promotion of Decent Work (PMPTD) were finalised before departure of the team, based on the following documentation: (1) analysis of previous experiences and current employment policy plans in the municipalities of the Aburrá Valley and the Metropolitan Area of Medellín; (2) review of existing programmes for the promotion of decent work; (3) identification of priority areas for the promotion of employment; (4) analysis of regional and local development potentials (tourism, infrastructure, environment, production and services).

It is worth noting that three senior experts were mobilised as in the last activity: the president of Mancomunitat Pla de Mallorca, an employment and local development agent at Mancomunitat Pla de Mallorca Balearic Islands (Spain) and an independent consultant. During her intervention, the Mancomunitat Pla de Mallorca president shared several successful projects that are implemented in European countries and whose methodology could be considered for the municipality of Girardota. These projects deal with the promotion of employment for long-term unemployed adults, young graduates seeking their first job, and women victims of gender-based violence. She has also

highlighted the proper functioning of other projects related to the advice service to entrepreneurs and tourism promotion.

Our partners' feedback

The Employment Centre users, both workers and employers, are fully satisfied with the provided cooperation. Workers wished to receive more information on labour market options, and the employers demonstrated special interest in the soft skills training for job candidates.

Regarding the elaboration of the Municipal Plan for the Promotion of Decent Work, this activity has mobilised a large number of actors and collaborators such as public entities at local, regional and national levels, as well as other key actors involved in development issues, training activities, labour intermediation services and promotion of decent work. They highly appreciated the quality of the exchange of knowledge and experiences in Social Protection and employment from a peer-to-peer perspective. For this reason, the number of stakeholders committed with this project was much higher than initially envisaged.

Activity 3.2: Diseño, validación y propuesta de la política municipal de trabajo decente (7/7/2019 to 7/26/2019)

"[...] Being able to participate as an expert in this project of international cooperation, for me has been an honour and also a satisfaction because I have been able to expose my knowledge and experience for the benefit of the citizens of Girardota through its mayoralty, but also because I have gained new knowledge on how to manage problematic situations related to armed conflict and the most vulnerable groups by launching social-labour projects directly related to employment and decent work. "

Bergas Bassa, Pedro –Technical expert for the activity - July 29, 2019

Activity 3.2: Diseño, validación y propuesta de la política municipal de trabajo decente (7/7/2019 to 7/26/2019)

"I very much appreciate the work done by the SOCIEUX+ Team and the proposed employment policies as well as the various employment promotion projects included in the document that was given to the municipality of Girardota. [The Partner Institution] involvement in it and the sharing between different public entities with the municipality, to support them in the implementation of the proposals made. A document presented requires its implementation in the territory, and I believe that it will be a good working tool for the improvement of employment in the region and especially the municipality of Girardota to which it is addressed. "

Pascual Sansó, Joana Maria –Technical expert for the activity - July 31, 2019

2018-12 – Diagnosis of Employment strategies and capacity building development for enhancing employability

Our partner(s)

The Metropolitan Area of the Aburrá Valley is a special administrative entity endowed with legal status, administrative autonomy, and assets. It has been created to consolidate the progress and harmonious development of the great Metropolitan Region, with planning functions, environmental and mass and public transport authority, whose functions are established in the Political Constitution. It is made up of ten (10) municipalities: Barbosa, Girardota, Copacabana, Bello, Medellín, Itagüí, Caldas, Sabaneta, Envigado and La Estrella, endowed with legal status, administrative autonomy, own equity and special regime.

The Metropolitan Area is a territorial associative institution that promotes regional development strategies and processes based on governance, with the private sector's participation, the university and organised local actors, generating alliances between institutions and organisations that promote equitable territorial planning. The Metropolitan Board is made up of the ten mayors of the Aburrá Valley and is chaired by the Mayor of Medellín, the core city.

Background

The action initiated for the Metropolitan Area was technical assistance for a diagnosis of the labour intermediation operational services provided to workers and employers by each of the ten municipal employment agencies. Its objective was to reduce the gap between the supply and demand of employment through effective labour intermediation, assertive communication and the design of strategies to improve the profiles of each region.

It is worth noting that before starting the implementation of 2018-12 activities, SOCIEUX+ was already present in the Aburrá Valley, carrying out a diagnostic on the PES at the local level of two municipalities: La Estrella (Action 2017-23) and Girardota (Action 2017-33).

Our common objectives

The application's general objective is to reduce skills mismatch and bottlenecks in the labour market at the regional level (Aburrá Valley) through efficient labour intermediation, assertive communication, and design of strategies following regional and local particularities.

Our results

The two missions took place in the course of 2018. The diagnostic conducted in the first activity resulted in that:

- Recurrent problems were identified and assessment results presented and discussed with the partner and its teams; and,
- A training Plan for PES employees and coordinators was designed, articulated in 2 training axes. Each axis included theoretical and methodology elements, concrete examples, good practices and exercises.

Considering the high turnover of personnel within the employment centres, it was recommended to promote the transfer of skills through a "training of trainers" system. The selection of the participants was also conditioned to a certain guarantee of stability in their workplace.

The second mission aimed at strengthening the labour intermediation services provided by the ten municipal agencies, taking into account the specific needs and expectations of each agency. Given the number of training beneficiaries, three experts were mobilised to implement the second activity: training in employment management skills.

At the request of UAESPE Bogotá, SOCIEUX+ participated in two territorial meetings of employment service providers in the Caribe region (November 27) and in the Antioquia region (December 5). One of the SOCIEUX experts was in charge of giving the inaugural Conference of both events. He presented relevant information on Employment Services' situation in the world and is a reflection on its main challenges and trends. He also encouraged the debate on the applicability in Colombia of good practices with the greatest impact on employability.

Final deliverables and outputs of the second activity:

- A diagnosis and systemic and organisational analysis of the labour intermediation operational services provided by each of the ten municipal public employment agencies and their partners, particularly the Family Compensation Funds that operate in the region (Vocational training). The methodology implemented allowed highlighting the key and common issues to be addressed to the heterogeneous territorial realities. The results were organised around seven themes. For each of them, strengths and gaps were identified, associating proposals for improvement by topic. To complete the diagnosis, good practices and aspects to reinforce were highlighted for each agency.
- A training programme was established, structured in five modules: Module 1. Functions of the employment service, key concepts; Module 2. Service to employers; Module 3. Labour Market; Module 4. Collaborative network management and Module 5. Communication and promotion of services.
- Training classes were given to labour intermediation services staff in ten municipalities;
- SOCIEUX+ has contributed to constructing the Strategic lines and the Action Plan of the SPE Provider Network by participating in the Round Tables organised by the UAESPE. These events brought together an archipelago of SPE providers in the country, both Family Compensation Funds, City Halls, Governance, Universities, exchanges, private providers, etc. The three SOCIEUX+ experts, who already had previous experience working with those partners, addressed the issue of labour inclusion challenges for SPE in the world and strategies to strengthen and improve their services. They also contributed to the dynamics of the round tables during two other days.

At the end of the SOCIEUX+ interventions, the Metropolitan Area of the Aburrá Valley and the ten municipal agencies of the valley have a diagnosis of the labour intermediation operational services provided by each of the ten municipal public employment service agencies and their partners.

The final outcome of this action is that the ten municipal staffs of the PES have strengthened their knowledge and ability to deliver better services, taking into account their specificities and priorities.

Our partners' feedback

During the two activities, the Metropolitan Area of the Aburrá Valley has always shown great interest in formulating and implementing the different activities. It has taken a leading role in defining the Training Plan. It has also contributed many ideas and experiences to share with the participants of the training workshops. It has also demonstrated its interest, will and ability to question its strategy and methodology to overcome the problems and deficiencies identified. It also contributed to the missions' success, thanks to its ability to mobilise and encourage the other labour intermediation centres to participate and remain throughout the process of questioning and renovation of the Labour intermediation services of the Valley.

SOCIEUX+ contributed significantly to two of UAESPE major events, working in synergy with it in the definition of the Strategic lines and the Action Plan of the Network of SPE Providers. The presentations and the question and answer session provided by SOCIEUX+ were welcomed with interest. They encouraged the intention of taking advantage of the international exchange through entities such as SOCIEUX+ and the exchange of the initiatives themselves.

The participants of the training sessions positively valued the contents of the discussions and the organisation and logistics of the activity, as being remarkable both in terms of their level of participation and their proposal. They pointed out specific topics of interest to further expand their training: Creation of professional profiles; Guidance and user service; Communication with entrepreneurs; Training and skills assessment; Labour legislation; Promotion of the service portfolio; Strategies for employability and. Business management models in Europe.

Activity: 1: Diagnosis of Services Provided to Job-seekers and Employers (8/13/2018 to 8/24/2018)

"This mission was born out of smaller local missions and carried the great potential for developing and following up on relevant network results on the ground. The political motivation of the coordinating institution made transparency and communication challenges during preparation, follow-up and delivery, but many conclusions could still be used by the local entities."

Peromingo, Miguel –Technical expert for the activity - October 7, 2019

2019-02 – Consolidation of the "Comprehensive Care Model" strategy in its components related to the Social Protection of street vendors in Bogotá

Our partner(s)

Instituto para la Economía Social (IPES) - The IPES is a public entity that belongs to the Economic Development sector of the Mayor's Office of Bogotá. Its mandate is to contribute to the city's economic development by offering income-generating alternatives to the informal economy population that carries out its activities in the public space. IPES tools focus on training, entrepreneurship promotion and business strengthening, and managing and developing initiatives aimed to strengthen the district marketplace system.

Background

The development plan "Bogotá Better for All" (2016-2019) [*Bogotá Mejor para Todos*] seeks to promote peacebuilding initiatives that aim to reduce economic inequality, improve the quality of life and mitigate the effects of political-social violence, promote territorial development based on the principles of democratic participation and governance. In this sense, the Municipality of Bogotá, through the Institute for the Social Economy (IPES), offers a portfolio of services that are intended to support the generation of incomes of the population active in informal economy's circles and to carry out its activities in the public space. Furthermore, there is no Social Protection coverage for this population of informal street vendors and their families, which results in a lack of access to basic services of education, health, or housing, among others.

Our common objectives:

- Guiding the implementation of the psychosocial care component of the “Comprehensive Care Model” strategy
- Consolidate the integral inter-institutional attention component of the “Comprehensive Care Model” strategy

Our common results:

The action deployed two of the three activities initially foreseen and planned in the work plan. The cooperation between IPES and SOCIEUX+ was interrupted during activity 2.2. The reasons for the discontinuation of IPES’ involvement are not clear at the moment, given that the counterpart has not notified or given explanations, neither to SOCIEUX+ nor to the team of experts in charge of activity 2.2, with regards to the progressive and then definitive withdrawal from any communication and interaction. Despite its incompleteness, the action has eventually achieved two significant results. The first is to be found in activity 1, which made it possible to network local public entities that already play a role in providing social assistance to vulnerable informal workers in Bogota's public space. The second result is represented by drafting the preliminary version of a practical manual that allows to define and set up the psycho-social assistance function carried out by IPES operators confronted with families who live on informal commerce in the public space and suffer social and/or economic discomfort. This tool, which has remained at a partial development level, allows for clearly defining the matter ("psycho-social assistance") and hypothesising how it can be incorporated into the functions of the IPES and in the practice of its caseworkers.

Our partners’ feedback

Whenever relevant, the PI has expressed satisfaction with the operational partnership with SOCIEUX+. This is a follow-up request from previous cooperation (Action 2017-26).

Activity: 1.1: Manage political endorsement and inter-institutional cooperation in the framework of pilot pro (7/1/2019 to 7/12/2019)

"It was classified by the participants as the best mission to date without in any way playing down the important work and achievements of the previous ones. The willingness of the experts and their handling and knowledge of the subject was nothing short of excellent. The achievement of the established objectives generated a lot of motivation, and important advances were made with respect to the building of trust between the Institute for the Promotion of Social Studies (IPES) teams and the teams of the other district authorities, including at the managerial level, thereby achieving the much needed political backing."

María Gladys Valero Vivas – Instituto Para La Economía Social Ipes - Alcaldía De Bogotá, Colombia - août 27, 2019

Activity: 2.1: Design the comprehensive model of psychosocial care with a gender approach and the promotion and (8/7/2019 to 8/26/2019)

"We appreciate the support of SOCIEUX+ in this and in all the other missions we have received. Mission 2.1, in particular, presented a number of challenges. On arrival, the work teams were highly motivated due to the objectives achieved during the previous mission and the participation of SOCIEUX in the inter-institutional process. [...]."

María Gladys Valero Vivas – Instituto Para La Economía Social - Ipes, Colombia - août 30, 2019

Activity: 2.2: Design the comprehensive model of psychosocial care with a gender approach and the promotion a (9/21/2020 to 10/31/2020)

"Vos missions sont d'un apport considérable pour notre jeune institution."

Guy Serge Bissagou, Directeur Des Pensions, De L'Invalidité Et Des Risques Professionnels – Caisse Des Pensions Et Des Prestation Familiales Des Agents De L'Etat, Colombia - novembre 11, 2019

Mexico

Our action(s)

(2014-04 - "Support to contributory pension coverage, investment and administration of the Instituto of Social Security of the State of Guanajuato, State of Guanajuato") (see action 2015-24 and its footnote)

2015-24 – "Support to the reform of the pension system in Mexico."⁶

2016-05 – "Supporting the National Strategy for the Prevention of Bullying and Other Types of Violence."

2016-15 – "Strengthening the pension reserve of Instituto de Seguridad y Servicios Sociales de los trabajadores del Estado de Campeche".

2016-16 – "Enhancing the institutional capacities of the National System for the Comprehensive Protection of Children and Adolescents in Mexico."

2017-03 – "Training in policy and strategy development."

2017-14 – "Strengthening of organisational and individual capacities of the national School for the Formation of Labour Inspectors [Apoyo a la Escuela de Formación del Cuerpo Inspectivo para profesionalizar los inspectores de la Secretaria de Trabajo y de Previsión Social]"

2017-17 – "Start-up of the National Organisation of State Social Security Institutes (ONIESS)."

2018-15 – "Regulations of the Law of the Institute of Security and Social Services of Workers of the State of Campeche".

2018-18 – "Diagnosis and discipline of social security in Mexico."

2018-20 – "Design of a comprehensive training plan for state social security institutions."

2019-08 – "Analysis of the Social Security Law of the State of Yucatan."

2015-24 – Support to the reform of the pension system in Mexico

Our partner(s)

In Mexico, the Social Protection system's responsibility is shared between federal and state authorities. The Institute of Social Security of the State of Guanajuato (ISSEG) is responsible for providing insurance benefits to the formal sector workers in the State of Guanajuato.

The ISSEG operates the public pension scheme in Guanajuato. The underlying solidarity fund is financed by contributions of workers and employers and the returns generated by investments.

Background

The Free and Sovereign State of Guanajuato's pension programme is a defined benefit scheme, most public pension programmes in Mexico. Due to the lack of adequate long-term funding, the ISSEG considered a defined contribution scheme's advantage. The amount of pension is determined at the time of the worker's retirement, based on their regular contributions. The existing pension scheme faced substantial financial challenges, and the shift to a defined contribution model was seen as a possible way to make it more sustainable.

In this context, the ISSEG requested initially technical assistance to improve ongoing studies of the feasibility of a transitional pension model and the associated legal, actuarial and financial implications (actions 2015-04 and 2015-24).

⁶ This action is a follow-up of action 2014-04 - "Support to contributory pension coverage, investment and administration of the Instituto of Social Security of the State of Guanajuato, State of Guanajuato", and was complementary to action 2014-25 – "Support to non-contributory and contributory pensions in Mexico".

Our common objectives

Given that ISSEG acts as a model for other institutions managing pension schemes in Mexico, there was significant potential for ISSEG to share its experiences and take the lead, along with the Institute of Mexican Social Security and the Institute for Social Security and Services for State Workers, as well as other State agencies, in harmonising pension strategies and systems. The overall objective to enhance the policy and administrative capacities within the ISSEG was widened to the reinforcement of the coordination and harmonisation of pension systems across Mexico.

Our results

Mobilised experts engaged in working sessions with ISSEG and other relevant Mexican social security stakeholders on the occasion of the 16th edition of the National Social Security Week-Conference, under the theme: Overview of Pensions in Mexico: Recommendations, Proposals and Realities.

The experts showcased European best practice in the management and administration of pension funds, not only for Guanajuato but also for two other states (Zacatecas and Baja California). Recommendations were provided on how to proceed in establishing an entity in charge of the coordination of State pension systems, within parallel a proposal for creating a unified registry of beneficiaries at the federal level.

Throughout the action, the work of experts resulted not only in the delivery of technical contents but also in the mediation among the respective positions of State social security institutes: a concrete result was achieved in May 2017, with the creation of an Organisation of State Social Security Institutes (ONIESS) aimed to maintain the momentum for establishing, in the legislation, forms of coordination, at the federal level, of the State pension systems (possibly in the form of a National Pensions Council). Peer-to-peer exchanges made it possible to concretise a joint declaration and statutes for the creation of ONIESS.

Our partners' feedback

The collaboration with the ISSEG was considered exemplary. The ISSEG and its homologues found a valuable partner in SOCIEUX+ because of its ability to capacitate the PI in catalysing the attention and institutional will of around 20 Mexican State social security institutes. The PI's satisfaction was clearly expressed in a recognition letter sent to SOCIEUX+ when closing the action. The common valuation of the collaboration was reiterated by the participation of two ISSEG representatives of ISSEG to the SOCIEUX+ launch, which showcased the three actions implemented.

Activity 3: Apoyo al establecimiento del Consejo Nacional de Pensiones y asesoría para la [eventual] creación (11/22/2016 to 11/25/2016)

"[...] what was desired was to create an Organisation that acted as a forum for exchanging opinions among the various Mexican social security institutions. Soon it was clear that federal institutions of Social Security would not accept that proposal. Therefore, it was finally decided to create what in the future was called ONIESS. SOCIEUX+ was the promoter of this idea that has its antecedent in the European Social Protection Committee."

Garcia De Cortazar Nebreda , Carlos –Principal expert for the activity - October 8, 2019

2016-05 – Supporting the National Strategy for the Prevention of Bullying and Other Types of Violence

Our partner(s)

Sistema Nacional para el Desarrollo Integral de la Familia (SNDIF)

Background

The SNDIF, a decentralised public body under the authority of the Health Department, has requested the support of SOCIEUX in evaluating the National Strategy for the Prevention of Bullying and Other Types of Violence, specifically the training materials for the “Spaces for Healthy Coexistence and Interactions with Individuals, Families and the Community through Community Networks”.

Our common objectives

The support provided to the SNDIF has helped evaluate the materials available to train the workshop instructor and create a guide or workbook for the Community Developer. Community developers were expected to obtain the necessary tools for establishing networks that foster continued community involvement to modify cultural behaviours and dynamics that will lower violence levels in the community.

Our results

The technical assistance has helped to prepare tools (Manuals) apt to improve capabilities of state enablers and municipal community developers, as well as tools for monitoring and evaluating the deployment of the National Strategy for the Prevention of Bullying and Other Types of Violence at the community level (the foundations of an M&E system).

Our partners' feedback

Partner expressed flawless satisfaction regarding the products of the technical assistance and in the peer-to-peer interaction with experts (except for a length back-and-forward for the finalisation of a final deliverable of activity 1).

Action: 2016-05 - Mexico: Support for evaluating the National Strategy for the prevention of bullying and other types of violence

Activity: 2: Development of an M&E framework (11/29/2017 to 12/9/2017)

"La misión de campo, arrojó la necesidad de buscar una tercera actividad con SOCIEUX , para crear el tercer nivel de especialidad en el itinerario de formación y sistema de acreditación , profesionalizando a funcionarios públicos en mediación y resolución pacífica de conflictos."

Ana Maria Arenas Ballester – Sistema Nacional Para El Desarrollo Integral De La Familia, Mexico
- December 12, 2017

Activity 1: Assessment of the National Strategy against violence and bullying in schools
(11/16/2016 to 11/23/2016)

"My experience working as an expert in the prevention of bullying and as Chairman of the Spanish Association for the Prevention of Bullying at School was very positive. The direct intervention could have been carried out more extensively, given that it was only implemented in three autonomous regions, but it was fruitful nonetheless. The mission report was excellent, and the direct experience with the different autonomous regions was valued and quantified. [...] It would be a pleasure to collaborate with you all again and to be able to contribute our experience with more than 15,000 children and adolescents and with 4000 victims of school bullying. [...]."

Pérez-Carrillo De La Cueva, Enrique –Principal expert for the activity - October 5, 2019

Activity 1: Assessment of the National Strategy against violence and bullying in schools (11/16/2016 to 11/23/2016); **2:** Development of an M&E framework (11/29/2017 to 12/9/2017)

"La misión de campo, arrojó la necesidad de buscar una tercera actividad con SOCIEUX, para crear el tercer nivel de especialidad en el itinerario de formación y sistema de acreditación, profesionalizando a funcionarios públicos en mediación y resolución pacífica de conflictos."

Ana Maria Arenas Ballester – Sistema Nacional Para El Desarrollo Integral De La Familia, Mexico
- December 12, 2017

2016-15 – Strengthening the pension reserve of Instituto de Seguridad y Servicios Sociales de los trabajadores del Estado de Campeche

Our partner(s)

Instituto de Seguridad y Servicios Sociales de los trabajadores del Estado de Campeche (ISSSTECAM)

Background

The State pension systems' financial sustainability is a national priority, which reverberates at the State level: Campeche is among the ten (out of 32) State social security institutions enjoying financial sustainability in the short/medium-term. ISSSTECAM wants to reinforce the pension system's reserves by driving the reform of the Law for Social Security and Services of the State of Campeche. In this regard, ISSSTECAM shall present a draft text to the State parliament before the end of the year.

Our common objectives

The request is specifically cantered on sustainability: ISSSTECAM intends to guarantee the economic solvability of the State system of pension and social allowances and to avoid any burden to the federal or State budget. SOCIEUX support intends to assess possible options for increasing and maintaining the sustainability of pension reserves. Particular attention has been dedicated to investments of current assets of ISSSTECAM.

Our results

The Action contributed to achieving two significant results: first, to overview the state of the art of ISSSTECAM's reserves and to critically overview the management arrangements given their sustainability; secondly, based on the analysis mentioned above, to draft a text of Law to be presented to the State Parliament before the end of 2018, which aims to reform the State Law on social security and pensions (Ley de Seguridad y Servicios Sociales de los Trabajadores del Estado de Campeche). A final activity, which wasn't initially planned, was added to allow the partner and experts to finalise Law's text. The Law was finally amended in 2019 and contributed to enhancing the State's social security financial framework and the possibility for ISSSTECAM to enjoy new tools and arrangements that aim to guarantee the State social security system's financial sustainability.

Our partners' feedback

The Partner has expressed appreciation for the work of experts and interactions with SOCIEUX+. A new request by ISSSTECAM has been transmitted to SOCIEUX+ on 16th June 2018, which refers to the need of updating the regulations needed to ensure implementation of the State Law on social security and pensions.

Activity 1: Pensions reserves management assessment (non-actuarial) (11/6/2017 to 11/17/2017)

"I want to congratulate the experts and all members of the SOCIEUX+ team for all the professional work they're doing!"

Diana Eugenia Lara Gamboa – Instituto De Seguridad Y Servicios Sociales De Los Trabajadores Del Estado De Campeche (Issstecam), Mexico - November 28, 2017

Activity 2: Proposals for More Sustainable Pension Management (3/12/2018 to 3/16/2018)

"It should be stressed that the Counterpart, at all times, knew how to combine the economic sustainability needs of the pension system with the adequacy of benefits. Although the fundamental concern was at the outset that the system, from an economic perspective, did not fail, it was tried that the present and future beneficiaries did not suffer transcendence cuts. The SOCIEUX+ experts were able to appreciate in the ISSTECAM great professionalism and great social sensitivity."

Garcia De Cortazar Nebreda, Carlos –Principal expert for the activity - October 8, 2019

Activity 3: Finalisation of a Draft Bill on Pension System in the State of Campeche (6/25/2018 to 6/29/2018)

"ISSTECAM experts can be considered as an example of good work, both in the preparation and execution of the mission. The proposals made by the ISSTECAM were really appropriate and adjusted to the existing reality. The dialogue between the experts of SOCIEUX+ and ISSTECAM was always open and of great technical level. The Law that has been approved in the Campeche Congress can serve as a model for other States and Social Security Institutions."

Garcia De Cortazar Nebreda , Carlos –Principal expert for the activity - October 7, 2019

2016-16 – Enhancing the institutional capacities of the National System for the Comprehensive Protection of Children and Adolescents in Mexico

Our partner(s)

The Executive Secretariat of the National System for the Comprehensive Protection of Children and Adolescents in Mexico (SIPINNA) is the highest decision-making body in Mexico to guarantee the rights of children. It is also a set of public policies, norms, institutions, actors and actions at the three government levels. Its Executive Secretary is the body that designs, operates and executes the articulation of public policy instruments. Its strategy conforms to four guiding axes:

- Political articulation: ensure that all legal, social, governmental, and public policy decisions seek the maximum general well-being, integral development and dignified life of children.
- Feasibility: the maximum effort of the System actors to achieve the sufficiency of financial, human, tangible and intangible resources that guarantee the best interest of children.
- Information management: is the process of collection, organisation, administration, analysis of information and data, research and studies, which supports decisions.
- Transversality of the approach: a new model of knowledge that considers the basic material, spiritual, effective, educational, social and any other material needs that seek maximum general well-being, integral development and dignified life for children and adolescents.

Background

The new legal and institutional framework for the protection of the rights of children, as well as the creation of SIPINNA at the federal level, of the 32 federated states and 2457 municipalities, presents to the Mexican State the challenge of achieving effective inter-institutional coordination and coordination of the various actions carried out by the different authorities of the three government offices, to guarantee the effective implementation of the General Law for the Protection of the Rights of girls, boys and adolescents and the enjoyment of rights of around 36 million children living in Mexico, attending to their different contexts, needs, age. This challenge is identified, in particular, in the following strategic points:

- Management skills and institutional coordination;
- Human rights implementation strategies, with a particular focus on children's rights;
- Strengthening of local governments in the implementation of public policies;
- Participation of civil society in the promotion, protection and guarantee of rights of children;
- Participation of children.

SIPINNA, with the support of SOCIEUX +, is committed to a technical process of institutional strengthening, which refers primarily to the technical functions in the field of its institutional coordination, planning and monitoring policies for the protection and promotion of policies. Rights of girls, boys and adolescents, strengthening the capacities of the actors that are members of SIPINNA (including state and local governments), the inclusion of civil society organisations in the debates and coordination mechanisms and, fundamentally, children's participation in decision making that interest them. Such institutional strengthening process brings a dynamic of institutional sustainability, so it strengthens the technical sense, an existing high-level institutional conglomerate, a public-private partnership at the service of children's rights.

Our common objectives

- To achieve an effective articulation and inter-institutional coordination on actions carried out at the three levels of government (national, state and municipal) for the fulfilment of the LGDNNA (Ley General de los Derechos de Niñas, Niños y Adolescentes)
- To determine a systemic functioning model of SIPINNA that specifies the role and functions that the Executive Secretariat must develop to fulfil the mandate of operational coordination of the System as established by the LGDNNA.

Our results

The Executive Secretariat of SIPINNA has benefited from the technical assistance from peers who operate in institutional or thematic contexts similar to those of the Secretariat. Mobilised experts displayed competencies and actual functions that are coherent with the domain of action of the Executive Secretariat and the functions of the respective members.

This external view allowed the diagnostic of the institutional and organisational capacities necessary for the Executive Secretariat to carry out its role of coordination and propulsion of SIPINNA. It has also made it possible to formulate organisational hypotheses and identify practical tools for their implementation.

Our partners' feedback

The partner has expressed satisfaction both in written and oral form. The partner stated that the action's objectives and achieved results have contributed to enhancing its capacities to better manage and monitor the child protection system.

Activity 2: Development of a Strategy for SIPINNA Actors (6/4/2018 to 6/15/2018)

"[...] I am very happy to have collaborated with SOCIEUX+ in the project in Mexico, which helped me a great deal in my personal and professional development. It was a very fruitful and enriching relationship for me, and I look forward to collaborating with SOCIEUX+ in the future. Thank you."

De Muslera Maesso, Rafael –Principal expert for the activity - September 26, 2019

Activity 3: Proposal for a New Structural Reorganisation of the SE (9/25/2018 to 10/5/2018)

"Agradecer el apoyo y el trabajo en la Misión."

Sara Antillón – Executive Secretary Of National System For The Comprehensive Protection Of Children (Sipinna), Mexico - October 9, 2018

Activity 4: Diseño de un modelo de círculos de comparación y mejora (3/25/2019 to 4/5/2019)

"The collaboration with SOCIEUX has been beneficial in general terms as regards the work and organisation of the Executive Secretariat. By gathering information in the field obtained from conversations with federal and state authorities, it has been possible to define areas of opportunity and identify specific activities. However, more pre-job training is required with the experts before they can be recruited to work on the projects."

Fátima Mendoza, Subdirectora De Enlace Con Instancias Públicas – Secretaría Ejecutiva Del Sistema Nacional De Protección Integral De Niñas, Niños Y Adolescentes, Mexico - April 30, 2019

2017-03 – Training in policy and strategy development

Our partner(s)

The Institute of Social Security and Services of State Workers (ISSSTE) is responsible for providing social benefits for workers in the executive, legislative and judicial branches of the three government levels (federal, state and municipal). Its mission is to contribute to the welfare of the workers, pensioners, and family members entitled in terms of conditions and modalities provided for in its Law.

ISSSTE establishes mandatory health insurance, work risk, retirement, old-age and old-age insurance, disability, and life insurance. Within ISSSTE, the Department of Rights Assignment Services of the Pensions Sub-Directorate is the administrative unit responsible for fulfilling legal judgments on pensions.

Background

The right to good administration is a right enshrined by the Constitution of Mexico. The concept of good administration has several implications. One of them is the submission of the administration to the rule of law and, in particular, to the authority of the judged force. The administration is expected to execute the judgments and to ensure that the party that wins a trial can effectively benefit from the sentence handed down in its favour. When requesting technical assistance from SOCIEUX +, ISSSTE sought to achieve a more satisfactory sentence execution rate and reduce the processing time of each file.

In recent years, the number of legal claims filed by pensioners has increased. In these lawsuits, pensioners request from the judicial authorities, the ISSSTE, through a sentence, be ordered to pay various benefits that they consider were not taken into account when determining the economic amount of their pension.

Our common objectives

To ensure equity and timely attention to pensioners whose sentences are pending compliance and specifically to:

- Develop policies and strategies, tools and a work organisation of the Jefatura de Servicios de Asignación de Derechos that allow executing sentences more timely;
- Reduce the delay of the Jefatura de Servicios de Asignación de Derechos in the execution of sentences.

Our results

The first technical assistance activity (Evaluation of flows, processes and mechanisms for the execution of sentences within the Jefatura de Servicios de Asignación de Derechos) allowed diagnosing bottlenecks in the treatment and execution of sentences relating to cases filed by ISSSTE's rights-holders, mainly in matters related to pensions. The experts' work has made it possible to evaluate the current management processes and make recommendations for their improvement.

At the experts' proposal deployed in the first activity framework and in consultation with ISSSTE, a study visit has been organised to Spain, to the Instituto Nacional de la Seguridad Social (INSS), to consolidate the results and the knowledge transfer of Activity 1. The study-visit precisely aimed to improve ISSSTE's personnel understanding of the juridical and administrative processes regulating the execution of sentences within the Spanish social security system. The visit has focused

particularly on the analysis of the legal and organisational frameworks and workflows and the adoption of quality processes based on the European Foundation Quality Management.

The Action contributed to addressing the following in view to improve the speed of execution of sentences:

- Improving the administrative and managerial flows of communication between central and provincial offices;
- Ensuring proper functioning to the electronic registry of the Secretary of State of Social Security;
- Adopting effective operations and flowcharts aimed to ensure administrative compliance with judicial resolutions;
- Improving communications between the Directorate of Pensions and the legal areas;
- Improving management of conflicts of competence between functional areas;
- Harmonising legislation and practices given complying with the European Convention of Human Rights, the European Code of Social Security and the European Social Charter.

Our partners' feedback

The partner has expressed its satisfaction with the organisation, display, and outcomes of the technical assistance, including by means of official communications to the Spanish counterparts, the experts, and the SOCIEUX+ Team. It has been highlighted that this action can be considered as an example of the relevance of the peer-to-peer approach since the mobilised experts were actually in charge of the same kind of tasks in their administration. The technical interactions between ISSSTE's relevant officers and the Spanish experts ("speaking the same language") have thus allowed a genuine exchange of practices, knowledge, and experiences to improve the organisational capacities of the Mexican partner.

Substantial visibility has been ensured particularly during the study-visit of ISSSTE's delegates to Madrid, through a tripartite effort displayed by SOCIEUX+ (social networks, and website), the Spanish Ministry of Employment, Migration and Social Security (interviews, newsletter), and FIIAPP (radio interview, website).

Activity 1: Functional analysis of Department of Benefits Allocation (11/6/2017 to 11/17/2017)

"La subdirección de pensiones quedó ampliamente satisfecha con la participación de los expertos."

Arturo Gabriel Ortega Hernández – Instituto De Seguridad Y Servicios Sociales De Los Trabajadores Del Estado (Issste), Mexico - December 5, 2017

2017-14 – Strengthening of organisational and individual capacities of the National School for the Formation of Labour Inspectors

Our partner(s)

Secretariat of labour and Social Security, Directorate-General for Federal Labour Inspection, Directorate for Training and Evaluation of Labour Inspectors [Secretaría de Trabajo y de Previsión Social (STPS), Dirección General de Inspección Federal del Trabajo, Dirección de Formación y Evaluación del Personal de Inspección]

The mission of the STPS is to strengthen labour policy and promote labour relations based on productivity and more equitable distribution of the product of labour. To strengthen labour peace, the STPS favours the conciliation of interests in contractual and salary reviews and the attention to collective conflicts.

The Directorate-General of Federal Labour Inspection (DGIFT) has a mission to implement and supervise surveillance actions and promote compliance with labour regulations to safeguard workers' rights and thus improve working conditions and contribute to increasing productivity. The Training Institute of Labour Inspectors (IFIT) is a decentralised body of the Ministry of Labour and Social Security (STPS). Professionalises labour inspectors, both at the state and federal level, and personnel immersed in the inspection process and certifies those who monitor compliance with labour regulations in the workplace. Its mission is to educate the population that wishes to be part of the inspective body of the country's work.

Background

The analysis of the documents and the working meetings with the members of the DGIFT have made it possible to identify serious deficiencies of the DGIFT both at the level of the selected activities and training, training and professionalisation of labour inspectors. DGIFT has very limited human, technological and logistical resources to fulfil its mission: there is no initial training for candidates who wish to join the inspection body. Regarding continuous training, it does not rely on the prior identification of individual training needs, nor appropriate information technologies and specialised curricula for propaedeutic courses. Given this situation, the STPS does not currently have a staff that develops its role with the knowledge required to provide quality services and protect workers' rights.

Our common objectives

The action intended to support the STPS in its professionalisation of the federal and regional labour inspectors. Among others, the basic skills and knowledge of labour inspectors were to be strengthened.

Our results

Planned activities were to start with a full diagnosis of the existing pedagogy used in the training of labour inspectors by the STPS. This diagnosis and a review of the profession resulted in the formulation of a corrective plan with recommendations for the development of an adequate curriculum and training methodology for the STPS.

Two experts were selected and contracted. They worked on the preparation of the agenda and on a methodological note. On several occasions, the PI postponed the mission and finally stopped for political reason (mismatch with their political agenda).

2017-17 – Start-up of the National Organisation of State Social Security Institutes

Our partner(s)

Instituto de Seguridad Social del Estado de Guanajuato (ISSEG)

Background

The objectives of advancing towards more connected, efficient, and sustainable state social security systems are coherent with the National Development Plan 2013-18, which sets the objective to guarantee the exercise of social rights and closing the gaps of social inequality. The Plan includes public policies aimed at promoting portability of rights among states, providing universal support for older adults, and expanding protection schemes; it also emphasises that efforts to achieve a more inclusive social security system also require efficient use of resources to address sustainability issues.

Our common objectives

The technical assistance aimed to strengthen the capabilities of the National Organisation of State Social Security Institutes (ONIESS) and its member organisations, of its Technical Secretariat and working groups; SOCIEUX+ has particularly contributed to the advancement of planning, organisation, direction and control corporate functions of the new platform of Mexican State social security Institutes.

Our results

State social security institutes interested in joining ONIESS convened in Campeche end of September 2017 in a regional conference. The conference aimed to establish ONIESS as an independent organisation and set the priorities for its initial development.

21 State institutes joined ONIESS and established basic internal governance (presidency, thematic vice-presidencies, technical secretariat, calendar of meetings) and a work plan for the coming 6/12 months. They decided to focus on the outline of a system of indicators of social security policies and the set-up of an IT/Web tool.

Our partners' feedback

The success of the Action was primarily due to the quality of the interaction and the effective involvement of the PI. ISSEG ensured institutional, strategic, and technical guidance without flaws. ONIESS has emerged and was finally established, greatly building on the contribution of a varied group of EU experts intervening in the framework of SOCIEUX and SOCIEUX+ along with three consecutive actions.

Activity: 1: Needs assessment of the ONIESS (9/24/2017 to 9/30/2017)

"The European Social Protection Committee responds to what we would call the" open coordination method" that aims, through good practices, joint reports and peer review, that the social security systems of the Member States can be economically sustainable and, at the same time, suitable for the purpose for which they were created. In this regard, it should be stressed that this Committee does not have legislative or executive power. For that reason, it was considered that it could serve as a model for ONIESS that brings together most of the Mexican States. In effect, ONIESS does not intend to harmonise but to coordinate. The European model has been enthusiastically greeted by the Mexican states that have created the ONIESS. For the first time, there is a forum for debate and discussion which will surely result in a convergence of the different pension systems of the Mexican states."

Garcia De Cortazar Nebreda , Carlos –Principal expert for the activity - October 6, 2019

Activity 1: Needs assessment of the ONIESS (9/24/2017 to 9/30/2017)

"Just to congratulate all the team of SOCIEUX+, all great professionals who have managed to promote in Mexico a historical event, the creation of ONIESS. This will undoubtedly be a boost to the improvement of Social Protection in Mexican states."

Carlos Fabián Muñoz Tejeda – Instituto De Seguridad Social Del Estado De Guanajuato, Mexico - October 20, 2017

Activity 2: Introduction of indicators for better monitoring of Mexican Social Protection (2/5/2018 to 2/16/2018)

"Felicitar a todo el equipo de SOCIEUX+ por su profesionalismo y apoyo para el éxito de cada una de las misiones."

Carlos Fabián Muñoz Tejeda – Instituto De Seguridad Social Del Estado De Guanajuato (ISSEG), Mexico - February 23, 2018

Activity 2: Introduction of indicators for better monitoring of Mexican Social Protection (2/5/2018 to 2/16/2018)

"The cooperation with the Mexican partners took place on a high professional level. The results of our lectures have been directly incorporated into the political and legislative work of the country so that this mission can be described as particularly successful. I am still in contact with the Mexican partners even after more than two years. My institution supported me in the preparation and welcomed the results with interest. The bilateral negotiations on a Social Security Insurance Agreement were thereby supported."

Dr. Fuchs, Rainer –Principal expert for the activity - September 27, 2019

Activity 3: Set-up of a digital platform for the exchange of information, data, research between ONIESS mem (4/16/2018 to 4/27/2018)

"It was a real pleasure to work with SOCIEUX+ and ONIESS in Mexico. The SOCIEUX team was competent and professional, and the local partner was welcoming this support. ONIESS still need support to scale up its effort at a national level. We were working only on setting up the first version of a digital platform, but they need deeper support to be able to manage information for the whole country. I wrote an article about my experience here:

<https://www.georgetownjournalofinternationalaffairs.org/online-edition/2018/10/26/the-social-security-data-governance-challenge-in-mexico>"

Alais, Olivier –Principal expert for the activity - September 25, 2019

Activity 3: Set-up of a digital platform for the exchange of information, data, research between ONIESS mem (4/16/2018 to 4/27/2018)

"It was a great experience, and the Partner Institution was satisfied with the results. For the final days, the local facilitator (who was a really good and helpful asset) had some other obligations, but I could step up and continue the process he had programmed. I am still in contact with the group which attended the activity, and I can confirm the ONIESS is helpful and they collaborate frequently."

Garcia, Horacio –Technical expert for the activity - September 27, 2019

2018-15 – Regulations of the Law of the Institute of Security and Social Services of Workers of the State of Campeche

Our partner(s)

Instituto de Seguridad y Servicios Sociales de los Trabajadores del Estado de Campeche (ISSSTECAM) – ISSSTECAM runs a system of security and social services in favour of the workers of the State of Campeche, therefore guaranteeing their protection through economic benefits (support for school supplies, short-term credit, ...) and social benefits (comprehensive centre for the elderly, ...). Its mission is to "(...) contribute to satisfying the need for a dignified and safe family life through the permanent guarantee of their economic and social benefits". Its functions are set by the Law of Security and Social Services of the Workers of the State of Campeche and the Regulation for the Granting of Pensions of the Individual Accounts Regime of ISSSTECAM. Aside from economic and social services and benefits, ISSSTECAM provides pension benefits to state and municipal workers in Campeche. ISSSTECAM is among the ten Mexican states (out of 32 total) with the pension reserve's medium-term sufficiency.

Background

This action aimed to complete and deepen the work already carried out by ISSSTECAM with the contribution of the experts mobilised by SOCIEUX + in the framework of action 2016-15, which supported the preparation of a text of the Law on Social Security and Services of the Workers of the State of Campeche, which was later approved by the State's legislature. The entry into force of the new law requested an updated of the regulations governing the ISSSTECAM's operations in several domains.

Our common objectives

- Update of the regulations regarding the functioning of ISSSTECAM
- Develop regulations regarding investments of the pension funds
- Define a methodology for the preparation of regulations related to other services provided by ISSSTECAM

Our common results

The overall contribution of SOCIEUX+ peer-to-peer cooperation has allowed ISSSTECAM to update the existing normative and administrative tools (Regulations) as a consequence of the entry into force of the Law on Social Security and Services of the Workers of the State of Campeche, approved by the State Congress at the end of July 2019 and entered into force a month later. As a result, four regulations have been drafted and made available to ISSSTECAM: Regulation of Economic and Social Benefits; Regulation on Finance, Patrimony, and Reserves and Investments; Internal regulations of the Child Development Centre; Internal regulations of the Senior Centre.

Our partners' feedback

The Partner has constantly supported experts in the preparation, delivery, and finalisation of the technical assistance. All experts have underlined the extraordinarily warm welcome and effective participation of the ISSSTECAM management and personnel.

Activity: 2: Definition of the regulation on retirement and pensions (7/22/2019 to 8/2/2019)

"We want to thank the experts mobilised for their dedication and professionalism, which is reflected in the regulation by 81 articles that reinforce the Institute's rules and regulations for guaranteeing the solvency of the resources and services it provides and making these more efficient. Another admirable achievement is that of having fulfilled the objective of putting the Financial, Patrimony, Reserves and Investments Regulations of the Institute of Social Security and Services of the Workers of the State of Campeche (ISSSTECAM) in place in just two weeks while keeping it line with the applicable Legal Framework."

Laura Fernanda Aguilar Hernández, Subdirectora Estratégico Y Actuarial – Instituto De Seguridad Y Servicios Sociales De Los Trabajadores Del Estado De Campeche, Mexico - août 14, 2019

Activity: 3: Strengthening the capacity to define legal regulations in the area of Social Protection (11/4/2019 to 11/15/2019)

"En las 6 actividades que se ha colabourado con SOCIEUX+ hemos logrado tener una reforma integral de ley aprobada por el Congreso del Estado el 31 de julio del presente año y tres reglamentos próximos a ser aprobados en enero 2020, colabouración que le dio un enfoque de visión más amplia y mayor sustento."

Diana Eugenia Lara Gamboa, Directora General – Instituto De Seguridad Y Servicios Sociales De Los Trabajadores Del Estado De Campeche, Mexico - décembre 2, 2019

Activity: 3: Strengthening the capacity to define legal regulations in the area of Social Protection (11/4/2019 to 11/15/2019)

"Estamos muy agradecidos con la asesoría técnica que hemos tenido en estas dos misiones que han sido para la actualización del marco jurídico del ISSSTECAM, las experiencias que los expertos nos han compartido ha dado una nueva visión al Instituto respecto a las prácticas que se tienen en otros países de la Unión Europea."

Diana Eugenia Lara Gamboa, Directora General – Instituto De Seguridad Y Servicios Sociales De Los Trabajadores Del Estado De Campeche, Mexico - février 27, 2019

Activity: 1: Update of the internal regulation of ISSSTECAM (2/3/2019 to 2/15/2019)

"This collaboration expands our experience and knowledge of the social security system in Mexico, especially when seen alongside previous experiences. Personally and professionally, it was an extremely helpful collaboration. My Institution supports and promotes this type of projects, in particular with countries with very close links. In short, there is a positive feedback for both institutions."

Gómez Rodríguez, José Luis – Technical expert for the activity - September 26, 2019

Activity: 2: Definition of the regulation on retirement and pensions (7/22/2019 to 8/2/2019)

"First of all, I am very interested in developing international projects; therefore, this last experience has been very useful to get feedback. In addition, the Partner Institution could obtain adequate experience in the amendment of its Social Security Law. The new Law was approved recently, so the deliverables of this project will improve and ensure the upcoming regulation rules in 2020. My Institution is very pleased to increase strong relations with other partners such as Mexicans Institutions. As far as I am concerned, I have got not only an interesting professional objective but also the opportunity to share personal and labour experiences with ISSSTECAM."

Gómez Rodríguez, José Luis –Technical expert for the activity - August 12, 2019

Activity: 2: Definition of the regulation on retirement and pensions (7/22/2019 to 8/2/2019)

"First of all, I must thank you for the trust placed in me by SOCIEUX+ and for the help I received. I would also like to highlight the warm reception, availability and collaboration of the Partner Institution, in this case, the ISSSTECAM. From a personal and professional point of view, the experience has enriched me extraordinarily, first of all, because of the ability and professionalism of my fellow team member, from whom I have learned so much, and secondly because while on the mission, I was able to work very freely and study a legal system very different from the one in which I usually work. Furthermore, it is very satisfying to know that part of what I worked on is being put into practice. Finally, I believe that the experience was also enriching from the professional point of view and will prove useful for the institution for which I work and that some of the things I learned during the mission can be put into practice there."

Trillo García, Andres Ramón –Principal expert for the activity - September 26, 2019

Activity: 3: Strengthening the capacity to define legal regulations in the area of Social Protection (11/4/2019 to 11/15/2019)

"Ha sido una magnífica experiencia de cooperación internacional que nos ha permitido trabajar conjuntamente con la entidad socia redactando sus reglamentaciones internas y de prestaciones sociales. Hemos podido intercambiar experiencias jurídicas, financieras y de gestión de nuestros respectivos países en un entorno muy amable. El único problema es que todavía queda trabajo por hacer: la redacción del reglamento de patrimonio y financiero del ISSSTECAM, que tendría que ser objeto de una acción ad hoc. Muchas gracias por todo y saludos cordiales."

Ablanado Reyes, Emilio –Principal expert for the activity - December 2, 2019

Activity: 3: Strengthening the capacity to define legal regulations in the area of Social Protection (11/4/2019 to 11/15/2019)

"Trabajar con SOCIEUX es altamente gratificante y satisfactorio. Una oportunidad tanto para la Institución socia como para mi y para la Entidad para la que presto mis servicios, gracias al intercambio de experiencias y conocimientos. El equipo directivo del ISSSTECAM está altamente cualificado, son muy profesionales y están profundamente motivados e involucrados en las tareas a realizar. Me ha encantado trabajar con ellos porque son un verdadero equipo, con muchas ganas de adoptar reformas para que la sostenibilidad del Instituto esté garantizada a largo plazo."

Baron Rego, Aixa –Technical expert for the activity - December 2, 2019

2018-18 – Diagnosis and discipline of social security in Mexico

Our partner(s)

Organización Nacional de Instituciones Estatales de Seguridad Social (ONIESS) - Taking as a precedent the Declaration of Guanajuato "Formal start of the work to create the National Organisation of State Social Security Institutions (ONIESS)", on September 29, 2017, in San Francisco de Campeche, State Social Security Institutions signed the Collaboration Agreement that formalised the creation of ONIESS, to promote cooperation for the implementation of joint actions intended to contribute to the coverage, sufficiency and sustainability of State pensions' systems and social security around Mexico. 22 Mexican social security State Institutes have been joining the organisation.

Background

Pension systems face financial pressures, the ageing of the population and socioeconomic dynamics have made reform imperative to be able to serve a growing number of retired people. The state pension funds are mostly based on a "defined benefit" scheme and grant pensions for retirement, old age, disability and death. At present, a large part of the Mexican States maintains this type of financially non-viable schemes. In this context, most of the State Institutes are studying changes in their social security systems, although only a few have managed to conclude sustainable reforms in the long term.

Our common objectives

- Define the scope and contents of the general assessment of social security in Mexico
- Design a work plan for the preparation of a general assessment of social security in Mexico
- Define the parameters (contribution rate, retirement age, contribution period, contribution base, replacement rate, etc.) to be considered in the General Social Security Law

Our common results

The outcomes of the Action are at two main levels. First of all, the Action has consolidated ONIESS as the organisation of State social security Institutes. SOCIEUX+ has supported the emergence and formal establishment of ONIESS through previous peer-to-peer cooperation (Action 2017-17, 2015-24, 2014-25). The participation of members of ONIESS in activities displayed during the experts' missions has been substantial, both from the qualitative and the quantitative point of view. Secondly, ONIESS has been provided with two important tools, which are, from one side, the questionnaire for defining the characteristics, strengths and weaknesses of the different State social security systems (as well as the actual finding – see activity 1 and 2) and, from the other side, a draft proposal for a General Social Security Law. This document is to be conceived not as a ready-to-be-approved proposal of Law, but rather as a tool that allows ONIESS to: 1) set up a minimum common denominator defining their social security systems and how they may look like, and 2) engage in policy dialogue with the federal authorities over future proposals of reform of the social security system at large.

Our partners' feedback

ONIESS members' participation was a crucial condition for the success of the Action. During each activity, around a third and half of ONIESS constituents were physically present. Absents have nevertheless been able to participate through remote connection and video conferences. The partner, both regularly expressed full satisfaction during conference calls and the filling of the evaluation surveys.

2018-20 – Design of a comprehensive training plan for state social security institutions

Our partner(s)

Based on the Guanajuato Declaration "Formal initiation of the work of creation of the National Organisation of State Social Security Institutions (ONIESS)", on September 29, 2017, in San Francisco de Campeche, Campeche, State Social Security Institutions they signed the Collaboration Agreement that formalises the creation of ONIESS, the above to promote their linkage and cooperation for the implementation of joint actions that contribute to the coverage, sufficiency and sustainability in Mexico of social security systems.

ONIESS is an organisation whose purpose is to promote cooperation, coordination and collaboration among its members that contribute to the coverage, sufficiency and sustainability of Social Security in Mexico.

ONIESS has the following structure:

- General Assembly: maximum management body made up of the Directors General of the State Social Security Institutions or their analogues;
- Permanent Commission: ONIESS collegiate body, composed of a President and four Vice-Presidents, responsible for following up on the agreements taken by the General Assembly, as well as generating and submitting to their knowledge the actions, programmes and strategies to follow, for your approval;
- Technical Secretariat: structure responsible for providing technical support in administrative and executive functions to the General Assembly and Permanent Commission;
- Working Groups: a set of technical professionals around a specific issue created by the Permanent Commission and in charge of the Vice Presidencies.

Background

The main challenge for ONIESS members is to guarantee the coverage, sufficiency and sustainability of social security in Mexico, as described in its general objectives. The specific challenges facing ONIESS in the medium term were identified in the course of the first ONIESS General Assembly last May:

- to have a general diagnosis of social security in Mexico, the behaviour of its indicators and the various ways of addressing the areas of opportunity detected;
- to present to the National Conference of Governors (CONAGO) and other national actors a proposal for a legal framework that allows for harmonisation between systems, establishing maximum and minimum parameters for the Institutions and their policies;
- to have strong institutions that guarantee that the economic resources available are well managed and that the access of the insured to their rights is fulfilled;
- to strengthen the social security institutions in normative, administrative and financial terms.

Our common objectives

- To design a comprehensive training plan for the State Social Security Institutions members of the ONIESS
- To define the mechanism for the collection of the training needs diagnosis and the contents to be included in the comprehensive training plan

Our results

The SOCIEUX+ Action has achieved three main outcomes:

- It was the first "real-life" experience of ONIESS following its constitution in September 2017. The need to assess and strengthen ONIESS' member organisations' individual capacities has been identified during the first ONIESS assembly, early in 2018. The action, therefore, contributes to accompany and strengthen one of ONIESS' first corporate initiatives and direct answers to the mandate and objectives of the new-born platform.
- A capacity assessment of the majority of ONIESS' members has been done. It has been deployed through a collective work in which peer-to-peer modalities were at the core. State

institutes that participated actively in the exercise now better understand their strengths and internal capacity gaps.

- ONIESS has now available a capacity building proposal that may address its members' staff's most urgent capacity needs. It has good material at hand for discussing capacity-building options with potential educational partners.

Our partners' feedback

The PI has been exemplary in mobilising its constituency, despite logistic and time constraints. The feedback on deliverables has been somehow limited, which may have reduced the level of ownership of the technical recommendations. The partner expressed its satisfaction during our briefings.

Activity: 2: Design of an Exhaustive Training Plan for ONIESS Members (5/13/2019 to 5/17/2019)

"Working together with SOCIEUX + remains our main training and knowledge basis as an Organisation. Apart from having the specific technical expertise required, the experts sent on all the missions all possess the spirit of humanity that we so appreciate in each meeting. Thanks to their input and follow-up, every day sees ONIESS becoming stronger and evolving into a more mature organisation with a greater capacity for governance."

Mauricio Hernández Alcaraz, Secretario Técnico – Organización Nacional De Instituciones Estatales De Seguridad Social, Mexico - juin 13, 2019

Activity 1: Preparación de un diagnóstico de las necesidades de capacitación de los miembros de la ONIESS (11/12/2018 to 11/23/2018)

"[...] As a whole, there was a great deal of interest from participants during the mission. Many documents were prepared (before and during the mission) to provide tools to all the States. From my point of view, a strong will is being developed by the ONIESS and the different states to achieve objectives that appear essential. The partner's involvement is important and must be echoed by SOCIEUX+."

Pastor, José Manuel –Principal expert for the activity - September 28, 2019

Activity 1: Preparación de un diagnóstico de las necesidades de capacitación de los miembros de la ONIESS (11/12/2018 to 11/23/2018)

"I have participated as an organiser, in Mexico, of more than ten missions with SOCIEUX+, each of which made a highly meaningful contribution to the development of Social Protection in Mexico, with all that effort resulting in the creation of the National Organisation of State Social Security Institutes (ONIESS). This Organisation is still faced with several challenges that require the support of SOCIEUX+'s experts."

As a facilitator from the regional, I had the opportunity to gain in-depth knowledge of the problem in Mexico and of how the experiences of the European Union can help reduce the learning curves and guarantee the success of the actions carried out. An important point learned is that international cooperation is an ideal mechanism for transferring the type of knowledge that allows countries like Mexico to incorporate good practices that benefit their citizens."

The regional facilitator role provides a better link between the parties, an understanding of criteria and more effective socialisation. I hope to be able to continue working as a regional facilitator as it is not only an honour for me, but I also believe I can continue to contribute a great deal in several subject areas."

Muñoz Tejeda, Carlos Fabián –Facilitator or moderator for the activity - September 25, 2019

2019-08 – Analysis of the Social Security Law of the State of Yucatan

Our partner(s)

Instituto de Seguridad Social de los Trabajadores del Estado de Yucatan (ISSTEY) - The purpose of the Yucatán State Workers' Social Security Institute (ISSTEY) is to guarantee social security benefits to public servants, retirees and their families by granting the health services and economic benefits, including pensions, to which they are entitled by law.

Background

ISSTEY's contingent liabilities have had a gradual growth, resulting in a decapitalisation of the pension system due to the different causes: increase in life expectancy, defaulting contributions, a reduced number of newly-hired State agents, regulatory inefficiencies. To cover its obligations and financial commitments, as well as to satisfy administrative expenses, the Institute may count on various resources: ordinary contributions of the public servants, the ordinary contributions of the public entities, the extraordinary contributions agreed between public servants and their institutions, recovery quotas, capital gains, profits and regulations, as well as any other benefit in favour of the Institute, such as the reserves and their interests, the financial products, and others provided by the Law instituting ISSTEY.

Our common objectives

To assess the financial situation of the Institute in view to reforming the Law on the Social Security Institute of the State Workers of the State of Yucatan

Our common results

The proposal for regulatory reform prepared by the experts' team is intended to formulate measures that strengthen the sustainability of the Institute's reserves. The proposal is based on European experiences of similar reforming efforts of pensions systems. It includes the determination of the system's income, formulas of taxation, determination of the requirements for access to pensions and their calculation. In the nineteen proposals for regulatory reform that experts put forward, the same methodological scheme is followed: first, reference is made to the current wording of the norm; secondly, an exposition of the reasons for the reform is made; and, finally, one or several proposals for rewording the norms are formulated. The final deliverable contains variables and alternatives, including particular attention to forms of graduality in implementing reforms in view to facilitate future negotiation with social and political parties.

Our partners' feedback

The Partner has duly supported the organisation and deployment of the experts' missions. It has ensured the participation of its relevant personnel in the interaction with experts and has effectively coordinated the deployment of the agreed work plan of the Action with the SOCIEUX+ Team. The Partner has expressed satisfaction towards the technical outputs of the different activities.

Activity: 1: Analysis of the financial reserves of ISSTEY and its sustainability mechanisms, in the light of E (6/10/2019 to 6/21/2019)

"It has been a great opportunity to get to know Mexican Social Security and to be able to contribute formulas and procedures from the Spanish Social Security System and from the European Union. It has also been a great opportunity to deepen the social, political, historical and cultural knowledge of the State of Yucatan. Many thanks for all this to SOCIEUX+."

Emilio, Ablanado Reyes –Principal expert for the activity - September 26, 2019

Activity: 2: Proposals for sustainable management mechanisms of the ISSTEY financial reserve (8/19/2019 to 8/30/2019)

"The collaboration with SOCIEUX+ and the Partner Institution was very rewarding. Not only was I able to contribute the experience in financial management that I gained in my country, but I learned about how the institute operates and its ways of working, as well as about actuarial techniques, resource management and legal experience. Very positive rating and recommended. Great professionals."

Baron Rego, Aixa –Technical expert for the activity - October 4, 2019

Activity: 2: Proposals for sustainable management mechanisms of the ISSTEY financial reserve (8/19/2019 to 8/30/2019)

"A magnificent experience of international collaboration that has given us a thorough insight into a public social care body very different from its European counterparts. We had the satisfaction of being able to propose measures that can contribute to the sustainability of the partner organisation and that it has not come across before. This action has provided an impressive body of knowledge as regards the administrative, economic and legal reality of Social Security in Mexico. It also involved a mutual exchange of knowledge and provided elements for joint reflection. Furthermore, it allowed us to gain an insight into the economic, social, cultural, historical and political reality of both the Yucatan region and of Mexico as a whole and to get to know excellent professionals who shared not only their experience but also their enthusiasm with us. Thank you very much for having given me this opportunity."

Ablanedo Reyes, Emilio –Technical expert for the activity - December 9, 2019

Activity: 2: Proposals for sustainable management mechanisms of the ISSTEY financial reserve (8/19/2019 to 8/30/2019)

"It has been a great opportunity to get to know Mexican Social Security and to be able to contribute formulas and procedures from the Spanish Social Security System and from the European Union. It has also been a great opportunity to deepen the social, political, historical and cultural knowledge of the State of Yucatan. Many thanks for all this to SOCIEUX+."

Emilio, Ablanedo Reyes –Principal expert for the activity - September 26, 2019

Activity: 2: Proposals for sustainable management mechanisms of the ISSTEY financial reserve (8/19/2019 to 8/30/2019)

"My collaboration with SOCIEUX+ and with the Partner Institution has given me experience in the field of financial management, actuarial technique and performance management, not only with the work I did with ISSTEY, but at an international level thanks to the study SOCIEUX commissioned from us regarding International social security systems. I was given an insight into the great commitment shown by the Partner Institution and the qualification of its staff and gained knowledge that I have already begun to apply in my job. I believe that the exchange of knowledge was mutual and satisfactory and can only say that I am extremely grateful for the experience."

Baron Rego, Aixa –Technical expert for the activity - September 13, 2019

Panama

Our action(s)

2017-32 – “Strategic goals according to the Multi-dimensional Poverty Index in Panama.”



2017-32 – Strategic goals according to the Multi-dimensional Poverty Index in Panama

Our partner(s)

The Ministry of Social Development [Ministerio de Desarrollo Social] (MIDES) is the governing body of social policies for priority care groups: children, youth, women, PwDs, older adults and ethnic groups. MIDES was born to replace the Ministry of Youth, Women, Children and the Family through Law 29 of 2005.

His functions as governing body include the formulation, coordination, articulation, implementation, M&E of social policies. Its main objective is to promote human development through the participation and promotion of equity and the coordination of actions aimed at strengthening the family and the community, social integration, and poverty reduction. For this, within its institutional structure, it has various directions and decrees that from different areas, are responsible for ensuring the achievement of the MIDES objective: the Directorate of Social Policies, the Directorate of Social Inclusion, the Directorate of Investment for Development of the Social Capital, the Technical Secretariat of the Social Cabinet, the Directorate of Social Protection Services, the Directorate of Literacy, the Directorate of Safe Social Development.

According to Decree No. 335 of October 30, 2014, MIDES acts as the Social Cabinet's technical coordinator, which is chaired by the Minister of Social Development by presidential appointment. The Social Cabinet is the instance of discussion of the social agenda, training, operational coordination and strategic evaluation of the social policy of the national government.

Background

Panama's commitment to the Sustainable Development Goals (SDGs) implies establishing a system for monitoring the progress of these goals. SDG1 "End poverty in all its forms throughout the world", has as point 1.2 "Reduce at least half the proportion of people living in poverty in all its dimensions according to national definitions". Recognising that to be able to "reduce poverty in all its dimensions", it is necessary to develop a tool that allows measuring other dimensions of poverty than income. Panama has adopted the MPI as a complementary tool to the measurements of monetary poverty. This implies a comprehensive and systemic approach to poverty, which demands an articulation of the State's sectorial actions and effective coordination between the different institutions to guarantee the results on the social development process.

The indicators included in the MPI account for a photograph of the present, but that requires that it be updated periodically, which implies not only maintaining current sources of information but also expanding its scope to measure the quality of services. Similarly, a synthetic index such as the MPI and its indicators represent a control panel on different aspects of public policies but require that specialised information systems exist behind for the design and monitoring of policies to ensure efficiency, equity and quality of the programmes. Decentralised actions are also needed to diagnose more accurately and design appropriate solutions for geographic areas and populations that are so diverse.

Our common objectives

- To contribute to the quality of public policies aimed to reduce poverty by promoting the Multidimensional Poverty Index (MPI) design for the design of government actions and the allocation of resources.
- To develop pilot experiences of micro simulations based on the Multiple Purpose Survey to measure the impact of the allocation of resources to government actions that contribute to public policies of multidimensional poverty reduction and create the conditions for its generalisation.

Our results

The action has achieved four main outcomes:

- The conceptual foundations of the multidimensional measurements were set. The potentialities of the multidimensional measurements, the properties that characterise them and their relationship with the design of public policies, and examples of applications developed in France, Portugal and Colombia were described.
- The methodology of microsimulation of multidimensional poverty goals was presented, and the steps for its implementation in the STATA statistical programme were identified.
- A general methodology for financing the multidimensional poverty reduction strategy was developed.
- A systematic review of the existing policy instruments for reducing poverty has been conducted, which helped determine how they might be adapted to tackle multi-dimensional poverty. Particular attention was dedicated to the “Plan Cero Pobreza” and the development of multidimensional poverty-related indicators.

Our partners’ feedback

The partner has expressed satisfaction in the contribution made possible by SOCIEUX+. Participants to the training “introduction to the micro-simulation model based on the EPM data” deployed during the last activity have also expressed their satisfaction. MIDES has appreciated SOCIEUX flexibility in facilitating the intervention of Colombian peers combined with EU expertise.

Activity: 1: Identification of Public Policy Areas relevant to lower of multidimensional poverty (2/19/2018 to 3/9/2018)

“Technical support has been a professionally favourable experience as regards strengthening my contributing to my Institution as a researcher into the development of actions and strategies within public Social Protection policies. The interaction with and feedback from other experts, SOCIEUX+ staff and the institutions that took part are enriching for both staff members and experts alike, especially because these programmes will contribute to the development of the member countries and, most importantly, to the wellbeing of their populations.”

Di Gregorio, Konkenzy Arelis –Principal expert for the activity - September 25, 2019

Activity: 3: Introduction to the Micro-Simulation Model based upon Multipurpose Household Survey (EHPM) (3/10/2019 to 5/31/2019)

“The support provided by SOCIEUX for the development of our activities in Panama was excellent. Even when faced with a problem due to the lack of an announcement by the entity heading up the process in Panama, the SOCIEUX team was able to provide us with solutions for rescheduling the mission. This activity enabled our company to continue strengthening our consulting model, which is aimed at providing support to governments to help them design their development plans and, above all, to define their strategies and goals for multidimensional poverty reduction. The profile and technical knowledge of the interaction with the team that attended the training activity (during the second mission that was rescheduled) were suitable for the workshop content. The trainees participated actively during all the work sessions, and a high level of dialogue with them was achieved. For us, it was very satisfying to be able to learn from and work alongside the technical team from Panama.”

Espinosa, Francisco –Technical expert for the activity - September 26, 2019

Activity 3: Introduction to the Micro-Simulation Model based upon Multipurpose Household Survey (EHPM) (3/10/2019 to 5/31/2019)

"The technical support received from the SOCIEUX experts has served to strengthen the Panamanian technical team in the use of multidimensional poverty measures as public policy tools in all its phases, from the design of goals aligned to poverty indices and the costing of these goals to the impact of possible interventions in poverty reduction. In short, the work with the SOCIEUX experts has been both enriching and enlightening."

Cyntia De Díaz Economista – Ministerio De Desarrollo Social, Panama - June 10, 2019

Peru

Our action(s)

2017-07 – "Development of labour market indicators from administrative registries" [Asistencia técnica para la obtención de indicadores del Mercado de trabajo a partir de registros administrativos]

2017-09 – "Design and implementation of public policies for the promotion of green jobs among the youth"

2017-10 – "Formulation of a national strategy for the promotion of employment to empower women" [Asistencia Técnica para el diseño y elaboración de una Estrategia Nacional de Promoción del Empleo para el Empoderamiento Económico de la Mujer].

2017-11 – "Development of implementation strategies for teleworking" [Asistencia técnica en el diseño de estrategias de implementación de la modalidad laboral del teletrabajo].

2017-12 – "Reinforcing conventional frameworks for Peruvian working abroad"

2017-13 – "Support the implementation of OECD peer-review recommendation on human capital development" [Asistencia técnica de apoyo al trabajo de implementación de recomendaciones de la OCDE...].

2017-30 – "Technical assistance for the extension of Social Protection coverage."

2019-01 – "Assessing the viability of microfinance for creating opportunities for Social Protection coverage of atypical workers."

2017-07 – Development of labour market indicators from administrative registries

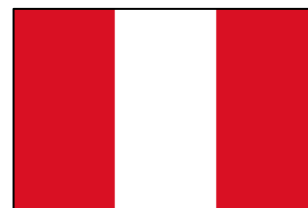
Our partner(s)

Ministry of Labour and Employment Promotion - The Directorate for Promotion of Employment and Self-employment [Dirección de Promoción del Empleo y del Auto-empleo] (DISEL) of the MTPE. [Ministerio de Trabajo y Promoción del Empleo, Dirección de Promoción del Empleo y del Auto-empleo] MTPE].

DISEL is responsible for developing indicators for monitoring the labour market and conducting studies on its specific aspects. In Peru, three state agencies, the MTPE, the National Institute of Statistics, Central Reserve Bank, produce employment indicators from different sources without having an accurate evaluation of the differences observed in the indicators.

To meet its goal, DISEL has its databases, MTPE records and results of surveys and other government institutions dedicated to research and study in the socio-labour field, mainly the National Institute of Statistics and Information Technology.

The need to diagnose the employment situation at regional and sub-regional levels for the design and monitoring of public policies through the combined use of sources of surveys and administrative records is a strategic need expressed by MTPE and DISEL officials.



Background

In 2012, unemployment reached a historic low of 3.7% at the national level (urban and rural) and 7.2% in the metropolitan area, while informal employment reduced from 76.1% in 2005 to 68.6% in 2012.

However, despite the country's excellent economic performance, most of the population has not experienced a substantial improvement in their standard of living. Several factors explain this situation: the weak management capacity of the State to dedicate public resources to achieve significant improvements in the social field, the dynamism of low labour-intensive sectors, human capital deficiencies and a greater number of social conflicts.

The forestry sector, in particular, has a high potential for creating green jobs; in the region, there are valuable initiatives, experiences and knowledge that can contribute to the construction of a green development model, with decent employment generation; capacities are fragmented and dispersed, but there is a clear interest of the highest authorities and other actors to support an initiative that facilitates integration to achieve the objective of a sustainable region under the principles of a green economy.

Our common objectives

The general objective of the request is to provide tools (labour market indicators) to address the lack of relevant data and make available reliable and consistent information to better evaluate the progress and achievement of targeted goals in the field of L&E.

Our results

The 2017-07 intervention contributed to enhancing the DISEL knowledge and awareness of other ways of carrying out its work and improving the use of the sources of information available in the MTPE. Also, participants in the Seminar-Workshop were initiated in the use of new technologies for data analysis. It also helped to define improvement plans in the institution.

Despite the risks of dispersion due to the number of issues addressed, the two main axes of the training provided during the workshop were preserved. First, it was possible to convey a critical vision of the concepts and indicators and more reflective use of them, taking into account aspects related to the quality and comparability of statistical sources and administrative records.

New appointments at the head of the Ministry and DISEL department compromised the schedule of the interventions and the recurrent problems in accessing strategic data. That situation prevented organising the following missions. The action was stopped in May 2019. The only mission of the 2017-07 action took place in 2018.

The technical assistance contributed to upgrading the awareness and knowledge of other ways to carry out the work of the DISEL and improve the use of the sources of information available in the MTPE. Besides, DISEL Staff and other public servants were initiated to use new technologies for data analysis. It also contributed to defining improvement plans in the institution. DISEL staff and experts gained technical knowledge of statistical and econometric methods (Big Data and Machine Learning).

Our partners' feedback

Results of the questionnaire applied to the workshop participants: the reflections and discussions about the use of the indicators are the workshop aspect that collected a greater number of concordant opinions, followed by the introduction to the machine learning econometric methods.

Among the aspects highlighted by the participants about the initiatives proposed to be carried out after the seminar, the "obtain new indicators according to those shown in the seminar" and the "prior analysis of the databases and indicators".

2017-09 – Design and implementation of public policies for the promotion of green jobs among the youth

Our partner(s)

Ministry of Labour and Employment Promotion [Ministerio de Trabajo y Promoción del Empleo] (MTPE) – General Directorate of Employment Promotion [Dirección General de Promoción del Empleo].

The MTPE participates in the Alliance of Action for a Green Economy (PAGE), which the United Nations promotes. As a member of the Alliance, MTPE is committed to the studies and diagnostics of PAGE's priorities and objectives and the promotion of green economic growth. In this context, the study Peru green growth: analysis of the Peruvian economy. It also supports developing a National Green Growth Strategy, which compiles green sectoral policies and indicators.

The MTPE also aims at promoting the generation of green jobs as a potential source of decent jobs. In this sense, it is an important stakeholder in identifying green job-generating activities and eliminating barriers that hinder their development.

Background

See background section for action 2017-07 – "Development of labour market indicators from administrative registries."

Our common objectives

The actions aimed to strengthen the capacities of officers and experts of the MTPE to formulate a sectoral plan to promote a green economy and employment. Specifically, the action aimed at:

- Transfer know-how as to the follow-up and evaluation of green economy and employment programmes
- Strengthen the skills of MTPE officers and experts for the design and implementation programmes/projects on green business and jobs
- Sharing of European experience on public policies for the promotion of green business and jobs

Our results

Activity 1: a workshop entitled Designing and implementing public policies for promoting green jobs was held from 09 to 24 November 2017. During ten labour days, European experts, with the support of national experts, shared technical inputs, key-concepts and European and regional (Costa Rica) good practices with 35 civil officers from Labour Ministry and Promotion of Employment (MTPE), Ministry of Education, Ministry of Women and Vulnerable Populations, Ministry of development and Social Inclusion and representatives of regional governments (Arequipa, San Martin), regional Offices of Labour and Promotion of Employment, as well as representatives of civil society organisations and networks such as The Peruvian Environmental Network. Workshops activities concluded by developing pilot's projects in two green economy sectors: treatment of solid waste and responsible and sustainable tourism. SOCIEUX+ team and trainees also participated in the One-day National Forum on green jobs, organised by the MTPE, the ILO and the EU, with the support of the Partnership for Alliance on Green Economy (PAGE) and SOCIEUX+.

The second activity, implemented from 16 to 27 of July 2018, focused on sharing and strengthening knowledge on solid waste management -gestión de residuos sólidos (RRSS) – at the global level in Peru in the cities of Lima and Trujillo. In the two cities, the three days training was organised for a total of 65 participants. It was imparted by two European experts and one national, with civil organisation leaders invited to present their interventions. Field visits of a huge garbage dump -El Milagro-, facing a serious socio-environmental problem, completed the capacity building and awareness process. The training's main outcome was a better understanding of the economic, occupational, social and environmental potential of this sector in the Peruvian sector.

The third activity: two workshops on "Promotion of Green jobs in sustainable Tourism in Peru" hold in November 2018 and articulated in four days of training each, were imparted in two different places. The first workshop took place in the city of Lima, during the first week of the mission. The other was implemented in the city of Tarapoto, in San Martin region. 40 people participated in Lima, and 30 people were registered in Tarapoto, with approximately 70 participants. The workshops started with very short introductory talks that explained some international, national

and local experiences on green employment in sustainable tourism. The next stage after reflection was the field visit to local experiences of green employment.

The last activity (April 2019): a training on green jobs based on Amazonian forests was carried out in Iquitos. The objective was to reveal the opportunities and challenges of the Peruvian Amazon forest sector to generate employment and train participants on the subject. The participatory methodology applied was based on the concept of value chains (mapping, analysis and reflection), complemented in practice with visits to industrial plants, a timber company and a non-timber company. Good complementarity in the work of the team of international and national experts was also an asset.

Our partners' feedback

Activity 1: Seminar on EU Best Practices in the field of Green Public Policy (4/9/2018 to 4/20/2018)

"Los procesos de capacitación y asistencia técnica podría, eventualmente, articularse a procesos de información sobre fuentes de cooperación internacional (de diversos tipo) que coadyuven a la puesta en marcha de programas y proyectos de empleos verdes a nivel territorial."

Juan Ronny Flores Cáceres – Ministerio De Trabajo Y Promoción Del Empleo, Peru - June 4, 2018

Activity 3: Strengthening of Capacities to Elaborate Inclusive and Sustainable Tourism Projects (11/4/2018 to 11/17/2018)

"La experiencia de asistencia técnica al MTPE por parte de SOCIEUX+, podría ser materia de una sistematización por parte del Equipo SOCIEUX+ como modelo de trabajo de sensibilización colaborativa para la promoción de empleos verdes entre el sector público, ámbito gubernamental y ámbito privado."

Importante la metodología implementada por SOCIEUX+, que combina CONOCIMIENTO (conceptos, normativas y compromisos nacionales e internacionales, políticas públicas, tendencias) y VIVENCIA (visita de campo, contacto con la realidad y la población); lo que permite afirmar los saberes generados en el taller de asistencia técnica e incide en la adopción de compromisos personales e institucionales en relación a la promoción de empleos verdes."

Cynthia Beatriz Zavalla Puccio – Ministerio De Trabajo Y Promoción Del Empleo (Mtpe), Peru - January 18, 2019

Activity 4: Empleos verdes en manejo forestal responsable (4/3/2019 to 4/13/2019)

"My experience with SOCIEUX+ was new (first time). It enabled me to work with a team of high-level international experts, which proved very stimulating. Teamwork was dynamic and proactive and helped me expand ways to approach situations and problems related to the partner institutions and through our workshop on forestry and development with a green focus. "

Cornejo, Carlos –Technical expert for the activity - September 25, 2019

2017-10 – Formulation of a national strategy for the promotion of employment to empower women

Our partner(s)

Ministry of Labour and Employment Promotion - Directorate for Promotion of Employment and Self-employment [Dirección de Promoción del Empleo y del Auto-empleo] (DISEL) of the MTPE. [Ministerio de Trabajo y Promoción del Empleo, Dirección de Promoción del Empleo y del Auto-empleo) MTPE].

See for more details the Section “Our partner(s)” for action 2017-09 – “Development of labour market indicators from administrative registries”.

Background

The country is in the process of laying the groundwork for progress in gender equality. In 2007, the Law on Equal Opportunities between Women and Men (Law No. 28983) was enacted. Five years later, the Ministry of Women and Vulnerable populations - MIMP - established the mainstreaming strategy of the gender approach in public policies and management. A National Plan for Gender Equality 2012-2017 has also been adopted. It served as an instrument for the intersectoral and multisectoral application of the TEG. However, despite improvements in women's rights, inequality between women and men remains worrying. The Gender Inequality Index was 0.420 in 2015, which placed Peru between Ecuador and El Salvador, and well below Mexico (0.373) and Uruguay (0.313).

In the labour market, the gap between men and women is estimated at 18 percentage points in terms of labour participation and the persistence of occupational segregations and wage discrimination is observed. Discrepancies also exist regarding the representation of women in the political sphere. Even though the women who applied for regional governments had a higher level of education than men, out of 74 governors, only one is a woman. On the other hand, in Congress, almost 30% of the deputies are female.

See also Background sections for action: 2017-07 – “Development of labour market indicators from administrative registries”.

Our common objectives

The request's general objective is to provide specialists of the “DISEL with tools for setting-up multi-sectoral public policies to boost women employment with gender and human-right approach.

Our results

Part of the public officers and experts of the MTPE have been sensitised to gender issues, and more than thirty people gained technical knowledge to mainstream gender issues in employment policies and programmes. An internal draft agenda for the Ministry of Labour has been formulated to promote the process of empowerment of Peruvian women and promote active employment policies favouring the fair insertion of women in the labour market. The Ministry already can lead the mobilisation movement of the public sector on gender issues.

The IP priority identified by SOCIEUX+ experts was to enhance the knowledge of MTPE officers. It is important to underline that almost all participants were users of secondary information. There was little knowledge of the different tools (administrative sources, statistical surveys) that generate the primary information from which labour indicators are defined and calculated.

The diversity of the work areas and the participants' professional heterogeneity, which could initially have been considered a limitation, became a factor of mutual enrichment due to the exchange of experiences and their confrontation with the conceptual framework and diagnosis based on indicators of gender gaps. The establishment of a common floor in the management of basic concepts and indicators was achieved, as well as ownership of them considering taking into account the specificities of the Peruvian labour market in general and in terms of the different dimensions of gender gaps.

It was possible to convince the participants of the importance of going beyond descriptive analysis, being necessary an articulated use of both standard indicators and those that allow accounting for gender gaps. The potential of statistical and econometric tools was also demonstrated.

Many changes and appointments within the Ministry and Department have hampered the organisation of new activities. After several unsuccessful attempts to plan the next mission, Action 2017-10 was stopped in February 2019.

Our partners' feedback

Judging by the large exchanges with the participants, the workshop carried out responded to the participants' high expectations. Indeed, although gender gaps occupy an important place both in public debates and in recent policies that seek to promote gender equality, in the Directorate for Employment Promotion and Self-Employment (DPEA) of the Ministry of Labour and Promotion of Employment (MTPE) lacked knowledge of the conceptual framework and indicators that allow a diagnosis and monitoring of gender gaps in the workplace. The workshop responded satisfactorily to this demand and allowed officials in different MTPE and public sectors to share their experiences, thus enriching the exchanges.

2017-11 – Development of implementation strategies for teleworking

Our partner(s)

Ministry of Labour and Employment Promotion - Directorate for Promotion of Employment and Self-employment [Dirección de Promoción del Empleo y del Auto-empleo] (DISEL) of the MTPE. [Ministerio de Trabajo y Promoción del Empleo, Dirección de Promoción del Empleo y del Auto-empleo] MTPE].

See for more details the Section "Our partner(s)" for action 2017-09 – "Development of labour market indicators from administrative registries".

Background

In 2011, the Development Plan of the Information Society in Peru, the Peruvian Digital Agenda 2.0, was approved, which seeks to guarantee better opportunities for the use and appropriation of Information and Communication Technologies (ICT) to promote social inclusion and better access to social services (Objective 3). In this context, the incorporation of ICT in the workplace is promoted, and its potential recognised in terms of production and inclusion. It stresses the need to develop a policy framework and raise awareness in companies and its potential advantages.

Teleworking is still poorly known and poorly developed work modality in the country. According to the General Directorate for Employment Promotion, the number of people involved in these activities does not exceed 700. The MTPE recently promoted teleworking through different initiatives, but currently, it does not have teleworking specialists. Therefore, the MTPE cannot formulate and implement strategies to promote telecommuting at the national level. The application, as formulated, intends to resolve this situation thanks to the training and advice of the officials of the Directorate of Labour Socioeconomic Research (DISEL) in charge of the formulation of employment policies.

Teleworking is a form of organisation and/or performance of work, using information technologies in a contract or an employment relationship. A job that could also be performed on the company's premises is regularly carried out outside these premises. From the MTPE, the Directorate-General expressed great interest among the Ministry's senior officials in effectively implementing national regulations and promoting teleworking, especially in the field of public administration, as this may contribute to the reduction of administration costs and improve the use of public resources. In 2016, the National Pact was signed for telecommuting, and the Ministry intends to promote the pact's activation as soon as possible.

See also Background sections for action: 2017-07 – "Development of labour market indicators from administrative registries".

Our common objectives

The general objective of the request is to provide technical and training support to the Ministry of Labour and Employment Promotion experts to boost the formulation and implementation of the telework promotion strategy at the national level.

The purpose of this action was to advise the experts of the telecommuting promotion service and the self-employment of the Ministry of Labour in Peru on public policies and programmes for the promotion of teleworking, offering recommendations based on European experience. In particular, several cases were discussed on the implementation in the EU's MSs of the Framework Agreement on Teleworking of 2002.

Our results

In the framework of the action, different telecommuting aspects are not yet regulated. National experts required technical assistance from SOCIEUX+ experts were discussed at the different meetings and working days. Among other points it was discussed: The supervision and effective control of the benefit; the characteristics of telework; the potential preferred groups / vulnerable populations - PwDs, people with minors and dependents, youth entering the labour market; teleworking risks – e.g. how to apply the reversibility rule and the rules on working hours and rest periods; As well as issues related to the application of health and safety regulations in the place where teleworking is provided.

The first SOCIEUX+ activity was dedicated to practical knowledge acquisition in that field, particularly on the definition of key concepts and the presentation of legal issues and framework at international and national levels, taking into account the European experiences and good practices Telework. Digital media technology and KD will be addressed in further intervention.

SOCIEUX+ experts identified and presented options to update the regulations, fill in existing legislative gaps, improve the use of public resources and the productivity of employees in that sector, and move forward in implementing national teleworking programmes.

DISEL concluded that all the advantages and disadvantages of telework had been discussed during the sessions in the last evaluation meeting. It is now for the Ministry to find regulatory ways to improve telework incidence in the country. Some ideas about the regulatory changes have been discussed, especially regarding how to assure the worker's control, assure the privacy of the worker and his family, the protection of personal data, and the prevention of occupational risks.

During the presentation, the experts had a good exchange of ideas about the effects of teleworking on the employment relationship, especially on subordination and the continuation of the employment contract.

Another issue discussed was the fear of employees being invisible to the employer and their fear that this invisibility would negatively affect their careers.

Many changes and appointments within the the Department of Employment Promotion have hampered further activities. After several unsuccessful attempts to organise the next mission, Action 2017-11 was stopped in September 2019.

2017-12 – Reinforcing conventional frameworks for Peruvian working abroad

Our partner(s)

Ministerio de Trabajo y Promoción del Empleo (MTPE), Dirección de Migración Laboural (DML) develops, promotes and executes national and sectoral policies on labour migration, in coordination with the other levels of government. It proposes national and sectoral standards, technical guidelines, directives, mechanisms and procedures in labour migration to ensure compliance with the labour rights of labour migration actors.

In particular, the DML designs, proposes, promotes, improves and implements bilateral and multilateral frameworks, coordination mechanisms, international agreements on qualified migration or social security, and bilateral agreements for the public management of labour migration. It coordinates and proposes the signing of national and international agreements, with public and private institutions, within their responsibilities.

Background

In recent decades the figures of Peruvian emigration have shown a marked growth, and currently more than 10% of the inhabitants of Peru are residing outside their borders. This migratory movement was accentuated from the year 2000. The official figure of Peruvian emigrants is 2,444,634 million according to the report on the migration profile of Peru published in 2012, which does not consider the descendant population or the illegal floating population that is essentially located in neighbouring countries (the National Statistics Institute presents a global figure of 3,672,392 people). Of this total, more than 70% have emigrated in search of economic improvements. Countries with the most emigrated Peruvians are the United States, Spain, Argentina, Italy, Chile, and Japan (all have more than 100,000 resident Peruvians).

Faced with this environment, the DML considers it very important to know the other countries' practices in the aspect of social security given the signing of social security agreements with those countries where Peruvians emigrate. The establishment of bilateral agreements is increasingly important because it allows migrant workers to achieve benefits such as the entire of periods, health care, economic benefits, family assistance, etc.

Our common objectives

- Improving social security coverage for Peruvian migrant workers abroad;
- Empowering the MTPE DML in the negotiation of bilateral agreements to guarantee the social security of Peruvian migrant workers abroad.

Our results

Activity 1 saw the participation of an Italian expert who introduced the principles and examples of bilateral social security conventions designed to ensure the portability of social rights by migrant workers. Starting from the European discipline and cases, during a week of work, the MTPE staff was familiarised with the legal aspects of the definition of a conventional framework and the negotiation techniques and the methods of defining the conventional areas. At the request of the MTPE, two more activities have allowed observing specifically the Belgian and German Social Protection systems, which supposedly fall into the Peruvian government current conventional priorities. Social Protection practitioners from Social Protection public entities of Germany have organised and conducted a 5-day training illustrating German social security characteristics. A particular focus was given to pension systems. Experts gave enough room for opening up dialogue and comparative analysis among the participants to the workshop.

The action has successfully transformed first-hand peer-to-peer knowledge on the social security schemes in targeted EU MSs. The outcome of the Action mainly relates to the development of individual capacities of staff of DML with regards to the conduct of bilateral negotiations for the establishment of social security conventions. It has regarded several dimensions of bilateral conventions, from the legal and technical spheres, up to the negotiation techniques and the follow-up of the convention's implementation. In particular, it seems relevant that the Partner decided to orientate the second phase of the technical assistance (activities 2.1 and 2.2) towards getting detailed information on social security systems in countries – such as Germany and Belgium – with which bilateral negotiations are ongoing or might start in a nearby future aimed to the definition of a conventional framework ensuring portability of social rights of migrants workers. The Partner's relevant staff has proactively interacted with experts, generating a peer-to-peer exchange of knowledge and received detailed and visual information and data on the two distinct social security systems.

Our partners' feedback

The Partner has expressed satisfaction with regards to the activities implemented and experts' performance, both during the usual post-activity debriefing and by filling the online evaluation surveys.

Activity 1: Strengthening of bilateral social security conventions (1/22/2018 to 2/2/2018)

"Sugerimos que las personas a cargo de la capacitación, como mínimo sean dos expertos de especialidades profesionales distintas, lo que permitiría un intercambio de experiencias más enriquecedor."

Dra. Diana Angeles Santander, Directora De Migración Laboural. – Ministerio De Trabajo Y Promoción Del Empleo (Mtpe), Peru - February 20, 2018

Activity 2.1: Skill Building in Foreign Social Protection systems covering Peruvian workers
(9/9/2018 to 9/14/2018)

"Nos pareció muy adecuada la participación de los expertos, Fuchs y Hügelschäffer, toda vez que eran conocedores del tema y sabían cómo transmitir los conocimientos teniendo en cuenta que no era su lengua materna. Cabe resaltar el gran conocimiento del tema de seguridad social que ambos expertos poseían."

Diana Angeles Santander – Ministerio De Trabajo Y Promoción Del Empleo, Peru - October 18, 2018

Activity 2.1: Skill Building in Foreign Social Protection systems covering Peruvian workers
(9/9/2018 to 9/14/2018)

"Good insight in an unknown country; very good experience with the other expert in this mission and with the support of the SOCIEUX+ team. Personally, I gain a good experience by knowing the problems and solutions of other countries in the field of pensions / Social Protection that gives me a new perspective for my work at home. I am always standing ready for a new SOCIEUX+ mission."

Hügelschäffer, Hagen –Technical expert for the activity - September 26, 2019

Activity 2.1: Skill Building in Foreign Social Protection systems covering Peruvian workers
(9/9/2018 to 9/14/2018)

"This mission was excellently prepared by SOCIEUX+, like all my other missions. It met the expectations of our partners, who listened with great interest to our presentations and discussed them intensively with us. The mission was particularly helpful for my institution because negotiations were underway on a social security agreement at the same time. This was also the reason why the mission came at the right time for our partners. The great friendliness and open-mindedness of the Peruvian partners was a great experience for me."

Dr Fuchs, Rainer –Principal expert for the activity - September 27, 2019

2017-13 – Support the implementation of OECD peer-review recommendation on human capital development

Our partner(s)

The Ministry of Labour and Employment Promotion, Directorate for the Normalisation and Certification of Labour Skills [Dirección de Normalización y Certificación de Competencias Laborales] (DNCC) promotes policies that strengthen workforce skills and human capital development in a way to promote the employability of workers and boost the productivity of the national economy.

Aware that the path to prosperity and the equal opportunity passes through the development of workers' skills and knowledge, the Peruvian Government has carried out two diagnostic studies of the situation, supported by the Organisation for Economic Cooperation and Development (OECD).

Our common objectives

The action aimed at reinforcing competencies and employability skills of the national workforce in a sustainable way through the setting-up of a network of public-private sectors partnerships contributing to VET policies, specifically to:

- Contribute to reducing the mismatch between labour market demand and VET offers
 - Ensure the sustainability of tripartite participation in the consultation and decision-making process
 - Establish and to implement specific mechanisms that ensure the effective participation of tripartite stakeholders in the definition of VET policies and strategies
-

Background

Higher and Technical-Professional Education are strategic and crucial issues to have a highly-skilled workforce. With more than 2000 technical and university institutions, mostly private, the country has a wide range of vocational, technical and higher education programmes. However, a recent OECD study shows that these institutions fail to meet the country's needs.

The Peruvian State is trying to fill the lack of highly skilled labour by supporting institutions such as the National Industrial Training Service, National Training Service for the Construction Industry, etc. However, private institutions are the ones that take a leading role in the training of professional technicians.

Higher education has also developed rapidly, but without quality control and concertation mechanisms with economic actors to match the curricula with the requirements of the labour market. Thus, universities and vocational training institutes' quality standards are well below international levels and do not meet the skills needs of the productive sectors.

This set of factors contributes to limiting productivity growth and diversification of Peru's economic structure. Improving the quality of vocational training is a prerequisite for increasing the employability of sub- or unemployed Peruvian workers and increasing labour productivity and business competitiveness in a country facing challenges economic, social and environmental issues.

Our results

Three activities were implemented for this action. The first mission produced 18 recommendations for the Directorate for Standardisation and Certification of Labour Skills. They aimed at improving the efficiency of the sectoral committees. Their impact on curriculum development and pedagogical reform was insignificant.

Before the implementation of the second activity, two important events occurred: 1) a project for the creation of Sectorial Councils of Competencies, bodies led by the private sector and beneficiary of an IDB support, instead of sectoral Committees formed by the MTPE; 2) The creation of a National Qualifications Framework to organise and structure technical and vocational training. In this context, a new organisation of the relationship between the private sector and the State was created through the "Labour Skills Council" model and the application of a new methodology of the definition of competencies. This situation modified the initial plan of SOCIEUX+ intervention. Despite these challenges, the action contributed significantly to sensitise DNCC staff to the challenges of the implementation of a national qualification's framework on the design of profiles, the need to reinforce basic and transversal competencies, the necessity to consider the training part in the process and a reflection on the conditions of the qualification certification.

Our partners' feedback

Activity 3.2: Support to DGFPCL in establishing a Coherent Qualification Scheme (9/2/2019 to 9/6/2019)

"The request was clearly formulated, and the various actions were consistent. But changes in the environment of the institution and the project led us to change the content of the missions. The starting theme was very broad. It covered institutional, governance aspects and the methods and tools to be used. Changes in the context have resulted in - the formulation of recommendations of the Sectoral Committees on the basis of good practices with regard to organisational and institutional aspects, - Training of the staff of the Standardisation Department (specialists in the tourism sector) in new methodologies for developing professional standards, - The development of a methodological roadmap for the implementation of the components of the new qualification certification framework: the transition from the notion of competence to that of qualification."

Bustin, Alain –Principal expert for the activity - September 27, 2019

2017-30 – Technical assistance for the extension of Social Protection coverage

Our partner(s)

Ministerio de Trabajo y Promoción del Empleo (MTPE), Dirección de Seguridad Social (DSS) is the governing body in terms of developing and evaluating social and labour policies and promotion of employability and labour insertion. Its mission is to promote decent and productive employment and the fulfilment of the labour and fundamental rights of the population through the strengthening of Social Dialogue, employability and protection of vulnerable groups, within the framework of a model of institutional management focused on the citizen.

The DSS of the MTPE is a line organ of the General Directorate of Labour created in 2014, a sector that, according to the Organic Law of Functions, acts as a rector in the field of social security. The DSS's main function is to propose and execute the national and sectoral policy on social security in coordination with the other levels of government. Likewise, carry out studies in social security, which allow the formulation of public policies, elaborating normative proposals in the matter of social security.

Background

In 2016, the PEA (economically active people) employed amounts to almost 16 million people. Only 33% of the employed PEA (5.3 million people) is affiliated with some system (public or private), while any pension system does not protect 66% of the occupied PEA (10.5 million people). Microenterprise workers and self-employed or independent workers are the most vulnerable groups since more than 75% do not have access to any pension system. Regarding social security in health, it can be seen that approximately 80% of the employed PEA is affiliated with some health insurance in 2016.

In the last five years, informal employment has reduced very slowly and had even increased in 2015, with 73% of the PEA employed in informal employment. Given that Peru's social security model is based on the contributory scheme, labour informality, especially that expressed in the non-inclusion of the payroll worker, affects the coverage and sustainability of the system.

In this sense, the MTPE DSS considered it important to learn about innovative experiences aimed at extending the coverage of Social Protection in health and pensions to vulnerable groups such as self-employed, self-employed, and micro and small business (MYPES) workers to enrich the debate and the possible implementation of Social Protection reforms and thus contribute to the formalisation of the labour force in the country.

Our common objectives

- To acknowledge experiences in the formulation and implementation of policies and programmes aimed at achieving greater Social Protection coverage of vulnerable or uncovered groups of workers.
- To contribute to the formulation and implementation of public policies aimed at achieving greater Social Protection coverage of vulnerable and/or uncovered groups of workers.

Our results

The primary outcome of the Action has been to somehow position the DSS of MTPE in the policy area of extending Social Protection to atypical workers. The report prepared by the experts and owned by the Ministry will constitute a piece of comparative knowledge that will feed the institutional debate. Furthermore, a certain interest of development partners, particularly the EU, may open the possibility of formulating a more structured programme of intervention for larger social rights in the Country.

Our partners' feedback

The Partner has expressed full satisfaction with regards to the activities implemented and the performance of experts, both during the usual post-activity debriefing and by filling the online evaluation surveys.

Activity 2: Tools and Capacities in favour of Social Protection Extension (7/3/2018 to 7/13/2018)

"We are very grateful for the support of the SOCIUX + Programme that has allowed us to explore innovative initiatives in the extension of Social Protection coverage to vulnerable groups, which in our country is very necessary because we have the majority of workers in the informal sector without access to social security."

Gina Magaly Salazar Lozano – Ministerio De Trabajo Y Promoción Del Empleo Mtpe - Perú, Peru -
December 10, 2018

2019-01 – Assessing the viability of microfinance for creating opportunities for Social Protection coverage of atypical workers

Our partner(s)

Ministerio de Trabajo y Promoción del Empleo (MTPE), Dirección de Seguridad Social y Migración Laboural (DSSML) - The MTPE's mission is to promote decent and productive employment, as well as the fulfilment of labour and fundamental rights of the population through the strengthening of Social Dialogue, employability and the protection of vulnerable groups. The MTPE is working along five lines of action for the next five years, one of them being the "Formalisation of the Labour Force", whose strategic action is "to promote formal jobs with access to labour rights and social security coverage". The DSSML is an organ of the General Directorate of Labour created in 2019, which exercises policy leadership in social security and labour migration.

Background

In the first years of the 2000s, the Peruvian state tried to ensure universal coverage of basic social benefits, particularly through the introduction of the "Comprehensive Health Insurance", non-contributory pensions for the elderly of "Juntos", the cash-transfer programme for the most vulnerable families. Later on, in 2011, non-contributory pensions were expanded and a "National Programme for Children and Adolescents" was launched. In 2013 a "National Strategy for Development and Social Inclusion" was adopted as a tool that guides the State's social interventions and includes five strategic axes: infant nutrition; early childhood development; integral development of childhood and adolescence; economic inclusion; protection of the elderly. In 2014, a new National Social Security Policy was approved to promote universal and progressive social security access. However, these efforts are not enough to ensure universal coverage or equal access to quality public health and education services. Suppose workers' affiliation to the pension system has increased considerably in the last ten years. In that case, most of the employed population is still excluded from contributory pensions, mainly those belonging to the informal labour sector. Thus, Peru continues to be one of the Latin American countries with the lowest coverage (40.5%), while it is well below the regional average (62.3% pension protection in 2013). The population covered by some health insurance reached, in 2013, 65.4% of the total.

Our common objectives

- Analyse the feasibility of implementing micro-insurance to cover contingencies and risks related to the work faced by independent informal workers
- Strengthen the capacities of the personnel of the Social Security Directorate of MTPE in the formulation and implementation of programmes aimed at guaranteeing greater coverage of Social Protection for vulnerable groups

Our common results

The Action has spanned across many issues relevant to the challenge of extending Social Protection coverage to unprotected, informal workers (who amount to around 80% of the total workforce in Peru). It did so by taking up the conclusions of a previous SOCIEUX-supported Action (2017-30). First of all, it has allowed deepening the Partner's understanding of the possibilities (and the difficulties) linked to micro-insurance promotion for providing essential coverage to uninsured workers. Secondly, a specific target population has been elected as the main stakeholder of that recent cooperation, namely the dockers of the agricultural market of La Vitoria, in the outskirts of Lima. Experts' teams have met and discussed with the dockers and their unions representatives to present the option of a micro-insurance that may meet their basic-coverage needs with regards to pensions and the risk of running into working-related sickness or accidents. They also met with private micro-finance organisations to explore the actual micro-insurance plan that could be

proposed to the dockers. The conclusions and main recommendations by experts with regards to the feasibility to set-up a voluntary micro-insurance plan have been transmitted to the PI, together with the recommendation to introduce sound norms that can facilitate the inclusion in the formal Social Protection system of excluded informal workers – such as the dockers of the La Vitoria market. A final activity has concerned the necessity to prepare an information and education strategy and an awareness tool that would serve to sensitise informal workers to the importance of Social Protection and safety, and security at work. The Action has been experimental inasmuch it has focused on a specific constituency, envisaged bridges with the private sector, and resumed the importance of a sound and clear communication in view to increase vulnerable workers' understanding of the importance of Social Protection, and therefore encourage their participation.

Our partners' feedback

Through two different Directors of Social Security who have played at different stages, a role of focal points towards SOCIEUX+, the PI has expressed overall satisfaction. This is a follow-up request from previous cooperation (Action 2017-26).

Activity: 1: Context analysis and identification of a pilot initiative (2/25/2019 to 4/19/2019)

"The support of the SOCIEUX+ Programme is extremely valuable for the Social Security Department of the Ministry of Labour and Employment Promotion of Peru. This is because we are a small department that does not have the economic or operational resources to formulate projects aimed at extending Social Protection coverage and helping with the process of registering vulnerable workers in Peru."

Gina Magaly Salazar Lozano - Directora De Seguridad Social – Ministerio De Trabajo Y Promoción Del Empleo De Perú, Peru - April 2, 2019

Activity: 2: Collaborative work with the financial system and with the beneficiaries of the pilot project (8/12/2019 to 8/23/2019)

"The collaboration with the SOCIEUX+ Programme via the technical assistance of several experts who have come to Peru to provide their support to the analysis designed to evaluate the feasibility of implementing possible mechanisms for the extension of Social Protection for non-typical workers who, in the case of the actions that we intend to implement, are non-registered self-employed workers, constitutes major support for the Ministry of Labour and Employment Promotion, since this type of workers is formally excluded from Social Protection such as health, pensions and occupational risk insurance. Therefore, analysing creative actions taking those implemented in other countries as benchmarks can help improve the working conditions of these workers."

Gina Magaly Salazar Lozano - Directora De Seguridad Social – Ministerio De Trabajo Y Promoción Del Empleo, Peru - August 26, 2019

Activity: 3: Involvement of institutions linked to the formalisation of land dockers (10/9/2019 to 10/18/2019)

"Sin duda el trabajo con SOCIEUX+ para nosotros es muy importante pues nos ha permitido avanzar en el análisis para la implementación de mecanismos de ampliación de cobertura de protección social a grupos vulnerables, sin embargo en el camino hemos identificado barreras que necesitan de un mayor análisis para poder implementar dichos mecanismos, para lo cual necesitamos del apoyo de consultores involucrados en el proyecto con real conocimiento de la realidad peruana, que dista mucho de la Europea. Es importante también que el análisis que realicen los expertos nos de alternativas de solución a los problemas identificados, tomando en cuenta las realidades de nuestro país."

Gina Magaly Salazar Lozano - Directora De Seguridad Social – Ministerio De Trabajo Y Promoción Del Empleo, Peru - Octubre 21, 2019

Activity: 1: Context analysis and identification of a pilot initiative (2/25/2019 to 4/19/2019)

"The collaboration between SOCIEUX+ and the General Directorate for Peruvian Social Security has enabled me to familiarise myself with different approaches to social inclusion, both by the Peruvian government and by the international organisations contacted, and I am now even more convinced of the need to extend social coverage and employment contracts to avoid inequality."

López-Cancio García, Cristina –Principal expert for the activity - September 25, 2019

Activity: 2: Collaborative work with the financial system and with the beneficiaries of the pilot project (8/12/2019 to 8/23/2019)

"El trabajo realizado permitió aportar al proceso de construcción de un producto de protección social de micro seguros con enfoque en la cobertura de los riesgos laborales de los trabajadores atípicos en el Perú, incluyendo recomendaciones centradas en las características asociadas a su marco jurídico, el tamaño del grupo objetivo en la etapa del piloto, la definición del producto, su sustentabilidad y la gobernanza del proyecto piloto. El proceso permitió tomar contacto con los beneficiarios, los hacedores de políticas y diversos actores clave, augurando una implementación efectiva. La experiencia me ha aportado elementos para profundizar el diseño, gestión y evaluación de instrumentos de protección social tanto a nivel personal y profesional como en el marco de los proyectos de investigación y asistencia técnica desarrollados."

Curcio, Javier Adrián –Principal expert for the activity - October 29, 2019

Activity: 2: Collaborative work with the financial system and with the beneficiaries of the pilot project (8/12/2019 to 8/23/2019)

"Cette mission m'a permis de mieux appréhender les concepts de micro-assurances, de microfinances et d'inclusion financière de groupes considérés comme vulnérables. Au final, ce projet-pilote recouvre beaucoup d'intérêt, même s'il ne vise que des effectifs réduits sur un segment bien particulier (couverture des risques professionnels)."

Gramond, Hervé –Technical expert for the activity - October 24, 2019

Activity: 3: Involvement of institutions linked to the formalisation of land dockers (10/9/2019 to 10/18/2019)

"He tenido la oportunidad, y el placer de poder trabajar con SOCIEUX+ en varias ocasiones y en varios países. Los retos son muy diferentes según la organización la competencia y el conocimiento del tema tratado por la institución concernida por la acción. En algunas ocasiones nos encontramos frente a organismos o instituciones que no conocen suficientemente el tema tratado o que buscan una solución a un tema complejo que necesitaría una asistencia técnica de mediano plazo. Las situaciones, los temas, los desafíos son cada vez diferentes, pero necesitan, cada vez, una implicación importante y la capacidad de escuchar lo que la institución paternaría intenta resolver."

Pastor, José Manuel –Technical expert for the activity - November 4, 2019

Activity: 3: Involvement of institutions linked to the formalisation of land dockers (10/9/2019 to 10/18/2019)

"La misión aborda uno de los retos mas importantes a los que se enfrenta Perú. La propuesta de proyecto piloto con los estibadores terrestres del mercado de la Victoria es una iniciativa acertada para poder trabajar con un grupo de trabajadores muy activo y cohesionado. La necesidad de colaboración de otras instituciones del mismo Ministerio de Trabajo y de otras dependencias supone una dificultad añadida pero, tanto el proyecto, los objetivos como el procedimiento tiene en cuenta estas situaciones y podría suponer una autentica revolución que permitiría la formalización (en una fase posterior) de un colectivo muy importante de trabajadores independientes del País. Dentro del desarrollo de la misión se ha valorado también el régimen de tributación, los diferentes sistemas de salud, los micro seguros y los micro créditos. En este sentido es importante la participación de las empresas de seguros y la colaboración activa de los sindicatos de trabajadores del sector. Por ultimo: una iniciativa complementa de capacitación de trabajadores se ha revisado (especialmente en temas de seguridad e higiene). No obstante, dada la importancia de otras actuaciones, esta quedaría relegada a una segunda (o tercera) etapa de implementación. Personalmente y a nivel de Comunidad Valencia / España, aporta información interesante relacionada con la cultura de la seguridad social y financiera que seguramente podre desarrollar en actividades que realice en el futuro."

Mares Garcés, Miguel –Technical expert for the activity - November 6, 2019

Activity: 4: Training and education actions - DW (7/1/2020 to 9/30/2020)

"Ha sido una experiencia muy interesante trabajar on line .No es fácil pero , dentro de la problemática creada por la pandemia, ha sido muy enriquecedor. Para mí, quizás esta misión debería ser más apoyada por las autoridades políticas del país. Los funcionarios peruanos ,contraparte del proyecto, reunían todas las cualificaciones necesarias. Su dedicación y compromiso fueron totales. Sin embargo, faltó una voluntad decidida por parte de los máximos cargos del Ministerio . Por todo ello, más que sensibilizar al Gobierno, la misión se ha dirigido a los propios afectados, los estibadores,. Quizás, se necesite una nueva misión presencial para presentar los resultados de esta misión a los propios estibadores."

Garcia De Cortazar Nebreda , Carlos –Principal expert for the activity - September 29, 2020

2.6.5 EU Neighbourhood

Armenia

Our action(s)

2017-38 – "Introduction of a human-rights approach to disability assessment and eligibility rules in line with WHO International Classification of Functioning, Disability and Health (ICF)"

2017-38 – Introduction of a human-rights approach to disability assessment and eligibility rules in line with WHO International Classification of Functioning, Disability and Health

Our partner(s)

The Ministry of Labour and Social Affairs (MoLSA) of Armenia is in charge of elaborating and implementing policies in the labour and social security sectors. The Ministry has five separate agencies, including the State Agency of Medical and Social Examination and its 27 regional offices, responsible for disability assessment and definition. The Department of Elderly and PwDs is in charge of the present request of assistance to SOCIEUX+. It is responsible, among other duties, to design and outsource programmes directed to improve Social Protection and the inclusion of PwDs. Within the Department, the Division on Disability-related Issues carries out several functions, such as: elaboration of proposals on the improvement of disability-related legislation; submission of proposals on disability inclusion; preparation of programmes on ensuring equal rights and accessibility for PwDs; maintaining the database of PwDs registered with MLSA.

Background

MoLSA has submitted the request for assistance to SOCIEUX+ to steer a smooth introduction of the new approach to disability assessment and eligibility rules in Armenia, based on the WHO International Classification of Functioning, Disability and Health. MoLSA tested the ICF-based method for disability assessment and eligibility determination a few times in 2014-2016. Tests revealed that MoLSA lacks capacity, knowledge and skills with regards to three aspects:

- Collection of reliable, complete and appropriate information for disability assessment;
- Development of an algorithm for compiling multidimensional information on the individual, in view to derive a score of disability severity;
- Use of information for developing an individual rehabilitation plan and providing services.

The requesting institution put forward further needs and gaps. Disability assessment and eligibility determination for children are the primary challenges MoLSA faces; strong cooperation among social workers, education specialists, and other suppliers of childrens' rehabilitation services are needed. MoLSA also faces a huge challenge in including the environment in the algorithm for disability determination (persons with the same functional limitations may have different performance and participation depending on the surrounding environment). Communication around the reform is another big challenge since the new approach will prevent certain categories from being eligible for disability allowance. Finally, the lack of skilled staff, particularly at the regional level, is also a big challenge MoLSA faces to reform.

Our common objectives

- To enhance knowledge of ICF-based disability assessment and eligibility rules among MoLSA's policymakers and staff
- To improve the disability assessment and the information collection mechanisms, based on ICF standard and best international practices
- To create awareness of the need to adopt a change management approach to prepare both the professionals and the public about the newly adopted ICF approach to disability assessment and eligibility rules.

Our results

During activities 1 and 2, several proposals emerged from consultation and workshops. Among them was the reconstruction of the disability platform (disabilities categorisation) and the disability assessment mechanism for children, youth and adults, a close look into the issue of the interoperability of the relevant ministries' Management Information Systems, the establishment of criteria for document examination and health & social examination, related protocols and subcategories of diseases, the identification of mechanisms for structuring provisions and service planning.

A study visit to Cyprus came up as a need after the previous missions' execution due to the similarities of the proposed new model for ICF implementation in Armenia. The study visit focused on the ICF assessment centre concept; two of them were visited by the Armenian delegation in Cyprus.

During the last activity, a targeted interactive workshop has involved relevant stakeholders presenting in detail the new model of disability assessment under the operation of the ICF Disability Assessment Centre. The presentations focused on the necessary components of the overall changes in the disability and determination process and the disability needs assessment. And how those major milestones of the assessment incorporate eligibility rules, methodology, tools, algorithm mechanism and state's provisions. Changes needed in legislation, policies and provisions were also stressed and the involvement of the PwDs as service providers in the process of service provisions.

An overall agreement eventually emerged on the need to establish an "ICF Disability Assessment Centre".

Our partners' feedback

MoLSA has expressed its full satisfaction with regards to the technical assistance's conduct and results in all available forms: during phone debriefing and by filling the evaluation questionnaire.

Activity 1: Practical implications of the transition towards the ICF-based approach (2/26/2018 to 3/9/2018)

"We are very much thankful for this exceptional opportunity generously provided by the SOCIEUX+ technical assistance to meet and work with the experienced and knowledgeable experts[...]."

Mrs Anna Hakobyan, Head Of Division On Disability-Related Issues – Ministry Of Labour And Social Affairs Of The Republic Of Armenia, Armenia - March 19, 2018

Activity 2: Process and tools pertaining to disability assessment and eligibility rules (6/4/2018 to 6/16/2018)

"Thank you very much! The support is very useful, practical and applicable. It was accepted by all parties involved, and we are looking forward to your further support for its full implementation."

Anna Hakobyan And Hambardzum Minasyan – The Ministry Of Labour And Social Affairs Of The Republic Of Armenia, Armenia - June 21, 2018

Activity 2: Process and tools pertaining to disability assessment and eligibility rules (6/4/2018 to 6/16/2018); **3:** Change management and communication of policy changes relating to disability (8/27/2018 to 9/9/2018)

"Our collaboration was very fruitful both for the beneficiary but also for our expert team. The mission was well scheduled and well organised. SOCIEUX responded to our requests and supported our effort."

Assistant Professor – University Of West Attica, Armenia - September 25, 2019

Activity 4: Change management and communication of policy changes relating to disability assessment and e (12/10/2018 to 12/14/2018)

"A year ago, when we were preparing a proposal for SOCIEUX+ support, we were full of uncertainty and concerns about how to proceed with the reform. Today, one year later, we have a clear path, vision and understanding of the introduction of ICF centres. However, we still believe that we need further mentoring support to finalise the reform of disability assessment system."

Anna Hakobyan, Head Of Disability-Related Issues Division – Ministry Of Labour And Social Affairs Of The Republic Of Armenia, Armenia - December 24, 2018

Azerbaijan

Our action(s)

2015-23 – “Health financing reform and the introduction of mandatory health insurance based on European best practices Support to the extension of Social Protection in Cambodia”.

2015-22 – “Support to the Scientific Research and Training Centre on Labour and Social Problems.”

2015-22 – Support to the Scientific Research and Training Centre on Labour and Social Problems

Our partner(s)

The Scientific Research and Training Centre on Labour and Social Problems (SRTCLSP) institution is subordinated to the Ministry of Labour and Social Protection of the Population. It was established in 1997.

SRTCLSP implements fundamental and applied research in the field of Social Protection of the Republic of Azerbaijan population to support social and labour policy and programme design. The scientific and research works are implemented in close collaboration with appropriate departments of the Ministry, according to the work plan confirmed by MLSPP and appropriate priority directions. Within the framework of work plans, the Centre determines duties concerned with implementing state programmes provisions.

Background

Regarding the social development situation, the report “Social Protection and Social Inclusion in Azerbaijan” identifies four key obstacles in the country's Social Protection system.

- The abundance of undeclared/informal jobs: a large share of the workforce does not pay taxes for various reasons and, as a result, it does not enjoy the benefits of Social Protection. The majority of the workforce is involved in subsistence farming. Most employers do not declare their employees and do not pay social security taxes. They consider it an extra cost to labour or because their employees are unpaid family workers.
- Allocation of social benefits still presents numerous dysfunctions and large disparities;
- Provision of minimum benefits to the population is an obstacle to significant improvement of conditions of life of poorest people.
- Access of vulnerable groups such as disabled people and poor children to institutional care is another major challenge. State Programme on Inclusive Education for children with disabilities is facing a lot of difficulties. In general, PwDs in Azerbaijan have limited access to health care, education services and public transport facilities and to public space.

Our common objectives

The overall objective of the action was to support SRTCLSP through the exchange with European expertise and sharing good practices of research centres on social policy in EU MSs to better equip SRTCLSP to build institutions' capacity in Azerbaijan, disseminate knowledge and provide qualitative research to support policymaking.

The Specific objectives were to enhance the capacity of SCRTCLSP to disseminate knowledge and to provide qualitative research to support policymaking in the field of disability policy (accessibility and inclusion in the labour market), analyse and evaluate the capacity building needs of the SRTCLSP departments and training/skills development of their staff.

Our results

Final outcomes are relevant, as SRTCLSP staff is now better equipped to perform applied research in the field of labour and social policies thanks to:

Activity 1 (“Assessment Study”): SOCIEUX+ experts intervention focused on assessing capacity building needs of the SRTCLSP. Experts were also mobilised to share their experience of similar EU research centres and to present the best European practices in labour and social policy analysis.

After the peer-to-peer assessment, a subsequent capacity building plan has been discussed with the SRTCLSP and key national Social Protection stakeholders and a final draft approved.

Activity 4 (“Disability and inclusion policies - module 5 and 6”: Training SRTCLSP staff was trained on disability policies: “Accessibility of people with disabilities (art. 9 of the UNCRPD)” and “Inclusion policies of people with disabilities in the labour market and VET (Art. 27)”.

Two trainings on disabilities issues imparted from 16 to 27 of October 2017.

- Accessibility of people with disabilities (art. 9 of the UNCRPD), (Module 5);
- Inclusion policies for people with disabilities in the labour market and VET facilities (module 6).

They benefited the eight SRTCLSP departments and the policy-makers of the Ministry of Labour and Social Protection of Population and other Ministries that are competent in social and labour policies (a maximum of 20-22 participants per module). Training/workshops included some theoretical lectures in close connection with practical training.

Our partners' feedback

The level of satisfaction of the PI was high concerning the two implemented activities. Two other activities were planned to cover the whole set of training needs identified:

- Activity 2 - Training on labour policies related to informality (module 1) and vocational education and training - VET (module 2);
- Activity 3 - Statistic and econometric methods for forecasting of wages and salaries (module 3) and forecasting socio-demographics (module 4);

But recently, PI notified its intention to interrupt the action to modify the planned activities. A new request should be submitted in a few weeks.

Activity: 4: Training SRTCLSP staff on the measurement of accessibility and inclusion policies of people (10/17/2017 to 10/27/2017)

"I worked with SOCIEUX+ before in the quality of the beneficiary. I coordinated the SOCIEUX+ mission in the Republic of Moldova in 2014. Now I had the opportunity to represent SOCIEUX+ in Azerbaijan. Both experiences helped me to increase my competencies in the field of people with disability rights, which is an added value in my current daily work."

Banari, Roman –Principal expert for the activity - September 30, 2019

2015-23 – Health financing reform and the introduction of mandatory health insurance based on European best practices

Our partner(s)

State Agency for Mandatory Health Insurance (SAMHI) was established in 2007. SAMHI reports to the Cabinet of Ministers. The activities of the Agency are the following:

- to participate in the development of and steer a national policy in the area of compulsory medical insurance;
- to increase the quality and efficiency of medical services to create equal conditions for the population in the use and accessibility of medical services, thereby protecting and improving the health of the population.

SAMHI work along the following axis:

- contracting medical organisations and assure they are compliant with the legislation on medical insurance;
- setting up and sign the compulsory medical insurance contract with the beneficiaries;
- supervising the conformity of the volume, conditions, quality and price of preventive measures, therapy and rehabilitation provided under the medical insurance contract;
- paying the fee for the services provided by medical establishments, according to the contract;
- submitting the tariff of treatment and other medical services under compulsory medical insurance to the relevant bodies;
- organising the trainings for the specialists engaged in compulsory medical insurance, and to protect the interest of the insured persons;

- collecting the means allocated from the state budget, compulsory medical insurance premiums and other financial means according to the legislation, and provide the efficient use of such resources according to their legal assignment;
- setting up and running the information database of insured persons;
- providing extensive information on health insurance.

Background

Azerbaijan inherited an extensive and highly centralised Semashko system at independence, and many of its key features have been retained. The Ministry of Health has ultimate responsibility for managing the health system. Still, it has limited means to influence health care providers at the local level as they are financially dependent on the local district health authorities or the village authorities for smaller rural services. The district authorities and the central district hospital administration have direct managerial responsibilities for health providers in their area. There is also considerable parallel health service provision outside the Ministry of Health's influence, as providers are subordinated to and financed through other line ministries or state enterprises. The private sector is licensed by the Ministry of Health but is otherwise completely independent, and private service provision is a growing feature of the system.

The health system in Azerbaijan is financed through a combination of tax revenues and out-of-pocket payments. Funding for services provided at the local level is channelled through the district authorities. At the same time, the Ministry of Health is responsible for financing national-level providers and the Sanitary-Epidemiological Service. Parallel services provided through other line ministries cover a small percentage of the population, and private providers are an increasingly significant part of the system.

The overall quality of health care services has deteriorated after the collapse of the Soviet Union, mainly due to the lack of funding, the poor infrastructure of health facilities, and physicians' inefficient training. Furthermore, Azerbaijan's public health care expenditures have the lowest share among all post-Soviet and post-Communist countries.

The tight control over health care providers in the current centralised system allows them limited freedom and few opportunities to develop and raise the quality of their services. In recent years, this already strict control over these institutions has become even tighter. These dependencies limit healthcare providers' ability to be proactive and positively change the quality of health care services in Azerbaijan.

In addition to their limited autonomy, health care institutions experience a lack of qualified staff and extremely low wages in the health care sector. As a result, out-of-pocket payments, only formal in private clinics and several public hospitals, but informal in all other public hospitals, are the main income source for many public health workers.

These problems negatively affect the end users, who turn out to be patients with limited access to unsatisfactory treatment. Besides, the lack of a mandatory system of health insurance means that people themselves have to bear the system's high costs. As a result, effective health care becomes a good that most of the Azerbaijani population simply cannot afford.

Our common objectives

SOCIEUX+ 2015-23 Action has been designed to support the government of Azerbaijan in creating the necessary conditions for the introduction of mandatory health insurance and the implementation of the health financing reform based on European and international best practices.

The Establishment of a roadmap and recommendations to detail the concrete steps for the reform of the health financing in Azerbaijan has been a key element of the Action aimed at implementing the reform.

The action was composed of a series of four activities, including a study visit:

- Assisting the Government of Azerbaijan in updating the Concept for Health Financing
- Building knowledge and capacities on healthcare providers' performance assessment
- The study visit in an EU MS (Estonia) to address key issues for the introduction of a mandatory health insurance system in Azerbaijan
- Establishment of a roadmap and recommendations to detail the concrete steps for the reform of the health financing in Azerbaijan in Azerbaijan

Our results

The full set of activities have been duly implemented (Act. 1 & 2 in 2016; Act. 3 in August 2017 and, finally, Act. 4 in November 2017).

As a result of the action, it can be concluded that there is no single approach to social health insurance that will lead to optimal results in all countries, especially since not all countries necessarily aim for the same degree of equity, quality, and expenditure in their health systems. Instead, health insurance reforms will need to take into account path dependency' (i.e. historical and cultural developments), socioeconomic realities, and feasibility, reflected in all stakeholders' interests, not least those of the providers of health care.

Given the historical experience and technical capabilities in Azerbaijan, the experts mobilised by SOCIEUX+ have suggested a model start off with. It includes recommendations on revenue collection, benefits package, provider payment, service delivery, and IT systems. It also includes a detailed implementation plan with the timelines for the implementation.

These recommendations and associated activities are inextricably linked, and the success of their implementation will depend on a thorough and consultative development process. This will provide a strong foundation for the incremental development of the health insurance system in Azerbaijan.

Our partners' feedback

The partner expressed its full satisfaction with the Action's technical design and the experts' performance, which focused on the essential needs formulated by SAMHI in its request of assistance to SOCIEUX+. The availability of highly experimented public experts from former soviet or socialist countries made possible very fruitful peer to peer interactions. It is also worth mentioning the active involvement of the EUD in Baku in the implementation phase of the Action.

Activity 2: Building knowledge and capacities on healthcare providers' performance assessment (10/2/2016 to 10/15/2016)

"The collaboration was a good way to exchange experience of the EU MSs (experts from Estonia, France, Lithuania and UK were involved) and Azerbaijan. The project provided quite an understanding of the reality of processes in Azerbaijan [...]"

Gediminas, Cerniauskas –Technical expert for the activity - September 27, 2019

Activity 4: Establishment of a roadmap to detail the concrete steps for the reform of health (11/20/2017 to 11/24/2017)

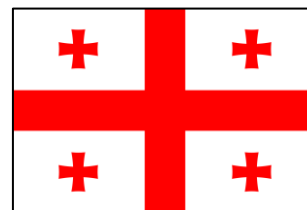
"All activities supported by SOCIEUX and SOCIEUX+ were very useful for the Agency, and we will see the final results and contribution of this cooperation in the legislative acts."

Aysel Ibayeva – The State Agency On Mandatory Health Insurance In Azerbaijan, Azerbaijan - November 27, 2017

Georgia

Our action(s)

2019-07 - "Support to the Labour Conditions Inspecting Department (LCID) and to the Georgian Employers Organisations and to other social partners in order to strengthen their capability in improving Occupational Health and Safety conditions."



2019-07 - Support to the Labour Conditions Inspecting Department and to the Georgian Employers Organisations and to other social partners

Our partner(s)

The Labour Conditions Inspection Department (LCID), Ministry of Internally Displaced Persons from the Occupied Territories, Labour, Health and Social Affairs of Georgia (MoIDPLHSA) and supported by the European Business Association (EBA).

The responsibility for the development of OSH policy was assigned to the MoIDPLHSA, and the Labour Conditions Inspection Department (LCID) was created in March 2015.

Today, the Georgian Parliament is working on strengthening the Law, to provide LCID with effective and proactive mechanisms and LCID start providing information to employers on the compliance of Labour Code and Georgian law on OSH.

Our common objectives

Capacity building of Georgian public services and private companies and sharing of European experiences on the OSH thematic to improve labour standards and labour safety and prevent violation of the working conditions in Georgia.

The Specific Objective(s):

- Transition to modern standards and to ensure dialogue between the state, business sector and all stakeholders as well as European experts
- Help companies find out their main challenges, weak points and potential risks related to labour standards, occupational health and safety
- Help companies establish their future action plan for sustainable development
- Support the establishment of effective supervision and enforcement systems in line with international standards
- Provide elements of guidance for Georgia to advance its system for better protection and enforcement of labour standards and improved working conditions
- Develop modern research skills to provide high-quality reports under different theme

Background

Over the past 25 years, Georgia has realised significant political, economic and social transformations, achieving middle-income status, drastically reducing extreme poverty, accelerating democratic reforms in different areas (public service, elections, judiciary, local governance and economic development) and demonstrating willingness to address both climate change adaptation and mitigation. Between 2007 and 2016, the Georgian economy grew at an average annual rate of 4.5% despite numerous political and financial shocks -economic downturn of 2008–09, growth rebound to 5.8% annually during 2010–13 and decelerated to 2.8% in 2016 and had a rebound in growth to 5.0% by 2017. The poverty declined from 32.5% in 2006 to 17.1% in 2016. The poor have considerably benefited from the Government's social policies and new economic opportunities. Currently, several structural factors still jeopardize the national strategy for the promotion for growth with equity:

- Economic and labour structures are still quite archaic: 53% of the current labour force is employed in subsistence agriculture, a low-productivity and low-growth sector of the economy with poor incomes.
- A continuous decline in labour force participation and high unemployment rates. In 2013, the labour force participation rate was 66.2%. Job opportunities for young people were also too scarce. 29% of youth was unemployed.

- Persistence of strong inequalities: A recent analysis conducted by the World Bank revealed that people from marginalised groups still face substantial employment barriers and participation in the country's economic growth. Thus, they still depend largely on social transfers. Among those vulnerable groups, internally displaced persons (IDPs) - those affected by conflict or natural disasters – constitute a large portion of the national population, approximately 7%. Georgia has one of the world's highest shares of IDPs relative to the total population. In this context, the Green Climate Fund (GCF), Switzerland and UNDP decided to join forces with the Georgian Government to protect over 1.7 million people from floods, droughts and other climate risks.
- Another serious concern is the persistence of gender inequality in terms of social and economic opportunities: gender birth ratios, low labour force participation among women and wide gender wage gaps. Georgia ranks 94th out of the 144 countries included in the 2017 World Economic Forum Global Gender Gap Index.

Nonetheless, Georgian has made some significant progress in adopting the EU and Euro-Atlantic standards. From 2006 to 2013, no institution in Georgia was responsible for promoting labour protection standards and OSH. In 2013, the government took gradual steps towards rehabilitating labour market institutions and policies:

- By signing the EU-Georgia Association Agreement, Georgia made commitments on OSH and equal opportunities standards. Currently, the Georgian government has to implement and adapt 26 OSH EU directives. In June 2014, it signed the [Association Agreement](#) with the EU, which entered into force in July 2016
- In 2018, the parliament adopted the Georgian law on OSH that sets general and basic standards, covering high risks, hard and dangerous conditions of work. It is partly like the 89/391/EEC. The Parliament has recently endorsed the new organic law about Labour Safety, which will cover all sectors of the economy so that Labour Inspectors will have the right to unconditional admission on all work premises.

Our results

Following a seminar organised by DG EMPL in September 2018, SOCIEUX+ was asked to contribute to the current efforts of the Georgian Government for the capacity building of Georgian public services and private companies on the OSH thematic.

The team of SOCIEUX+ experts(3), a senior researcher in the Central Institute for Labour Protection of the National Research Institute (CIOP-PIB) in Warsaw, the international secretary of the Hungarian Trade Union Confederation in Budapest and the head of a unit of labour inspectors in Annecy (France), was in Tbilisi in June 2019 to implement the first activity.

Three thematic seminars for technical Labour inspectors and to representatives of the employers and trade unions were imparted, and one common meeting was organised. OSH Labour Standards, key concepts, rules and risks assessment and occupational accidents investigation have been presented and discussed with participants and cost-benefits of OSH, OSH principles and management system, and OSH functioning bipartite dialogue in European companies, and OSH systemic supervision by French labour inspectors. It was the opportunity to share OSH experience in a peer to peer way and foster discussions between socio-economic and political stakeholders.

Measures to be undertaken by the beneficiaries to fulfil their objectives were identified and shared with the participants:

- Detailed analysis of Georgian OSH legislation to define to what extent Georgian law complies with EU directives
- Identification of needs and gaps in OSH-related knowledge in enterprises (among both employers: top management and OSH specialists, and employees – not only among their representatives, i.e. associations and trade unions) –will allow developing OSH strategy
- Identification of needs and gaps in expertise among labour inspectors – providing knowledge and experience to labour inspectors is crucial to ensuring employers' and employees' trust and confidence
- Impact assessment of EU directives
- Developing a bonus-malus system
- Preparing a set of information and promotional materials, a set of trainings in OSH at national and enterprise level

Future action was also contemplated, particularly visits in enterprises with all stakeholders (labour inspector, employers' and employees' representatives) to analyse risks and identify main problems and gaps, on-site training and study visits in EU MSs.

A second mission was planned a few months after. As the Georgian PI (EBA) had no budget to cover organisational expenses, the mission was postponed several times to raise the necessary funds. Finally, thanks to the Employers Association of Georgia's financial support, the activity could be planned, and the decision was taken, due to the pandemic situation, to convert the on-site mission into a remote activity.

Unfortunately, the Labour Inspection Department (the main EBA partners) recently declared to be too absorbed by COVID-19-related issues to participate in the event. In the absence of its key partner, the EBA preferred to cancel the event. Given this new development, the decision was taken to close the action 2019-07.

Our partners' feedback

Activity: 1: Support to Labour Conditions Inspecting Department and Georgian Employers Organisation (6/24/2019 to 6/28/2019)

"Working in a team with a wide range of experience on the subject has brought new knowledge for the benefit of the beneficiary audience and highly contribute to the second stage training mission."

György, Károly –Technical expert for the activity - August 26, 2019

Activity: 1: Support to Labour Conditions Inspecting Department and Georgian Employers Organisation (6/24/2019 to 6/28/2019)

"As a first experience with SOCIEUX+, I appreciated the spirit of efficient service towards the country. It also taught me a kind of rigorous method of driving a mission. And it gave some more insight into the situation of other countries like Georgia."

Badet, François –Principal expert for the activity - September 27, 2019

Jordan

Our action(s)

2015-25 "Support for finalising and implementing the national strategy of the Ministry of Social Development"⁷.

2015-25 – Support for finalising and implementing the national strategy of the Ministry of Social Development."

Our partner(s)

The Ministry of Social Development is responsible for providing social services to a wide range of disadvantaged persons, including young people and children, families, and PwDs. These services are planned and coordinated centrally and are provided at a local level through social service directorates and offices in each of the 12 governorates. The Ministry is also responsible for the development of policy responses in the field.

⁷ This action was a follow up of action 2015-11 - "Support to revise the Social Protection strategy of the Ministry of Social Development".

Background

Jordan has drafted a Poverty Reduction Strategy (2013-2020) and the Jordan Response Plan for the Syria Crisis. Other relevant strategies for the field of Social Protection include family counselling, the elderly and disability. Social Protection is delivered through four major programmes: a public social insurance programme administered by the Social Security Corporation, a public programme for the civil service and military, which is being phased out, a publicly funded social assistance programme through the NAF, and an assistance programme for Palestinian Refugees delivered through the UN Relief and Works Agency.

Jordan has, in theory, and to a great extent in practice, all of the elements of an appropriate Social Protection system, but weaknesses in programme design and implementation limit the effectiveness of the system. Policies have not always been translated into action. There is a need to strengthen and rationalise programmes so that they better serve the most vulnerable. In this context, the Ministry, which has been immersed in developing a more strategic planning approach to shape its processes, requested SOCIEUX support in developing a new operational strategy for 2016-2020 and its related Action Plan.

Our common objectives

The Ministry of Social Development's strategic objective is to contribute to the development and implementation of an integrated social policy in Jordan.

Our results

Over a period of several months, mobilised experts in actions 2015-11 and 2015-25 enabled the elaboration of a complete Draft Strategic Plan 2016-2021 for the Ministry entitled *Together – Tackling Disadvantage: Realising the potential of all our citizens and building sustainable communities*. Moreover, the experts submitted a roadmap for a communication strategy for the dissemination and endorsement of the Strategic Plan as well as an M&E framework for its implementation titled *Business Performance*.

All expert missions included a round of consultations, including workshops with all key the Ministry stakeholders, DGs, directors, managers, and even social workers in the country. These discussions focused on awareness and achieved a greater understanding of the importance of strategic planning. Meetings with the Secretary-General and each technical director clarified the Ministry's vision and mission. Associated objectives were developed, and actions and outcomes outlined that were incorporated into the draft Strategy. These took into account the targets set in the Vision 2025 strategy and the Jordan Response Plan. Discussions highlighted the need for continuous ongoing service improvement, including ongoing capacity building across the Ministry at all levels. From there, further needs also emerged for reform and modernisation of the social services, an extension of the licensing programme to all service providers, and extension of the range of current services available in urban and rural areas and continuing the reforms for inspections and regulations. It has also been recognised that steps need to be taken to decentralise decision making and that there is also a need to further develop registration systems and accountability mechanisms. Best practices and the main evolving trends in Social Protection systems and EU MSs' in policy formulation and coordination and social work and social care interventions were also taken into consideration.

Mobilised experts also met with various development partners to compile information on their scope of assistance and gather their strategy inputs. Exchanges and discussions with other key officials provided the opportunity to examine the direct implications of implementing the Strategy on future legislation and funding. The human resource requirements associated with each target were also given attention, resulting in a dedicated section of the individual capacity building plan.

Our partners' feedback

The activities of actions 2015-11 and 2015-25 were assessed very positively by the Ministry. SOCIEUX's main counterpart, the Director of Strategies and International Projects at the Ministry, noted that the experts' contributions came at a very important time in the further development of social care and Social Protection in Jordan and that the importance of developing a realistic strategy for the Ministry for the next five-year period cannot be overstated. The importance of learning from European best practices in this area of work was highly recognised and extremely helpful.

Activity 2: Support in completing the process of strategic planning (9/25/2016 to 10/13/2016)

"An effective and worthwhile mission, leading to a wider project to support Social Inclusion in Jordan,"

John, Black –Principal expert for the activity - September 27, 2019

Tunisia

Our action(s)

2014-17 - "Support for setting up an advanced business intelligence system in the Social Protection field".

2014-17 – Advanced business intelligence system in the Social Protection field in Tunisia.



Our partner(s)

The Centre for Social Research and Studies (*Centre de Recherche et d'Etudes Sociales, CRES*) is a public institution under the Ministry of Social Affairs's supervision mandated to carry out operational research and studies and provide decision and policymaking support in the field of Social Protection. The CRES contributes to the debate between the government, social partners and international institutions on Social Protection evaluation and reform issues in Tunisia by producing relevant indicators and evidence on the subject.

Background

The Government relies on the competence of the CRES to implement reforms that are based on sound evidence. The agency's main task consists of carrying out studies and assessments of the current gaps and weaknesses of the Social Protection system. The CRES has, therefore, developed a business intelligence system since 2012, which builds the basis of CRES' research activities. It believes that data reliability, centralisation of data collection and processing and good dissemination of data are crucial prerequisites for successful assessment and policy advice. A data warehouse was put in place, which forms the core of the business information system. This is capable of centralising data coming from three social security funds and standardising the processing of this data via a unique identifier for the socially insured. The business information system has provided researchers and policymakers with the necessary tools to study and reflect Social Protection system reforms in Tunisia. It has also supported the CRES research team in their scientific production process needed to shape and enrich the debate between the different stakeholders.

The CRES aimed to further develop its business intelligence system and strengthen its technical team's skills in data management, analysis, and dissemination to ensure efficient use of all its features. In this context, the CRES submitted a request for technical assistance by SOCIEUX to address the gaps and needs identified for an upgrade of the business information system and the agency's capacities.

Our common objectives

This action's overall objective was to provide support for a business intelligence system upgrade within the CRES,, which would ultimately help inform the decision-making for reform of the Social Protection system. In particular, the aim was to: (i) analyse the business intelligence system and assess the CRES team's capacities to upgrade and maintain the data warehouse, and analyse and disseminate (personal) data; (ii) improve the CRES's knowledge and skills in model building and statistical analysis, and assist in the design and analysis of relevant social security indicators; and, (iii) assist the CRES in drafting regular analytical reports on pension and health insurance schemes, thus enabling monitoring and analysis of the schemes' performance.

Our results

Mobilised experts carried out a diagnostic study of the existing BIS, which pinpointed the current system's strengths and weaknesses and provided recommendations for necessary changes. An assessment of the technical and institutional capacity building needs of the CRES was also completed with a focus on the upgrade and maintenance of the BIS. Another area addressed included the management, analysis and dissemination of personal data.

An action plan for the short and medium term, with proposals for capacity building measures to be carried out (either via SOCIEUX or other means), was developed. These included and underlined the need to recruited qualified staff according to specific profiles and the importance of on-site training. The Tunisian social security funds should deliver this training with the involvement of the CRES research team. Trainings should be completed by ongoing coaching with CIs (universities, collaborating research institutes, etc.) and individual experts in Social Protection.

Following this exercise, a specialised training workshop was implemented for 18 persons, including representatives from the CRES and the three social security funds. The training was structured along two dimensions. The first dimension covered the discovery of methods and tools commonly used in social sciences. The theoretical knowledge gained was put into practice through practical work and exercises on datasets. The second dimension covered an introduction to current research methods in the area of pension and health systems. The training transferred theoretical knowledge and practical skills, providing various analytical tools to address a wide variety of research questions in the field through statistical analysis. In particular, it equipped the participants with a better understanding of quantitative social science research methods and tools, increased awareness about good research practice principles, and exposed them to innovative research methods and pathways.

Within the subsequent activity, support was provided to the set-up of automatic procedures for data processing and dissemination and the creation of relevant indicators and for producing an initial periodic analytical report on pension and health insurance schemes. Technical advice was given for the creation of dashboards that visualise the status of specific key performance indicators. This required the development of a shared concept on indicators based on variables/parameters found in the BIS, the definition of at least one specific risk management indicator for each of the three social security funds, a testing of the robustness of the defined indicators based on BIS integrated data, the definition of a format of dashboards and of the layout of the related automated reports, the testing of the material production of defined outputs based on integrated data, and finally, the definition of dissemination methods.

Tailor-made complementary theoretical and methodological tools on health insurance were also provided so as to enable the BIS team to develop two disease risk management dashboards from available data. For the area of pensions, a complete example dashboard for one agricultural pension scheme was developed in cooperation between the expert and the CRES staff that serves as a good basis for the development of further dashboards. Following this, the development of further dashboards for five other pension schemes was on track and will be finalised by the CRES.

Furthermore, the CRES was provided with technical knowledge and skills for drafting analytical reports on health insurance and pension schemes. This has resulted in the joint production of a sixty-page draft of an analytical report/note on the mandatory health insurance system, which needs to be completed or improved by the CRES themselves. For the pension component, the assistance provided resulted in elaborating a detailed outline of the future analytical pension report; an underlying methodological approach specifying the variables to be used for reporting; the first version of selected report parts; and, additional methodological comments/recommendations. Technical advice was further given for achieving coherence in the report, conducting complex analysis, reviewing and correcting errors, and drafting the report's introduction and conclusion and respective methodological annexes. Based on this advice, the CRES is equipped with the necessary competencies to pursue and complete the drafting process.

Finally, a one-week study visit conducted in Belgium allowed the CRES to meet experts from various Belgian Social Protection institutions with expertise in business intelligence and information management and research in the fields of both health insurance and pensions. It provided the chance to exchange experiences in data quality control and data analysis, monitoring, forecasting, and modelling techniques.

Our partners' feedback

The assistance provided by SOCIEUX was rated as very good by the PI. Participants in the training confirmed that it helped them improve their knowledge and skills in modelling and statistical analysis in social science research and draw important lessons for their daily work with theory-based empirical analysis, choice and study of selected variables and a broad-based data collection approach. The study visit provided the CRES with contacts for potential future collaboration.

West Bank & Gaza

Our action(s)

2019-25 – “Strengthening of the monitoring and evaluation system at the Ministry of Social Development.”

2019-25 – Strengthening of the monitoring and evaluation system at the Ministry of Social Development

Our partner(s)

Ministry of Social Development of the Palestinian National Authority (PNA) - The Ministry of Social Development (MoSD) of the PNA is responsible for implementing the Social Development Strategy (SDS) for the period 2017-2022, in line with the National Policy Agenda 2017-2022, as well as with the commitments towards the international conventions and the SDGs 2030. As such, MoSD is responsible for the overall sector strategy, including initiatives implemented by other Ministries, such as the Ministry of Health and the Ministry of Education.

Background

In 2017, poverty rates worsened in Gaza to 53% (33% of deep poverty) compared to 39% in 2011 and improved in the West Bank, reaching 14% (6% of deep poverty) compared to 18% in 2011. To fight poverty, the Palestinian Cash Transfer Programme (CTP) provides quarterly cash assistance to some 108,000 poor and vulnerable families in the West Bank and the Gaza Strip, out of almost 117,000 families included in the database. Regarding internal sector capacities, Social Protection systems managed by MoSD lack indicators systems that are effective and aligned across all strategic documents, linked to objectives and including baselines and target values. More fundamentally, the definition of the scope of an M&E system, as well as subsequent decision-making, is unfit. The MoSD lacks a specific M&E function or dedicated unit. Despite MoSD collects a vast amount of data for the various social sub-systems - e.g. children, women, families, elderly, people with disabilities, etc. - not all collected data is relevant and not all relevant data is being collected. Hence, there is a need to review the database from a relevance point of view. The technical assistance request that MoSD submitted to SOCIEUX+ also acknowledges the weak analytical capacity at the regional and general Directorates of MoSD in analysing data and advancing solutions to improve policies and programmes.

Our common objectives

- Support MoSD to establish all the requirements needed to build an effective M&E system
- Support MoSD to outline a capacity-building strategy in view of managing an M&E system, including at the regional directorate level
- Support MoSD to formulate a proposal in view of requesting EU assistance in establishing an effective M&E system

Our common results

The Action has served the purpose of preparing the terms of reference for the provision of technical assistance for “*Strengthening (...) the M&E system of the Palestinian Ministry of Social Development*”. In this respect, the mission was accomplished since both the MoSD and the EUREP have endorsed the expert's draft ToRs. The outcome of the Action is also at a more general level. An assessment of the current weaknesses of the M&E in operation at MoSD has allowed opening a debate about the possible ways to improve it, which resulted in the definition of a shared vision by the management of MoSD on the nature and purposes of an M&E system. Thanks to the experts' support, this vision has been further translated into a workable plan that identifies six dimensions to tackle for building-up a valuable M & M&E tool.

Our partners' feedback

The Partner and the Office of the EU Representative for West Bank and Gaza have actively participated in the preparation and finalisation of the Actions' deliverables and effectively engaged with SOCIEUX+ given the definition adaptation, of the Action's work plan. Both the Partner and the EUREP have expressed their satisfaction with the Action and the cooperation with SOCIEUX+ and experts' teams.

Activity: 1.1: Building a shared management strategy on which to ground an M&E system (1/13/2020 to 1/24/2020)

"It broadened my professional knowledge and enriched my experience working with people of other cultural backgrounds. I wish it could evolve to some kind of more stable cooperation between the partner and my institutions."

Morkuniene, Audrone –Technical expert for the activity - February 5, 2020

Activity: 1.1: Building a shared management strategy on which to ground an M&E system (1/13/2020 to 1/24/2020)

"The opportunity to gain knowledge of Palestine and make a contribution, however small, to the PA in the challenges it faces was not to be missed. Our counterparts in MoSD were fine people to deal with. The only caveat: I cannot see why retired public experts are treated the same as current civil servants in terms of payment for days worked. Should be paid the same daily rate as independent experts. I would be doubtful about future participation at the current rate, which compares very unfavourably with other international bodies."

Corcoran, Terry –Principal expert for the activity - February 29, 2020

Activity: 2: Drafting the terms of reference of an EU-supported project aiming for the set-up of an M&E - DW (6/1/2020 to 6/10/2020)

"The Activity and its component missions were well designed by SOCIEUX+, leading to effective implementation. The Partner Institutions were co-operative and supportive. The main benefit to me was gaining knowledge of the situation in Palestine and personal contacts in both Ramallah and Jerusalem that I hope will endure."

Corcoran, Terry –Principal expert for the activity - July 14, 2020

2.7 Sectoral perspectives

2.7.1 Social Protection

General considerations

According to the [2020 ILO data](#) on SDG 1.3, only 45% of the world population is covered by at least one Social Protection benefit.

There are large geographic gaps in coverage:

- World 45.2%
- Europe and Central Asia 84.1%
- Americas 67.6%
- Asia and the Pacific 38.9%
- Africa 17.8%

If one considers all Social Protection areas from child benefits to old-age pensions, only 29% of the global population has access to comprehensive Social Protection. Less than 35% of children are covered. Benefits do not reach the most vulnerable, with less than 28% of people living with severe disabilities covered with a Social Protection mechanism.

Coverage through social health protection is wider but still far from universal population coverage at a protection scheme by region being:

- World 45.2%
- Europe and Central Asia 98.5%
- Americas 83.9%
- Asia and the Pacific 60.7%
- Africa 24.2%

Pension benefit have covered around 67.9% of the older people, but again regional differences are notable:

- World 45.2%
- Europe and Central Asia 95.2%
- Americas 67.3%
- Asia and the Pacific 55.2%
- Africa 29.6%

It is important to support all efforts made to change this situation. Targeted technical assistance based on a demand-driven and peer-to-peer approach seem particularly relevant and complementary to national and international actions and programmes. SOCIEUX+, with its capacity to quickly mobilise European public expertise to accompany reforms aiming at developing sustainable Social Protection schemes and enlarging the coverage of larger sectors of the population, is more and more recognised as a facilitator by PCs and organisations.

Trends in requests and operations

SOCIEUX+ has covered since 2016 virtually the entire spectrum of Social Protection in the broadest sense. Themes that PCs have put forward correspond to the key priority domains in the Social Protection field and the main challenges also identified at the EU level by the Social Protection Committee in the framework of the Open Coordination Mechanism, including:

Social security in general:

- Capacity building through training of national and regional Social Protection institutions;
- General diagnosis of social security;
- Drafting of general social security pieces of legislation and subsequent regulations;
- Financial regulation of Social Protection (social insurance);
- Social Dialogue to promote the extension of Social Protection coverage; and,
- Social marketing, communication services and public relations of Social Protection institutions.

Pension:

- Sustainability and investment of pension funds;
- Strengthening of pension reserve; and,
- Information management system of universal pension schemes.

Universal health coverage:

- Quality of services;
- Technical management tools for contracting with health care providers;
- Development of economic and financial analysis;
- Financial pooling options towards achieving universal health coverage (UHC); and,
- Health financing reform and introduction of mandatory health insurance.

Employment Injury Insurance System:

- Social Dialogue for the establishment of workers' compensation funds.

Poverty reduction:

- Social Protection coverage in the informal economy;
- Awareness on and usage of Multidimensional Poverty Index; and,
- Social Protection for migrant workers.

Disability:

- Social Protection and access to benefits for persons with disabilities; and,
- Human-rights based approach to disability assessment and eligibility rules.

Youth and children:

- Protection of children and youth;
- Prevention of bullying and other types of violence.

Table 6 provides a list of requests and actions on Social Protection received by SOCIEUX+ between September 2016 and August 2020.

According to the feedback received from SOCIEUX+ PCs and institutions, it also appears clear that the European experience and the exchanges based on the acceptable practices in EU MSs were relevant for low- and medium-income countries and, in particular, for middle-high and emerging economies.

PCs see SOCIEUX+ as a very flexible, intense and effective instrument offering limited timeframe access to techniques and tools to assess their gaps and needs for capacity building, design improvement measures and develop strategies, planning and support the implementation of reforms.

In the Social Protection sector, the reporting period is characterised by:

- The implementation of a more significant number of activities compared to the previous period;
- The diversification of the areas of intervention; and,
- The consolidation of the technical assistance approach and methodologies.

The requesting institutions are, in roughly equal numbers, ministerial authorities and national social security institutions. We have also worked with regional bodies such as the Inter-African Conference on Social Welfare (CIPRES) and the East and Central African Social Security Association (ECASSA). By collaborating with these regional institutions in dedicated training for senior staff of their member organisations, we have been able to target a wide range of beneficiary countries and contribute to increasing skills and disseminating good practices in a coordinated way, which increases the impact of the technical cooperation.

By providing technical assistance to ministerial departments, the aim is to help develop national strategies that will impact the medium and long term. One good example of this is the technical assistance formulated and implemented in response to a request from the Ministry of Employment and Social Protection (DG for Social Protection) of Ivory Coast (see Section 2.6.1 – Côte d'Ivoire – page 28). The support was provided to define national social security and social assistance policy to establish the National Strategy for Social Protection after 2020. The work plan included a diagnosis activity, immediately followed by a scoping mission and then a programming activity. It has proved efficient and very useful to the Ivorian authorities, which have benefitted from

European peers' support during the critical phase of designing a new and ambitious policy to combat poverty and increase access to Social Protection for the entire population.

Another significant example of the contribution of SOCIEUX+ to a national strategy in preparation is that of Cambodia, where SOCIEUX+ accompanies the Ministry of Economy and Finance (MEF) (see Section 2.6.2 – Cambodia – page 73)- General Secretariat of the National Social Protection Council (NSPC) to formulate policy options on the management of pension funds given the introduction of a pension scheme for private-sector workers in 2020. SOCIEUX+ intervened in this framework at a very early stage since the National Council has only been established.

SOCIEUX+ is a very responsive tool to provide methodological elements essential to the design, implementation, M&E of Social Protection public policies. The example of Panama can be cited (see Section 2.6.4 – Panama – page 132). In this case, SOCIEUX+ mobilised enabled triangular cooperation between European experts and a regional academic team from Colombia. A group of senior officials from several governmental departments of Panama were trained in microsimulation techniques using the Multidimensional Poverty Index approach.

The other main category of beneficiaries is the Social Protection institutions. The experts mobilised by SOCIEUX+ share concrete experiences in management (Human Resources as in Gabon), in the definition of strategic plans and promotion of more efficient management of Social Protection schemes (Tanzania, Gabon, Nigeria, Togo, Mexico, Colombia ...).

In Mexico, SOCIEUX+ accompanied since the beginning of the process, the set-up of a coordination platform for Mexican social security State Institutes has achieved significant steps. SOCIEUX+ has contributed to the emergency of a coordination mechanism of State social security systems, drawing from the EU Social Protection Committee's example and its non-compulsory coordination mechanisms. After establishing ONIESS (Organización Nacional de los Institutos Estatales de Seguridad Social) in September 2017, SOCIEUX+ continued providing strategic support. SOCIEUX+ also supported the contextualisation and planning of assessing Mexico's social security legal framework (see Section 2.6.4 – Mexico – page 114).

In Gabon, SOCIEUX+ provided support to the Pensions and Family Benefits Fund of Gabon (CPPF) in a major reform of its organisation (see Section 2.6.1 – page 34). Actions supported the definition of precise strategic axes, strengthening its IT architecture and social marketing, and auditing the existing sectors and job descriptions at the CPPF. SOCIEUX+ contributed to structural changes in the Social Protection sector in the countries where we operate, far beyond simple short-term assistance.

Table 6: SOCIEUX+'s requests and actions on Social Protection by field of intervention (categorised according to the International Labour Organization Taxonomy) until fourth reporting period (September 2020)⁸

Field of intervention (ILO Taxonomy)	Code	Country	Title
E. - Social Protection	2016-11	Cambodia	Support to the implementation of allowances to disabled people
	2016-12	Cambodia	Support to the implementation of cash transfers in Cambodia
	2016-13	Vietnam	Support to the Institute of Labour Science and Social Affairs in shaping Social Protection in Vietnam
	2016-14	Gabon	Terms of Reference for the marketing, communication services and public relations of the CPPF
	2016-15	Mexico	Technical assistance and exchange of experiences on strengthening the pension reserve [Apoyo al fortalecimiento de reserva de pensiones del ISSSTECAM]
	2016-16	Mexico	Enhancing the institutional capacities of the National System for the Comprehensive Protection of Children and Adolescents in Mexico [Apoyo a las capacidades institucionales del SIPINNA]
	2017-02	Cambodia	Supporting the Chair of the Social Protection Working Group on monitoring, evaluation and access to social assistance programmes
	2017-03	Mexico	Capacity building in strategy and policy making [Capacitación en desarrollo de políticas y estrategias]
	2017-05	Tanzania	Capacity Building of ECASSA and its members through training and research
	2017-12	Peru	Strengthening social protection conventions for Peruvian migrant workers.
	2017-17	Mexico	Start-up of the National Organisation of State Social Security Institutes – ONIESS - and its Technical Secretariat
	2017-19	Togo	Support to the "International Forum on Health Coverage in the Conférence Interafricaine de la Prévoyance Sociale Area (CIPRES)"
	2017-24	Colombia	Project proposal on drugs addiction prevention [Propuesta Proyecto sobre prevención a la drogadicción en Buenaventura]
	2017-36	Swaziland	Development of a social protection policy
	2017-37	Mexico	Closing session of the 1st International Forum on International Delinquency organised by REINSERTA
	2017-38	Armenia	Introduction of a human-rights based approach to disability assessment and eligibility rules
	2018-01	Argentina	International Seminar: "Suficiencia y Sustentabilidad Previsional: los retos de la Seguridad Social"
	2018-10	Congo, Dem. Rep.	Feasibility study on the introduction of mandatory health insurance in North Kivu
	2018-21	Burkina Faso	Towards an Inclusive Census: Collecting and Analysing Disaggregated Data for People with Disabilities in Burkina Faso
	2018-32	Togo	Support to the International Forum on health coverage in the CIPRES area
	2019-20	Jordan	Support to the implementation of the National Social Protection Strategy 2019-25
	2019-25	Palestine	Strengthening of the monitoring and evaluation system at the Ministry of Social Development
	2019-26	Cambodia	Drafting guideline and legal documents for the Regulation and Supervision on Social Security Fund
	2020-11	Palestine	Building of a comprehensive training system at the Ministry of Social Development
	2020-15	Gabon	Support in the implementation of the policy of health and social action of the CPPF for insured people
E.05 - Social Assistance	2016-11	Cambodia	Support to the implementation of allowances to disabled people
	2016-12	Cambodia	Support to the implementation of cash transfers in Cambodia
	2017-02	Cambodia	Supporting the Chair of the Social Protection Working Group on monitoring, evaluation and access to social assistance programmes
	2017-26	Colombia	Social protection coverage in the informal economy

⁸ The present table only includes fields of intervention for which more than two requests or actions were allocated to. A same action be categorised in more than one field of intervention.

Field of intervention (ILO Taxonomy)	Code	Country	Title
	2017-37	Mexico	Closing session of the 1st International Forum on International Delinquency organised by REINSERTA
	2019-02	Colombia	Consolidation of the strategy
	2019-09	Cote d'Ivoire	Definition of a national social assistance policy
E.10 - Social Security	2016-14	Gabon	Terms of Reference for the marketing, communication services and public relations of the CPPF
	2016-15	Mexico	Technical assistance and exchange of experiences on strengthening the pension reserve [Apoyo al fortalecimiento de reserva de pensiones del ISSSTECAM]
	2017-02	Cambodia	Supporting the Chair of the Social Protection Working Group on monitoring, evaluation and access to social assistance programmes
	2017-17	Mexico	Start-up of the National Organisation of State Social Security Institutes – ONIESS - and its Technical Secretariat
	2017-19	Togo	Support to the "International Forum on Health Coverage in the Conférence Interafricaine de la Prévoyance Sociale Area (CIPRES)"
	2017-28	Vietnam	Enlarging the scope of the social policy analysis conducted by the Institute of Labour Sciences and Social Affairs (ILSSA)
	2017-29	Vietnam	Strengthening social protection of people with disabilities in Vietnam
	2018-01	Argentina	International Seminar: "Suficiencia y Sustentabilidad Previsional: los retos de la Seguridad Social"
	2018-03	Kenya	Contribution to the National Social Security Policy Round Table in Kenya
	2018-10	Congo, Dem. Rep.	Feasibility study on the introduction of mandatory health insurance in North Kivu
	2018-19	Mexico	Preparation of a first draft of the General Social Security Law
	2018-25	Togo	2nd International Forum on Pensions in the CIPRES zone
	2018-32	Togo	Support to the International Forum on health coverage in the CIPRES area
	2019-04	Gabon	Audit of the existing sectors and job descriptions at the CPPF
	2019-11	Cote d'Ivoire	Definition of a national social security policy
E.10.01 - Disability Benefits	2019-35	Tanzania	Technical support on rehabilitation services and capacity building
	2020-09	Cambodia	Capacity building on social protection for persons with disability
	2020-21	Armenia	Linking disability assessment to social protection service provision for People with Disabilities (PdWs)
	2020-23	Armenia	Building individual capacities on functional disability assessment
	2020-24	Armenia	Maintenance of the disability assessment formula
	2020-25	Armenia	Basic requirements for ICF assessments centres premises and equipment
E.10.02 - (Employment) Accident Benefits	2018-02	Malawi	Support to the Implementation of an Employment Injury Insurance System for Malawi
	2019-05	Gabon	Professional risks in the public sector
	2019-13	Nigeria	Development of Occupational Safety and Health in Nigeria
	2019-35	Tanzania	Technical support on rehabilitation services and capacity building
	2020-07	Tanzania	Enhancing rehabilitation capacities for WCF
E.10.04 - Health Insurance	2017-18	St. Lucia	Development of a national social health insurance system
	2017-19	Togo	Support to the "International Forum on Health Coverage in the Conférence Interafricaine de la Prévoyance Sociale Area (CIPRES)"
	2017-27	Zimbabwe	Social Health Protection Reform
	2017-39	Togo	Improving technical management tools available to INAM
	2018-11	Lao PDR	The role of a national health insurance institution in ensuring quality of services
	2018-32	Togo	Support to the International Forum on health coverage in the CIPRES area

Field of intervention (ILO Taxonomy)	Code	Country	Title
	2020-02	Congo, Dem. Rep.	Development of mutual health insurance in Kasai Central province [Appui technique au déploiement de la mutuelle de santé dans la province du Kasai Central]
	2020-06	Congo, Dem. Rep.	Feasibility study for the establishment of a compulsory voluntary health insurance mechanism in Central Congo
	2020-10	Burkina Faso	Reinforcement of the technical, thematic and political capacities of senior executives of social protection, health insurance and mutual organisations of West Africa
E.10.07 - Pension Schemes	2016-14	Gabon	Terms of Reference for the marketing, communication services and public relations of the CPPF
	2018-20	Mexico	Design of a comprehensive training plan for State Social Security Institutions
	2018-28	Cambodia	Advice on sustainability and investment of pension funds
	2019-03	Gabon	Actuarial studies for feasibility of pension schemes and family benefits
E.10.08 - Social Security Financing	2016-15	Mexico	Technical assistance and exchange of experiences on strengthening the pension reserve [Apoyo al fortalecimiento de reserva de pensiones del ISSSTECAM]
	2017-18	St. Lucia	Development of a national social health insurance system
	2018-01	Argentina	International Seminar: "Suficiencia y Sustentabilidad Previsional: los retos de la Seguridad Social"
	2018-04	Cambodia	Advise on financial regulation of social protection (social insurance)
E.10.09 - Social Security Legislation	2016-15	Mexico	Technical assistance and exchange of experiences on strengthening the pension reserve [Apoyo al fortalecimiento de reserva de pensiones del ISSSTECAM]
	2017-12	Peru	Strengthening social protection conventions for Peruvian migrant workers.
	2018-15	Mexico	Regulations of the Law of the Institute of Security and Social Services of Workers of the State of Campeche
	2018-18	Mexico	Design of a work plan for the elaboration of a general diagnosis of social security in Mexico
	2019-08	Mexico	Analysis of the Social Security Law of the State of Yucatan
E.10.10 - Social Security Policy	2016-13	Vietnam	Support to the Institute of Labour Science and Social Affairs in shaping Social Protection in Vietnam
	2017-17	Mexico	Start-up of the National Organisation of State Social Security Institutes – ONIESS - and its Technical Secretariat
	2017-26	Colombia	Social protection coverage in the informal economy
	2017-30	Peru	Technical assistance for the extension of social protection coverage
	2017-36	Swaziland	Development of a social protection policy
	2017-38	Armenia	Introduction of a human-rights based approach to disability assessment and eligibility rules
	2019-01	Peru	Assessing viability of microfinance for creating opportunities for social protection coverage of atypical workers
	2019-02	Colombia	Consolidation of the strategy
E.15 - Social Services	2017-02	Cambodia	Supporting the Chair of the Social Protection Working Group on monitoring, evaluation and access to social assistance programmes
	2017-26	Colombia	Social protection coverage in the informal economy
	2017-32	Panama	Strategic goals according to the Multidimensional Poverty Index in Panama
	2018-25	Togo	2nd International Forum on Pensions in the CIPRES zone
	2019-02	Colombia	Consolidation of the strategy
	2019-09	Cote d'Ivoire	Definition of a national social assistance policy
	2019-10	Cote d'Ivoire	Set up of the national project in support to the elderly (PNAPA)
	2019-28	Togo	Establishment of universal health insurance [Appui à la mise en place d'un système d'assurance maladie universelle]
	2020-19	Tanzania	Assessment of School Feeding Programme for pre-primary and primary school in Zanzibar
L.40 - Rights Of Disabled People	2016-11	Cambodia	Support to the implementation of allowances to disabled people

Field of intervention (ILO Taxonomy)	Code	Country	Title
	2017-29	Vietnam	Strengthening social protection of people with disabilities in Vietnam
	2017-38	Armenia	Introduction of a human-rights based approach to disability assessment and eligibility rules
	2018-21	Burkina Faso	Towards an Inclusive Census: Collecting and Analysing Disaggregated Data for People with Disabilities in Burkina Faso
N.15 - Social Security Administration	2017-03	Mexico	Capacity building in strategy and policy making [Capacitación en desarrollo de políticas y estrategias]
	2017-05	Tanzania	Capacity Building of ECASSA and its members through training and research
	2017-12	Peru	Strengthening social protection conventions for Peruvian migrant workers.
	2017-17	Mexico	Start-up of the National Organisation of State Social Security Institutes – ONIESS - and its Technical Secretariat
	2017-32	Panama	Strategic goals according to the Multidimensional Poverty Index in Panama
	2017-39	Togo	Improving technical management tools available to INAM
	2018-03	Kenya	Contribution to the National Social Security Policy Round Table in Kenya
	2018-04	Cambodia	Advise on financial regulation of social protection (social insurance)
	2018-15	Mexico	Regulations of the Law of the Institute of Security and Social Services of Workers of the State of Campeche
	2018-19	Mexico	Preparation of a first draft of the General Social Security Law
	2018-20	Mexico	Design of a comprehensive training plan for State Social Security Institutions
	2019-26	Cambodia	Drafting guideline and legal documents for the Regulation and Supervision on Social Security Fund
Q.05 - Disabilities (in health)	2016-11	Cambodia	Support to the implementation of allowances to disabled people
	2017-38	Armenia	Introduction of a human-rights based approach to disability assessment and eligibility rules
	2020-21	Armenia	Linking disability assessment to social protection service provision for People with Disabilities (PdWs)
	2020-23	Armenia	Building individual capacities on functional disability assessment
	2020-24	Armenia	Maintenance of the disability assessment formula
	2020-25	Armenia	Basic requirements for ICF assessments centres premises and equipment
V. - Research	2020-03	Tanzania	Organisational capacity building on Management Information Systems
	2020-05	Tanzania	Development of a Strategic Plan for the ECASSA Institute of Social Protection (EISP)
	2020-20	Nigeria	Strengthening the NASSCO's capacity for the development of a database of Poor and Vulnerable Households (PVHHs) in shock response

2.7.2 Labour and Employment

General considerations

The EU and its PCs are facing accelerated developments in L&E. This is the case in skills to be developed, new ways of working, new professions, the need to create qualitative and quantitative jobs. The COVID-19 pandemic crisis accelerated those changes. It is a challenge to adapt to public employment services (PES) to these new challenges. In parallel, the labour framework and legislation have to be matched to accompany reforms to secure, increase and access better jobs for all. These challenges have also underlined the importance of the Sustainable Development Goals and the Decent Work Agenda. SOCIEUX+ actions on labour and employment support EU PCs address these key challenges and cross-cutting issues such as the transition of economies and digitalisation. The current crisis has again reminded policymakers of the importance of timely and appropriate LMIS. It also highlighted the informal sector's vulnerability in low- and middle-income countries, particularly when the informal sector workers are faced with the lack of social and economic safety nets.

The demand for SOCIEUX+ support also underlined the uphill march that PESs need to overcome to expand services to remote populations, improve work conditions, foster job access among vulnerable groups, and anticipate the labour market by improving job and skills matching.

Trends in requests and operations

As part of the New European Development Consensus published in 2017, the EU's development policy has been aligned with the 2030 Sustainable Development Agenda, which aims at meeting society's needs on education and employment, particularly for vulnerable and marginalised groups.

Actions supported by SOCIEUX+ contributed among others in:

- Maximising decent job creation by supporting job-rich economic growth;
- Improving the quality of existing jobs in terms of income and working conditions (both in the formal and informal economy); and,
- Ensure better access to decent jobs, especially for the most vulnerable in the labour market, through skills development (education and training) and effective labour market policies.

Requests to and actions supported by SOCIEUX+, thus, supported key SDGs related to employment and decent work (see Section 3.5 –Requests and actions processed for a breakdown by SDG and Figure 25 in Annexe L for a breakdown of requests by field of expertise).

The list is organised by field of intervention. Most of the 68 requests in the L&E portfolio of SOCIEUX+ addressed labour conditions and employment of vulnerable populations, women workers, youth employment and workers with disabilities (e.g., 20219-19 Kyrgyz Republic; 2018-24 Burkina Faso; 2018-22 Côte d'Ivoire; and, 2019-21 Thailand) indirectly. About a quarter of requests supported PES development (26.5%). LMI-related actions accounted for more than a fifth of the portfolio (22.1%). The remaining requests addressed a wide range of fields of expertise including OSH, labour law, Social Dialogue, labour inspection and green jobs. Table 7 provides a list of requests and actions on L&E received by SOCIEUX+ between September 2016 and August 2020.

Since the beginning of the COVID-19 pandemic, simplified COVID-19-related requests on L&E were mainly submitted by PES and/or very technical services of line ministries. These covered capacity building for employment advice for vulnerable people, skills adaptation (e.g. about soft skills), services for the recruiters and businesses to improve information transparency and accelerating access to work opportunities.

The next sections will structure the illustration of fields of intervention of SOCIEUX+ in L&E according to the main lines of the January 2018 concept paper "Promoting employment and decent work in development cooperation" from DG INTPA (then DG DEVCO).

- Labour supply
- Labour demand
- Matching of labour supply and demand

Labour supply

Access to formal employment is the first step in many countries to reach a decent wage and formalise labour relations. It is also crucial for the broader access of populations to fundamental rights and services. Then, priorities can be given to access to decent work, with no discrimination and better work conditions. The informal sector is at the heart of the challenges faced in the L&E by LMICs. This is to be acknowledged, even if not formally expressed in the requests to SOCIEUX+.

At first, it could be thought that the policies and experiences to address the challenges of the informal sector would not be available from EU MSs. On the contrary, past and ongoing SOCIEUX+ actions on informality (see Table 7 – list of requests and actions on A.20.02- Informal Employment) were able to demonstrate that concrete experiences, tools and methods used by EU MSs institutions for the benefit of, for example, the most disadvantaged people were appropriate. The transfer of research in informality also proved welcome (e.g., 2017-20 Cameroon).

As for the EU MSs institutions, a central challenge for PIs is expanding social and income security measures. To do so, L&E policy reforms and programmes may request the new phase of SOCIEUX+ and cover a wide array of stakeholders, including social partners, civil society, employer and workers associations, non-governmental organisations, local authorities and governments.

Vocational guidance and occupational qualification in a substantial number of requests and actions (e.g., 2018-06, 2018-07, 2019-09 Peru; and, 2021-24 Burkina Faso). VET was a transverse theme in various requests (e.g., 2017-16 Colombia; 2018-06, 2018-07, 2019-09 Peru; 2018-16 Chile; 2018-24 Burkina Faso; and, 2020-01 New Caledonia). Implemented actions addressed the M&E of the VET (e.g., 2018-06 Peru) or the strengthening of self-employed entrepreneurial skills (e.g. 2017-16 Colombia). Youth employment has also been linked to appropriate soft skills in the requests received by SOCIEUX+ in RP4 (e.g., 2018-09 Peru and 2019-33 Cameroon). The awareness of PCs on the importance of the theme has been highlighted in future requests for the next phase of SOCIEUX+. It should be noted that this awareness and requests of support to SOCIEUX+ on soft skills development have been fostered by the collaborations of the FMT with cooperation initiatives such as Global Initiative on innovative Employment Services for Youth (YouMatch) and VET Toolbox.

Labour demand

The COVID-19 pandemic has illustrated that responsive socio-economic mitigation of crisis requires effective structural reforms on L&E. However, the swift design and implementation of such reforms may require narrow sectoral targets, population, business sector, type of jobs, and skills to be acquired to enable the rapid integration to employment or economic activity. Such reforms at the local level may also be supported by SOCIEUX+ (e.g., 2017-09 Peru; 2017-23, 2017-25, 2017-33 and 2019-02 Colombia).

Most requests to SOCIEUX+ were not focused on individual economic sectors. However, some value chains or economic sectors have been represented, such as the agricultural and green jobs (e.g. 2017-16 Colombia; 2018-29 Chad; and, 2019-18 Uruguay). The challenges and opportunities of green jobs and greening jobs may be recurrent themes in the requests in the next phase of SOCIEUX+. The experience of EU MSs on these is likely to be valued by PCs. Past SOCIEUX+ actions illustrate the importance given to the “green agenda” by PESs. This was well thematised in a regional event organised by WAPES for PESs, which was also supported by SOCIEUX+ (2018-29 Chad).

Corporate and Social Responsibility and due diligence in supply chains, which is received attention in recent legislation of EU MSs, may also be an upcoming theme in requests for the next phase of SOCIEUX+. At least one request already spawned from the interest for and impact of such legislation in PCs (2019-31 Brazil).

Occupational Safety and Health and labour inspection have been cross-cutting fields of expertise to Social Protection and L&E requests (e.g., 2017-22 Cabo Verde; 2018-02 Malawi; 2019-05 Gabon; 2019-13 Nigeria; 2019-07 Georgia; and, 2019-23 Ghana). It is likely that those fields to continue regarding the significant issues in the framework of the COVID-19 pandemic and its aftermath; as it was highlighted in the SOCIEUX+'s KD thematic report: “The impact of COVID-19 and response on the EU Labour Market” (see section 4.3 - Labour market measures to mitigate the COVID-19 pandemic). In the perspective of increased demand for EU MSs' experience in the field, promotion efforts have been raised by the FMT towards OSH institutions.

Regarding labour demand and economic development of employment opportunities, the digitalisation of the economy and services reveals new challenges in terms of access to employment and conditions of telework or homework (e.g. 2017-11 Peru). Since it has been

developed so much during the crisis, telework-related policies and measure may be well represented in future requests to SOCIEUX+. Their impact on the working conditions, the labour market, the economy, and how PES services are delivered, or any public services, has already been substantial in EU MSs and EU PCs.

Labour matching

The COVID-19 crisis has underlined the need for PES to strengthen their organisational capacities, particularly in PCs with limited geographical coverage of services (see Table 7 – list of requests and actions on A.35 – Employment Services). Various requests also addressed institutional capacity building to adopt or update strategic plans that we contributed to finalising (e.g., 2017-22 Cabo Verde; 2017-34 Benin; 2020-18 Colombia; and, 2020-12 Niger). In these cases, the deliverables requested were often assessments of the internal organisation of the structures and interactions of PESs with labour matching stakeholders. Organisational capacity development was also sought for strengthening the steering, implementation and evaluation of active labour market policies and programmes (2019-27 Haiti; and, 2019-06 and 2020-17 Côte d'Ivoire).

Requests on digitalisation, the development of ICT tools and, more generally, LMI and LMIS to support for the implementation of policy reforms in labour matching and LMI was substantial (e.g., 2017-08 Peru; 2017-01 and 2017-34 Benin; 2017-21 Kenya; 2018-17 Chile; 2017-41 Uganda; 2019-31 Surinam; 2020-12 Niger; and 2020-28 Rwanda). As part of the extension, the population coverage of PES, SOCIEUX+ was requested to support the development of digitalised services (e.g., 2017-31 Gabon; 2017-41 Uganda; 2018-08 Peru; 2020-01 New Caledonia; and, 2020-12 Niger). They also addressed the low-skilled population with tools to support and monitor self-employment (e.g., 2017-07 Peru; and, 2020-08 Mauritania). Technical cooperation, as supported by SOCIEUX+, cannot respond to the significant investment needs in ICT infrastructures of PCs and their public institutions. However, access to low-cost technologies and the trivialisation of equipment such as smartphones provides PES opportunities to reach out their services to previously uncovered populations and economic sectors to match labour supply and demand. SOCIEUX+'s PI may benefit from triangular technical cooperation to benchmark and assert the feasibility of digital services in their country.

The development of employment and skills observatories may also provide further opportunities for the demand of SOCIEUX+ services (e.g., 2017-22 and 2020-04 Cabo Verde). Demand for support to these new structures may cover ICT tools and new modes of data governance. The aim here would be to develop information on jobs and skills needed or sought, available jobs or new jobs. The potential for such demand has been discussed in the technical report published by SOCIEUX+: 2020 Labour Market Vision: Labour Market Information Systems for the New Decade (see Section 4.3 - 2020 Labour Market Vision).

Public-Private Partnerships (PPP) were thematised in several SOCIEUX+ actions, although the initial requests did not mention PPPs. Those activities highlighted the potential role of PPPs in labour matching. PPP may play a role, among others, in labour market placement services, LMI services, VET and job coaching. EU MSs' expertise with PPPs is likely to be sought by PCs that engage in PPPs or privatisation of public services.

As much for actions relating to the demand for labour, as to the labour supply, or to policies and actions to match the workforce, participation and involvement of many different socio-economic actors are necessary to achieve a wide array of policy objectives. This has been confirmed through the theme of Social Dialogue, which was as a cross-cutting theme between Social Protection and L&E (e.g., 2017-13 Peru; 2017-20 Cameroon; 2019-21 Thailand; and, 2019-29 Togo). Extending prospection activities of SOCIEUX+ towards social partners may contribute to increase requests related to Social Dialogue.

Table 7: SOCIEUX+'s requests and actions on labour and employment by field of intervention (categorised according to the International Labour Organization Taxonomy) until the fourth reporting period (September 2020)⁹

Field of intervention (ILO Taxonomy)	Code	Country	Title
A. - Work	2017-01	Benin	Reform of employment services and programmes for the establishment of a one-stop-shop for employment promotion
	2017-04	Pakistan	Development of an employability strategy for youth (Linking TVET systems and policies to Labour Market and employment outcomes)
	2017-06	Colombia	Assessment of the information management system of SGSP [Asesoría de arquitectura y gobierno de datos en la Subdirección General para la Superación de la Pobreza (SGSP)]
	2017-07	Peru	Development of labour market indicators from administrative registries [Asistencia técnica para la obtención de indicadores del mercado de trabajo a partir de registros administrativos]
	2017-08	Peru	Development of local-level labour market indicators and related information management systems [Obtención de indicadores en el mercado de trabajo en áreas geográficas pequeñas]
	2017-10	Peru	Formulation of a national strategy for the promotion of employment to empower women in Peru
	2017-11	Peru	Implementation strategies for teleworking [Asistencia técnica en el diseño de estrategias de implementación de la modalidad laboral del teletrabajo]
	2017-14	Mexico	Strengthening of organisational and individual capacities of the national School for the Formation of Labour Inspectors [Apoyo a la Escuela de Formación del Cuerpo Inspectivo ...]
	2017-15	Colombia	Assessment of the architecture and data management for the Sub-Directorate-General for the Elimination of Poverty [Asesoría de arquitectura y gobierno de datos en la SGSP]
	2017-20	Cameroon	Training on transition to formality of workers in the informal economy, and social protection of internal migrant workers [Atelier sur la formalisation des travailleurs du secteur informel et sur...]
	2017-21	Kenya	Labour Market Information Expert Meeting
	2017-23	Colombia	Design and implementation of local employment policy [Asistencia técnica para el diseño e implementación de políticas de empleo]
	2017-25	Colombia	Strengthening of entrepreneurial capacities [Innovación y fortalecimiento de las capacidades de gestión empresarial]
	2017-31	Gabon	ICT tools development [Accompagnement de l'Office National de l'Emploi (ONE) dans le déploiement de son site internet et de son application métier]
	2017-33	Colombia	Assessment of local employment policy in Girardota Municipality [Asesoría Profesional en la realización de la política pública de empleo del Municipio de Girardota]
	2017-40	Ghana	Job Impact Assessment of Public Investments
	2017-41	Uganda	Develop an online job matching database to improve employment service delivery at Kampala Capital City authority
	2018-07	Peru	Supporting the development of work-linked training facilities and opportunities (metodología dual)
	2018-09	Peru	Evaluation and monitoring instruments for public policies and national guidelines on Vocational Training [Capacitación técnica para el diseño de instrumentos de evaluación ...]
	2018-29	Chad	Green Jobs promotion by Public Employment Services [L'implication des Services Publics de L'Emploi dans les Emplois Verts]
	2018-31	Brazil	Decent work, labour inspection and duty of care in value chains [Promoção de trabalho decente nas cadeias de valor por meio da Inspeção do Trabalho]
	2019-22	Ghana	Labour Inspection Manual development

⁹ The present table only includes fields of intervention for which more than three requests or actions were allocated to. A same action be categorised in more than one field of intervention.

Field of intervention (ILO Taxonomy)	Code	Country	Title
A.15 - Decent Work	2019-30	Togo	Enforcement of legislation and labour standards [Appui et accompagnement dans l'application de la législation et des normes du travail au Togo]
	2019-36	Thailand	Awareness-raising regional workshops on informal employment based on inclusive Social Dialogue mechanisms
	2019-14	Peru	Measurement and information system for the design of active policies for promoting green jobs, with emphasis on youth [Medición y sistema de información sobre empleos verdes...]
	2019-21	Thailand	Promotion of Decent Employment for informal workers
	2019-30	Togo	Enforcement of legislation and labour standards [Appui et accompagnement dans l'application de la législation et des normes du travail au Togo]
	2019-37	Thailand	Promotion of Decent Employment for informal workers in Thailand – Training workshops activities to public officers of Department of Labour Protection and Welfare and of Regional Units
A.20 - Employment	2017-04	Pakistan	Development of an employability strategy for youth (Linking TVET systems and policies to Labour Market and employment outcomes)
	2017-16	Colombia	Strengthening innovation, entrepreneurship and formation of informal sector vendors [Mejorar el modelo de Intervención, Emprendimiento y Formación para el Empleo de los vendedores informales]
	2017-20	Cameroon	Training on transition to formality of workers in the informal economy, and social protection of internal migrant workers [Atelier sur la formalisation des travailleurs du secteur informel et sur...]
	2017-40	Ghana	Job Impact Assessment of Public Investments
	2018-12	Colombia	Capacity development for Strategic on Employment [Diagnostico, capacitación, diseño e implementación de estrategias relacionadas con temas de empleabilidad]
	2018-13	China	Sharing of International Experience for a National PES Reforms
	2018-14	Colombia	E-Commerce for informal vendors of Bogota [Comercio electrónico para los vendedores de la economía informal de Bogota]
	2018-23	Peru	Promotion of employment among people living with disabilities [Promoción del empleo para personas con discapacidad]
	2019-15	Peru	Coordination mechanism and private public articulation for the promotion of employment and self-employment of women at risk and/or women victims of violence [diseño de un mecanismo de coordinación...]
	2019-19	Kyrgyz Republic	Strengthening employment opportunities for people living with disabilities
	2019-30	Togo	Enforcement of legislation and labour standards [Appui et accompagnement dans l'application de la législation et des normes du travail au Togo]
	2019-33	Cameroon	Capacity building of employment advisors and job developers on soft skills [Formation des Conseillers Emploi et des 'Jobs Developer' sur le développement des..]
	2020-01	New Caledonia	Impact assesement of digitalisation on employment and skills [Étude sur l'impact du numérique sur l'emploi et les compétences]
	2020-08	Mauritania	Design of training structure and formalisation of a training course for young business creators in Mauritania.
	2020-12	Niger	Support for the definition of the strategic plan of the Niger employment agency, and adaptation of the services provided to companies and job seekers
	2020-26	Mauritania	Renforcement des capacités de l'administration de l'Emploi et de son service public
	2020-27	Togo	Formation des Formateurs, pour former les Conseillers emploi sur le développement des softskills à l'endroit des chercheurs d'emploi
	2020-28	Rwanda	Webinar on Labour Market Information Systems for the New Decade, September 29, 2020
A.20.02 - Informal Employment	2017-16	Colombia	Strengthening innovation, entrepreneurship and formation of informal sector vendors [Mejorar el modelo de Intervención, Emprendimiento y Formación para el Empleo de los vendedores informales]
	2017-20	Cameroon	Training on transition to formality of workers in the informal economy, and social protection of internal migrant workers [Atelier sur la formalisation des travailleurs du secteur informel et sur...]
	2017-40	Ghana	Job Impact Assessment of Public Investments

Field of intervention (ILO Taxonomy)	Code	Country	Title
	2019-21	Thailand	Promotion of Decent Employment for informal workers
	2019-36	Thailand	Awareness-raising regional workshops on informal employment based on inclusive Social Dialogue mechanisms
	2019-37	Thailand	Promotion of Decent Employment for informal workers in Thailand – Training workshops activities to public officers of Department of Labour Protection and Welfare and of Regional Units
	2020-18	Colombia	Territorial location of national public policy guidelines on informal vendors in public space: support for pilot projects in Barranquilla and Cali
A.20.10 - Youth Employment	2017-04	Pakistan	Development of an employability strategy for youth (Linking TVET systems and policies to Labour Market and employment outcomes)
	2017-16	Colombia	Strengthening innovation, entrepreneurship and formation of informal sector vendors [Mejorar el modelo de Intervención, Emprendimiento y Formación para el Empleo de los vendedores informales]
	2018-24	Burkina Faso	Strengthening of staff capacities of the Ministry of Vocational Training and Entrepreneurship [Formation du personnel du Ministère de la Jeunesse et de la promotion de l'entrepreneuriat des jeunes]
	2019-14	Peru	Measurement and information system for the design of active policies for promoting green jobs, with emphasis on youth [Medición y sistema de información sobre empleos verdes...]
	2019-18	Uruguay	Green job opportunities for the youth [Empleos Verdes: Una oportunidad para los jóvenes]
A.20.15 - Green Jobs	2017-09	Peru	Design and implementation of public policies for the promotion of green jobs among the youth
	2018-29	Chad	Green Jobs promotion by Public Employment Services [L'implication des Services Publics de L'Emploi dans les Emplois Verts]
	2019-14	Peru	Measurement and information system for the design of active policies for promoting green jobs, with emphasis on youth [Medición y sistema de información sobre empleos verdes...]
	2019-16	Togo	Green Jobs Programme development [Renforcement des capacités de l'Agence Nationale Pour l'Emploi du Togo pour la promotion des Emplois verts parmi les jeunes.
	2019-18	Uruguay	Green job opportunities for the youth [Empleos Verdes: Una oportunidad para los jóvenes]
	2019-38	Peru	Strategic public-private partnerships for the generation of green jobs in Loreto (Promoción de alianzas estratégicas público-privada para la generación de empleos verdes en la Región Loreto)
A.25 - Employment Policy	2017-01	Benin	Reform of employment services and programmes for the establishment of a one-stop-shop for employment promotion
	2017-10	Peru	Formulation of a national strategy for the promotion of employment to empower women in Peru
	2017-23	Colombia	Design and implementation of local employment policy [Asistencia técnica para el diseño e implementación de políticas de empleo]
	2017-33	Colombia	Assessment of local employment policy in Girardota Municipality [Asesoría Profesional en la realización de la política pública de empleo del Municipio de Girardota]
	2018-12	Colombia	Capacity development for Strategic on Employment [Diagnostico, capacitación, diseño e implementación de estrategias relacionadas con temas de empleabilidad]
	2018-22	Cote d'Ivoire	Promotion of employment among vulnerable groups [Promotion de l'emploi des couches vulnérables]
	2019-15	Peru	Coordination mechanism and private public articulation for the promotion of employment and self-employment of women at risk and/or women victims of violence [diseño de un mecanismo de coordinación...]
	2020-26	Mauritania	Renforcement des capacités de l'administration de l'Emploi et de son service public
A.35 - Employment Services	2017-01	Benin	Reform of employment services and programmes for the establishment of a one-stop-shop for employment promotion
	2017-23	Colombia	Design and implementation of local employment policy [Asistencia técnica para el diseño e implementación de políticas de empleo]
	2017-25	Colombia	Strengthening of entrepreneurial capacities [Innovación y fortalecimiento de las capacidades de gestión empresarial]

Field of intervention (ILO Taxonomy)	Code	Country	Title
	2017-31	Gabon	ICT tools development [Accompagnement de l'Office National de l'Emploi (ONE) dans le déploiement de son site internet et de son application métier]
	2017-33	Colombia	Assessment of local employment policy in Girardota Municipality [Asesoría Profesional en la realización de la política pública de empleo del Municipio de Girardota]
	2017-34	Benin	Capacity building for better employment services, strategy and planning for youth employment [Renforcer les capacités de l'ANPE...
	2017-35	Guinea	Organisational review for the improvement of youth integration in labour market [Audit organisationnel de l'AGUIPE pour une amélioration de ces interventions dans l'insertion des jeunes]
	2017-41	Uganda	Develop an online job matching database to improve employment service delivery at Kampala Capital City authority
	2018-05	Peru	Labour Insertion of Vulnerable Groups
	2018-13	China	Sharing of International Experience for a National PES Reforms
	2018-14	Colombia	E-Commerce for informal vendors of Bogota [Comercio electronico para los vendedores de la economia informal de Bogota]
	2018-17	Chile	Organisational capacity building for job-matching and orientation services
	2019-16	Togo	Green Jobs Programme development [Renforcement des capacités de l'Agence Nationale Pour l'Emploi du Togo pour la promotion des Emplois verts parmi les jeunes.
	2019-17	Mauritania	Conference on public employment services and migration [Conference AMSEP:
	2019-31	Suriname	Enhancing capacity for public employment services activities: outreach to employers, speed dating, job fairs and supervision of private employment agencies.
	2019-32	Benin	Capacity building on entrepreneurship promotion [Formation à la Direction Générale de la Promotion de l'Entrepreneuriat et de l'Emploi (DGPEE)]
	2020-26	Mauritania	Renforcement des capacités de l'administration de l'Emploi et de son service public
	2020-27	Togo	Formation des Formateurs, pour former les Conseillers emploi sur le développement des softskills à l'endroit des chercheurs d'emploi
A.45 - Labour Market	2017-06	Colombia	Assessment of the information management system of SGSP [Asesoría de arquitectura y gobierno de datos en la Subdirección General para la Superación de la Pobreza (SGSP)]
	2017-07	Peru	Development of labour market indicators from administrative registries [Asistencia técnica para la obtención de indicadores del mercado de trabajo a partir de registros administrativos]
	2017-08	Peru	Development of local-level labour market indicators and related information management systems [Obtención de indicadores en el mercado de trabajo en áreas geográficas pequeñas]
	2017-21	Kenya	Labour Market Information Expert Meeting
	2017-23	Colombia	Design and implementation of local employment policy [Asistencia técnica para el diseño e implementación de políticas de empleo]
	2017-25	Colombia	Strengthening of entrepreneurial capacities [Innovación y fortalecimiento de las capacidades de gestión empresarial]
	2017-33	Colombia	Assessment of local employment policy in Girardota Municipality [Asesoría Profesional en la realización de la política pública de empleo del Municipio de Girardota]
	2017-34	Benin	Capacity building for better employment services, strategy and planning for youth employment [Renforcer les capacités de l'ANPE...
	2017-41	Uganda	Develop an online job matching database to improve employment service delivery at Kampala Capital City authority
	2018-16	Chile	Information technologies for job-matching and orientation
	2018-17	Chile	Organisational capacity building for job-matching and orientation services
	2019-14	Peru	Measurement and information system for the design of active policies for promoting green jobs, with emphasis on youth [Medición y sistema de información sobre empleos verdes...]
	2019-17	Mauritania	Conference on public employment services and migration [Conference AMSEP:

Field of intervention (ILO Taxonomy)	Code	Country	Title
F.15.05 - Vocational Training	2019-31	Suriname	Enhancing capacity for public employment services activities: outreach to employers, speed dating, job fairs and supervision of private employment agencies.
	2020-04	Cabo Verde	tbc - Organisational capacity building of the Labour Market Observatory
	2017-16	Colombia	Strengthening innovation, entrepreneurship and formation of informal sector vendors [Mejorar el modelo de Intervención, Emprendimiento y Formación para el Empleo de los vendedores informales]
	2018-06	Peru	M&E tools for the Vocational Counselling and Occupational Information Service (SOVIO)
	2018-07	Peru	Supporting the development of work-linked training facilities and opportunities (metodología dual)
	2018-09	Peru	Evaluation and monitoring instruments for public policies and national guidelines on Vocational Training [Capacitación técnica para el diseño de instrumentos de evaluación ...]
	2018-16	Chile	Information technologies for job-matching and orientation
	2018-24	Burkina Faso	Strengthening of staff capacities of the Ministry of Vocational Training and Entrepreneurship [Formation du personnel du Ministère de la Jeunesse et de la promotion de l'entreprenariat des jeunes]
F.15.10 - Occupational Qualification	2020-01	New Caledonia	Impact assesement of digitalisation on employment and skills [Étude sur l'impact du numérique sur l'emploi et les compétences]
	2018-06	Peru	M&E tools for the Vocational Counselling and Occupational Information Service (SOVIO)
	2018-07	Peru	Supporting the development of work-linked training facilities and opportunities (metodología dual)
	2018-09	Peru	Evaluation and monitoring instruments for public policies and national guidelines on Vocational Training [Capacitación técnica para el diseño de instrumentos de evaluación ...]
N.10 - Labour Administration	2018-24	Burkina Faso	Strengthening of staff capacities of the Miinistry of Vocational Training and Entrepreneurship [Formation du personnel du Ministère de la Jeunesse et de la promotion de l'entreprenariat des jeunes]
	2017-14	Mexico	Strengthening of organisational and individual capacities of the national School for the Formation of Labour Inspertors [Apoyo a la Escuela de Formación del Cuerpo Inspectivo ...]
	2017-22	Cabo Verde	Developing of a policy for occupational health and safety in the public administration [Sistema Integrado de Segurança e Saúde Ocupacional no sector da Administração Pública]
	2018-26	Togo	Support to the revision of legislative and regulatory texts in the fields of Labour and Public Services
U.05 - Labour Statistics	2019-21	Thailand	Promotion of Decent Employment for informal workers
	2017-06	Colombia	Assessment of the informantion management system of SGSP [Asesoría de arquitectura y gobierno de datos en la Subdirección General para la Superación de la Pobreza (SGSP)]
	2017-07	Peru	Development of labour market indicators from administrative registries [Asistencia técnica para la obtención de indicadores del mercado de trabajo a partir de registros administrativos]
	2017-08	Peru	Development of local-level labour market indicators and related information management systems [Obtención de indicadores en el mercado de trabajo en áreas geográficas pequeñas]
	2017-15	Colombia	Assessment of the architecture and data management for the Sub-Directorate-General for the Elimination of Poverty [Asesoría de arquitectura y gobierno de datos en la SGSP]
	2017-20	Cameroon	Training on transition to formality of workers in the informal economy, and social protection of internal migrant workers [Atelier sur la formalisation des travailleurs du secteur informel et sur...]
	2017-21	Kenya	Labour Market Information Expert Meeting
	2017-40	Ghana	Job Impact Assessment of Public Investments

2.8 COVID-19 Pandemic

2.8.1 Strategic response

Overview

The pandemic represents a major socio-economic challenge worldwide. It also impacted SOCIEUX+ and its services as the original approach of SOCIEUX+ to promote peer-to-peer exchanges through short-term-on-site missions was de facto stopped due to the international travel restrictions. At the same time, the demand for EU MSs experience and response to the crisis increased. The strategy document is provided as an electronic annexe to this report (see Annexe V).

A comprehensive response to COVID-19 was needed to face the crisis and mitigate the virus's dissemination and the economic and social effects of the crisis in the short and medium terms. Transferring EU MSs experience on Social Protection, L&E through peer-to-peer exchanges remained, and remains, most relevant. Most valuable is or will be the experience of EU MSs central governments, institutions and local authorities in coordinating and managing their response to the COVID-19 crisis. SOCIEUX+ had so far to be very successful in transferring public expertise in general questions of Social Protection and L&E. However, this experience's prompt transfer required new approaches as the movement, particularly international travel, of people are limited.

In April 2020, the FMT submitted to DG DEVCO a proposal of Strategic Response by SOCIEUX+ for the COVID-19 pandemic. The PSC and DEVCO-B3 promptly approved this. SOCIEUX+ had, till April 2020, planned a substantial schedule of on-site activities. However, the reality at that point was that face-to-face and on-site support would not be feasible for the foreseeable future. The pandemic crisis triggered a reshuffling of PCs priorities, independently of the relative incidence of COVID-19 in these. Therefore, an adaptation of the type of interventions supported by SOCIEUX+ was needed.

The strategic and effective response of SOCIEUX+ needed to address:

- Immediate response - The current constraints coming from the containment measures in the EU and travel restrictions in EU PCs;
- Short-term response - The increase in Facility's operations that will result from the removal of travel restriction and availability of funding for the new phase of SOCIEUX+; and,
- Medium-term response – The changes in needs and, likely, demands from current and future PIs.

Immediate response

The FMT adapted to the crisis's current effects by adjusting its business processes to provide a swift and meaningful contribution. The FMT had already used distance support in past actions, even if on a smaller scale. The following measures were taken to improve the timeliness and adequacy of SOCIEUX+'s response.

- Focus on the identification and transmission of requests through EUD, with the support of SOCIEUX+ Consortium Partner's local offices and EU programmes managed by SOCIEUX's Consortium Partners;
- Promote the use of simplified request form for the submission of requests;
- Adapt the type of assistance and offer of services towards coaching and distance support; and,
- Promotion efforts to identify the EU peers who will prioritise the Development and Technical Experts of the FMT.

Short-term response

In the short-term, the FMT was able to strengthen its response thanks to the extension of SOCIEUX+. All Implementation partners supported a speedup of the reorganisation of the FMT to enable:

- The swift recruitment process of new FMT members;
- The revision of the business processes and flows;
- The prioritisation of actions related to the mitigation and response to the socio-economic impact of the pandemic.

Medium-term response

The Business Development efforts of SOCIEUX+ aimed at mapping EU MSs and institutions to be targeted by promotion activities if necessary. Areas of expertise that are linked to the preparation and mitigation of the socio-economic effects of the crisis were to be considered in the revision of the mapping. Collaboration agreements could be updated to reflect the demands of EU PCs.

2.8.2 Response implementation

Information to all PIs of SOCIEUX+ on the delays and impact of the travel restrictions was disseminated as the situation unfolded. This included that the on-site missions were to be reformulated to distance support as far as feasible. All work plans of actions were reviewed in consultation with PIs.

Online tools were commissioned and made operational. [SOCIEUX+'s e-learning site](#) was launched and made available to experts for the organisation of online training. The site is based on the popular platform [Moodle](#). Guides for trainers, users and administrators were developed in English, French and Spanish.

The pandemic also impacted the planned communication activities, with the cancellation of scheduled events and activities and the setting of a new global scenario. SOCIEUX+ has react quickly and prepared a full new Communication Plan to respond to the crisis, contributing to the EU response and expanding our scope and capacities. A specific work plan was drafted, developing new products, messages and tools according to the new scenario, in line with SOCIEUX+'s COVID-19 Communication Strategy (provided in Annexe V). This illustrates the high capacity and ability of SOCIEUX+ to respond to new challenges not foreseen and the role of the communication strategies in understanding the unique situation and promoting the added value of SOCIEUX+ in these challenging times.

The mapping of relevant measures taken by EU MSs for mitigating the pandemic's socio-economic impact was commissioned in June 2020. Special reports, one on Social Protection and another on labour & employment, were prepared by experts previously mobilised and familiar with the SOCIEUX+ approach (see Section 4.3 – Labour market measures to mitigate the COVID-19 pandemic, on page 214; and, Social Protection measures to mitigate the COVID-19 pandemic, on page 216). The identification of relevant needs for expertise based on consultations with EUDs. These consultations received the support of DEVCO-B3. The reports underline the areas and specific experiences that could be of interest to EU PCs.

The immediate response of SOCIEUX+ to the COVID-19 pandemic was implemented in April and May 2020. Specific simplified forms in English, French and Spanish were developed and uploaded on the Facility website. In parallel, the relevance check process for COVID-19 related actions was agreed with DEVCO-B3 for a swift non-objection to actions. A [communication campaign](#) through social media was launched on the new modality.

In May 2020, DEVCO-B3 disseminated the information on the new distance support modality to all EUDs. Several EUDs reacted promptly to this. One may mention Botswana and Pakistan. In the latter, FMT was approached and held consultations with the ILO on possible joint interventions to support its efforts in its response to the pandemic. Peruvian authorities, a prominent partner of SOCIEUX+ over the last years, also prepared various drafts of requests with previously non-Pis. It quickly emerged from the consultations and draft requests that issues identified by potential and current PIs were structural. Only one request for short-term distance support was received that could consider being relevant from the onset in Nigeria on community-based information on prevention of COVID-19 infections (See Annexe I– Summaries of ongoing actions- Nigeria 2020-22, on page 309). The pandemic crisis stressed the need for swift reforms, which require more than punctual support. SOCIEUX+ is still well-positioned to support such reforms. However,

contrary to expected, one-off activities for organisational or institutional capacity building may not be perceived in PCs as the right approach to their pandemic response. Still, individual capacity building and coaching are seen by SOCIEUX+ as an appropriate complementary approach in its toolbox.

In August 2020, SOCIEUX+ restarted its activities through the sole distance support approach. The initial feedback of experts and PIs were positive. The experience gathered so far shows that on-site cooperation cannot be entirely replaced by distance support, particularly when gaps and needs assessments are needed. However, the FMT now sees the complementarity between both approaches. The distance support modality was already foreseen in the original design of SOCIEUX and SOCIEUX+. The FMT will ensure that distance work is applied whenever feasible and appropriate. The travel restrictions prepared some actions challenging. Fact-finding missions had to be put on hold till further notice in Colombia, Mauritania and Peru (see Annexe G).

SOCIEUX+ also supported, with DEVCO-B3 and ILO, the implementation of a survey on the impact of the pandemic on PES. The survey was spearheaded by WAPES, and collected information from 72 countries. The survey results also fed in the technical report published by SOCIEUX+ on the impact of COVID-19 on labour markets (see Section 4.3- Labour market measures to mitigate the COVID-19 pandemic, on page 216). SOCIEUX+ contribution to the survey was also acknowledged in communication channels of international partners such as the ILO through its policy brief [“COVID-19: Public employment services and labour market policy responses”](#).

SOCIEUX+, through its Implementation Partners, is also well-positioned to identify needs for technical support of EU PCs and best practices. For example, Expertise France set up the “Technical assistance platform in the health sector in Sub-Saharan Africa. The platform makes available from and for the health sector on the pandemic response among other expertise and evidence. FIIAPP has established with the leading of EUDs round tables consultations on COVID-19. Potential support through SOCIEUX+ and EUROsociAL+ were considered in the round tables organised in Ecuador and Costa Rica. BELINCOSOC, through the Federal Public Services on Social Security, is leading the Belgian Working Group for the monitoring of the impact of the COVID-19 crisis.

2.9 Business sector development

2.9.1 Strategy

Over the period RP1 to RP4, although significant results were obtained in terms of active development approaches. Due to the resource limitation of the FMT, it was not possible to fully address both social protection and L&E fields the following aspects:

- The prospection of requests in priority countries for the EU;
- The geographic expansion, diversification of PIs and extension of SOCIEUX+ services to social partners;
- The increase in the promotion of SOCIEUX+ among EU MSs’ institutions on social protection, labour and employment; and,
- To actively work on the institutionalisation of SOCIEUX+ as an established service for public peer-to-peer cooperation between the EU and international development PCs.

The Business Development Strategy and resources for its implementation address the above challenges (see Annexe V). It aims at responding to the weaknesses outlined above, among others, by clarifying the objectives set for the positions of Development and Technical Advisors (DTA). They were created by restructuring the FMT and changing the role and duties of Technical Experts. The objectives were set in August 2020 (in the next phase of SOCIEUX+).

The Business Development Strategy is articulated around three dimensions:

- **Prospection** - Strengthen the demand for expertise by raising awareness of SOCIEUX+ among potential PIs. These efforts should increase the number, diversification of partners and sustain demand for technical cooperation through SOCIEUX+.
- **Promotion** - supply of expertise by fostering the promotion of SOCIEUX+ towards EU MSs’ institutions, including the increase in the number of collaborative institutions. This will also contribute to diversifying expertise and, in the medium- to long-term, institutionalising SOCIEUX+ as a recognised EU-wide Facility for international peer-to-peer exchanges and technical cooperation in the areas of social protection and employment.
- **Institutionalisation** - Institutionalising SOCIEUX+ as an established service for public peer-to-peer cooperation between the EU and international development partners in the

area of social protection and employment. These by raising awareness of results, demand and interest for the Facility across the broader international development and cooperation audience. This will require capitalising on and creating alliances with international stakeholders, maintaining the specific 'mandate' of SOCIEUX+ services, and providing evidence of the added value of these services towards the European Commission and the EU MSs' institutions.

Implementing such a strategy requires an overall approach and specific work plans for both branches, social protection (SP) and labour & employment (L&E). The whole approach of the Business Development Strategy is provided in Annexe V).

Table 8: Main purposes for the Business Development Strategy's dimensions of SOCIEUX+

	Prospection (Demand for expertise)	Promotion (Supply of expertise)	Institutionalisation (Sustainability of added value)
Target audience:	Potential Partner Institutions	Public institutions in the EU	Networks of international employment & labour and social protection actors
Diversification	The geographic scope of Partner Countries and typology of Partner Institutions	Geographic scope and weight of representation of EU Member States and typology of home organisations of experts	Integrating new networks of partners
Scaling-up	Increasing the number of requests	Increasing the number of mobilised experts and collaborative institutions	Increasing representation of SOCIEUX+ [mobilised experts] at international events;
Consolidation	Awareness-raising of SOCIEUX+ across EU Partner Countries and their institutions	Speeding-up experts mobilisation; broaden the dissemination of calls for experts	Asserting SOCIEUX+ as an established (and specialised) mechanism for peer-to-peer international cooperation

It is also important to note that the business development activities on prospection and promotion are oriented by the logical framework (logframe) of SOCIEUX+ and its targets. As the Business Development Strategy was developed principally for the next phase of SOCIEUX+, the following sections will mainly outline the strategy content's content.

2.9.2 Prospection – demand for expertise

The FMT's prospective efforts in the first phase of SOCIEUX+ mainly focused on taking stock of opportunities generated from the Communication and Visibility (C&V) efforts led by the FMT and leveraging the SOCIEUX+ KD events (see section 4.2.1 - Regional peer-to-peer meeting). The FMT also raised awareness of the Facility in its participation in international events; Table 10 provides a list of some of the meetings and events attended by the FMT members in the business development efforts. Raising awareness of SOCIEUX+ was supported by some EUDs. These EUDs were most often those made aware of SOCIEUX+ through the dissemination of information by DG DEVCO or, at latest, when notified of the reception of a request through DG DEVCO. It is also standard for the FMT to propose to EUDs to have briefings and debriefings with mobilised experts for each mission. EUDs have also participated actively in the submission of requests or implementation of actions in some PCs (e.g., 2017-27 Zimbabwe; 2019-24 Palestine; and, 2020-01 New Caledonia; 2020-25 Mauritius).

All FMT members contribute to these efforts. However, the main role of advising interested-potential PIs on the submission of their requests fell on TEs and COs. Due to the limited resources for active prospection of SOCIEUX+, only a few on-site prospection missions were conducted, but with good outcomes (e.g. in Peru).

Strengthening demand for EU-public-short-term technical cooperation through SOCIEUX+ will require further raising awareness of SOCIEUX+ services in EU international cooperation PCs. In particular, the DTAs will continue to increase awareness of the added value of short-term peer-to-peer technical cooperation in priority PCs and international and bilateral cooperation agencies and EU MSs' institutions having international relations.

As outlined in the project documentation of the new phase of SOCIEUX+, it was also planned to identify priority countries for the new phase with DEVCO-B3, its geographic units, other relevant thematic units, and EUDs. The list of priority PCs would need to be approved by the PSC. Alternative approached to identify these countries could be based on a call for interest towards

EUDs, and their PIs, led by DEVCO-B3. This approach was used in other EU-funded programmes such as Improving Synergies Between Social Protection and Public Finance Management (SP&PFM) led by ILO or EU Social Protection Systems Programme (EU-SPS) by the OECD Development Center. The calling process should be simple and possible and ensure the participation of potential PIs of EUDs. It is worth mentioning that raising general awareness of EUDs to trigger first requests from countries has had a limited impact on the demand for SOCIEUX+ services.

The rapid mobilisation of experts will remain critical to maintaining the credibility of SOCIEUX+ among PCs and foster demand. However, expectations of requesting from PIs must be managed to ensure that initial requests fit as far as possible the mandate and services provided by SOCIEUX+ and, thus, reduce the time needed to check the relevance of request formulate actions for rapid implementation. A harmonised communication from the entire FMT, Implementation Partners and the EC (at HQ and delegations' level) is needed to avoid confusion among SOCIEUX+'s current and potential partners. The existing communication standard tools, e.g. standard presentations, contribute to this and are regularly adapted and updated as needed. Nevertheless, the best way and practice remain that all stakeholders of SOCIEUX+ refer queries and questions to SOCIEUX+ as early as possible towards the DTAs and senior management of the Facility. The sharp increase in targeted prospecting actions leads to very encouraging results for the second phase of SOCIEUX+.

The Strategy also addresses geographic expansion and diversification of PIs. A challenge for the FMT will be to target and attract social partners, a category of beneficiary institutions, which has been underrepresented in requests and actions. The support of social partners may substantially contribute to the credibility and institutionalisation efforts. Field missions and participation of FMT members in activities on-site should be used to prospect potential requesting partners. Specific prospection in targeted PCs and unrelated to ongoing actions) will also be considered on an ad hoc base since the few field missions implemented brought positive results, as much for social protection as for labour and employment.

SOCIEUX+ needs to continue to be a facilitator of institutional cooperation a credible and active partner for bi- and multilateral cooperation initiatives. It should also be a recognised mechanism for institutional peer-to-peer cooperation with EU public expertise, often limited to twinning approaches. Few EU MSs' institutions in the areas of work of SOCIEUX+ have departments, experience or skills in international cooperation but are still aspiring to develop such skills. SOCIEUX+ can build on this aspiration and enable collaborations that may spawn from the contacts that such institutions may have with PCs. Several requests that were brought to SOCIEUX+ came from such connections. This approach has also been proven of added-value.

2.9.3 Promotion – expertise supply and mobilisation

As for the prospection efforts, the promotion efforts of the FMT were a joint effort of all its members. However, TEs had an active role in identifying experts through their professional network and based on the needs of actions. Current CIs of SOCIEUX+ were placed in the framework of the research for experts by the FMT. Formal agreements of collaboration were only signed with a few EU MSs institutions. The FMT developed over time good cooperation with several EU MSs' institutions, which resulted in the mobilisations of multiple experts of these institutions. Examples of such institutions include the French PES, the French Institute for Development [Institut de Recherche pour le Développement, IRD], the Spanish National Central Bank and the Spanish National Social Security Office. The reliance on private experts was also reduced in SOCIEUX+ compared to SOCIEUX.

A vital issue for SOCIEUX+ will remain the mobilisation, at relatively short notice, of experienced experts from European public institutions and social partners. Challenges that are continuous or still must be overcome to achieve this include:

- the responsiveness of public institutions and flexibility to propose experts under short notice;
- the fact that our countries of intervention are not always a geographical priority for some EU MSs;
- the capacity to conduct technical assistance, which is not a widespread skill among senior officials in EU MSs institutions and social partners;
- the ability of adaptation for the transfer of knowledge and experiences by experts to the local context – (experts may have no or a limited experience to work in non-EU countries); and,

- the capacity to communicate and to draft technical documents and reports in the language of PCs, in particular, most used international language or working languages of SOCIEUX+: English, Spanish or French, but also Russian for Central Asia.

A proactive promotion towards all EU MSs' institutions to stimulate the search for collaborative institutions can address these challenges, which has been done during the full implementation of SOCIEUX+ and intensified during RP4. These institutes can provide experts for actions and are active in the prospection of new requests, formulation and implementation of actions. Under SOCIEUX+, the approach to developing strategic partnerships with EU MSs' institutions of excellence, developed under SOCIEUX+, is now well defined. This approach has shown to be of interest to institutions that have already an international presence and cooperation. However, this approach also enables SOCIEUX+ to mobilise more rapidly expertise through cooperation agreements signed with CIs. It also strengthens the image of SOCIEUX+ as an EU cooperation instrument that fosters institutional cooperation between EU MSs agencies and their counterparts. Benefits need to be shared between the CIs, institutions that make experts available, PIs and SOCIEUX+ if the approach is successful. Thus, a certain degree of priority and flexibility for mobilising expertise from a collaborative institution is required. During RP4, the collaborative agreement document has been updated to clarify those principles. At the end of the period, new and renewed collaborative agreements with EU MSs institutions are in the process of contracting, and contacts are in progress with others.

Priority mobilisation of experts from CIs or EU MS's institutions preferred by PIs should remain a flexible rule to quickly mobilise experts without compromising the principle of diversity of SOCIEUX+. However, this flexibility should also be not considered by institutions of origin of the experts, or from external stakeholders, as an indirect financing mechanism for the same institutions. To avoid this, SOCIEUX+ will continue to apply competition and diversity principles by mobilising experts from other agencies or EU MSs to join the activities implemented with experts from CIs. Thus, the updated collaborative agreement template has taken this into account and clarifies the different options proposed to SOCIEUX+'s CIs.

An effort is needed to maintain and revive the focal point network that had mitigated results so far but may work better at the umbrella organisation, department or organisation level. However, maintaining such a focal point mechanism requires logistical resources for updating the roster of focal points and keeping those motivated to disseminate calls for experts and actively identify sources of expertise or individual experts.

The Implementation Partnership members are unique to leverage national and EU Networks to address the above challenges. They can facilitate the administrative process to mobilise experts through the privileged access they have to their Government's administration, on the EU-wide level and to other networks. Furthermore, they have extensive knowledge of institutional needs and gaps and institutional networks to leverage to identify expert and prospection of new requests. However, much caution is now ensured that the SOCIEUX+ is well seen as an independent structure that acts as an honest broker in mobilising expertise from all EU MSs. This is essential for the institutionalisation efforts of SOCIEUX+.

SOCIEUX+ is indirectly creating informal communities of practice of EU experts. Building on these communities may also contribute to the promotion of SOCIEUX+. First ambassadors of the EU Facility SOCIEUX+ are mobilised experts. The animation of this "community" of experts is considered linked to the KD strategy.

The strategies for the registration of public experts from the EU and the PMT maintenance need to be reviewed since the tool remains a keystone for the mobilisation of expertise. Adaptations are underway. SOCIEUX+ also needs to accommodate the necessary data protection measures to comply with EU legislation.

The registration of experts through the promotion activities and diffusion of information through focal points should lead to a better geographic and equilibrated representation of EU MSs in the PMT.

2.9.4 Institutionalisation – sustaining our added value

Institutionalising SOCIEUX+ as a recognised EU-wide instrument for international-public peer-to-peer cooperation on social protection and L&E is a crucial step for the Facility's future. This requires raising awareness of the results, the demand and the interest for the Facility across the broader international development and cooperation audience. It is also required creating alliances with global stakeholders and provide evidence of the added value of these towards the European Commission, EU MSs institutions and social partners.

Along with the implementation of SOCIEUX+, networks have been built for the the prospection and promotion efforts. For instance, partnering with the ILO has proved to be mutually beneficial, even if a joint implementation of activities is by no means always easy, desirable and conclusive to more effective results. The role in setting normative guidelines of the ILO is essential. Still, its role as a technical assistance provider in LMICs creates a certain competition and reluctance for the organisation to enter joint endeavours with other international development stakeholders such as SOCIEUX+. Still, the added value of expertise from EU MSs' institutions and social partners is acknowledged by development partners such as the ILO. Synergies and collaborations may spawn from this recognition such as with EU-funded ILO programmes (Improving Synergies Between Social Protection and Public Finance Management, SP&PFM). SOCIEUX+ has also created links with the Employment Policy Department of the ILO, and suggested joint actions (e.g., 2017-35 Guinea; 2018-13 China; and, 2019-21 Thailand).

Worth noticing would also be the close collaboration that SOCIEUX+ enjoyed with the EU-funded EU Social Protection Systems Programme (EU-SPS) led by the OECD Development Center. This resulted in two regional meetings (see section 4.2.1 - Regional peer-to-peer meeting) and a parallel session at the European Development Days in 2020. The regional meetings were co-organised with an influential regional organisation such as the African Union, for the meeting in Sub-Saharan Africa, the United Nations Economic and Social Commission for Asia and the Pacific (UN ESCAP), for the meeting in South-East Asia, and the Mexican Agency of International Cooperation for Development (AMEXCID), for the meeting in Latin America. It should also be acknowledged that the latter meeting was co-organised with EUROSociAL+, which is another key EU-funded programme in Latin America. Table 9 provides a geographic and thematic overview of the most notable collaborations of SOCIEUX+ in the prospection and implementation.

Similarly, SOCIEUX+ participated and supported at several meetings organised by the WAPES (e.g., 2018-29 Chad; 2019-17 Mauritania; 2020-28 Rwanda; and, regional meetings of WAPES in St. Petersburg, Russia, and Dakar, Senegal), and regional organisations such as ECASSA (e.g., 2017-05, 2018-30, 2020-03 and 2020-05 Tanzania) and the Inter-African Conference on Social Security [Conférence Interafricaine de la Prévoyance Sociale, CIPRES] (e.g., 2017-19, 2018-25 and 2018-32 Togo).

SOCIEUX+ will continue to explore collaborations with international and regional organisations and EU-funded programmes to support institutionalisation and provide adequate technical knowledge to its PIs.

Table 9: Main institutional partners with whom SOCIEUX+ has collaborated in promotion, prospection and institutionalisation activities by area of collaboration, field of intervention, Partner Country and, when applicable, code of request and action.

Institution	Field of intervention	Partner Country	Code(s)	Area of collaboration		
				Prospection	Promotion	Institutional-isation
Brussel Region Public Employment Services (Actiris)	Employment services	Guinea	2017-35	X	X	
French Public Employment Services (Pôle emploi)	Employment services	Colombia	2017-25		X	
		Peru	2018-06		X	
		Benin	2017-34	X	X	
		Ivory Coast	2028-22	X		
		Niger	2020-12	X		
		Guinea	2017-35	X	X	
		Mauritania	2020-26	X		
		Cameroon	2019-33	X	X	
		Gabon	2017-31	X	X	
German Social Accident Insurance [Deutsche Gesetzliche Unfallversicherung, DGUV]	Occupational safety and health	Malawi	2018-02	X		
		Kenya	2018-03	X		
		Nigeria	2019-13	X	X	
			2020-22			
		Tanzania	2019-35	X	X	
French Institute for Development [Institut de Recherche pour le Développement, IRD]	Labour Market Information; Informal economy		2020-07			
		Cameroon	2017-20		X	
		Peru	2017-07		X	
		Thailand	2019-21		X	
		Burkina Faso	2018-24		X	
World Association of Public Employment Services (WAPES)	Employment services	Kenya	2017-21	X		
		Chad	2018-29	X		
		Togo	2019-16	X		
		Russia				X
Global Initiative on innovative Employment Services for Youth (YouMatch)	Youth employment	Benin				X
		Cameroon	2019-33	X		
		Senegal	2021-11	X		
		Mauritania				X
		Togo	2020-29	X		X
VET Toolbox	Vocational and educational training		2020-30			
		Burkina-Faso	2018-24			X
		Senegal		X		X
ARCHIPELAGO Programme	Public-Private Partnerships; Vocational and educational training; Social Dialogue	Morocco		X		X
		Senegal	2020-08	X		
Employment Policy Department of the ILO	Labour & Employment	China	2018-13	X		X
		Benin	2017-34		X	
		Suriname	2019-31	X		
		Guinea	2017-35		X	
		Peru	2017-09		X	X
Social Protection Department (SOCPRO) of ILO	Social Protection	Tanzania	2017-05			X

Institution	Field of intervention	Partner Country	Code(s)	Area of collaboration		
				Prospection	Promotion	Institutional-isation
		Malawi	2018-02	X	X	
		Kenya	2018-03	X	X	
		Nigeria	2020-20			X
French Development Agency [Agence Française de Développement, AFD]	Social Protection; Labour & Employment	Mauritania	2020-26 2020-10	X		
Social Group ONCE [Grupo social ONCE]	Workers with disabilities	Peru	2018-23		X	
EUROSociAL+ [Programme for social cohesion in Latin America]	Labour & Employment	Colombia	2018-20	X		
		Peru	Multiple	X		X
		Argentina	2016-06	X		
Bridging the Gap	Workers with disabilities	Peru				X
French National Fund for Family Allocations [Caisse Nationale d'allocations familiales, CNAF]	Social Protection	Colombia	2014-19		X	
		Azerbaijan	2015-23		X	
		Panama	2017-32		X	
		Gabon	2019-04		X	
		Tanzania	2020-03		X	
Swedish Public Employment Services (Arbetsformedlingen)	Employment services	Rwanda	2020-28	X		
Inter-American Conference on Social Security [Conferencia Interamericana de Seguridad Social, CISS]	Social Protection	Mexico	2017-17 2018-18 2018-19			X X X
Solidaris Mutualité	Social Protection (Health)	West Africa	2020-10	X	X	

2.9.5 Leveraging communication, visibility and knowledge development

The strategy's implementation was to raise awareness of the Facility's impact and contribute to its success by broadening awareness on SOCIEUX+, thus increasing demand for its services and participation of high-level expertise in implemented actions.

A C&V Strategy set the general framework for awareness-raising activities of SOCIEUX+. As already highlighted in the previous section, the Facility's business development has dramatically benefited from KD and C&V efforts of SOCIEUX+.

The EUDs play a central role in the FMT's prospection endeavours by presenting and suggesting collaborations to their local partners. Thus, the FMT also targets EUD and other EC staff of cooperation and external services in its communication activities.

The C&V activities were under the lead of the COM, who worked in close consultation with the KDO to ensure that relevant aspects of KD are considered in the development of communication materials of SOCIEUX+. The corresponding budget, project support services and direct implementation are under the responsibility of FIIAPP.

The FMT's awareness-raising efforts may be supported by contributions of resource persons who have worked with SOCIEUX+, such as previously mobilised experts, focal points at PIs or collaborative institutions and international organisations.

Awareness-raising activities on prospection and promotion are directly implemented by the FMT and Partnership members, such as events, face-to-face meetings, phone calls and emails. In particular, the TEs were involved in those KD activities. The FMT has used and will continue in the next phase of SOCIEUX+, proven approaches to sensitise and trigger new requests such as:

- Developing communication materials targeted as specific groups of potential requesting institutions;
- Organising regional or local information events for potential requesting institutions;
- Participating in international and regional conferences, and approach and follow-up with potential requesting institutions;
- Contributing of FMT members in publications; and,
- Contributing to events of FMT and Partnership members to present SOCIEUX+.

In its promotion efforts, the FMT applied loose mapping and ad hoc targeting based on the relative importance and initial willingness of collaboration of EU and international institutions. Appropriate approaches included:

- Developing communication materials targeted at specific groups of and their experts;
- Organising regional or local information events for potential collaborative institutions and their experts;
- Organising workshops for potential experts on the skills development for international cooperation and mobilisation;
- Participating in EU or national conferences, and approach and follow-up with potential collaborative institutions;
- Publishing research or other documentation that raises the profile of SOCIEUX+ and its collaborative institutions;
- Contributing to events of FMT and Partnership members to present SOCIEUX+; and,
- Organising personalised meetings with representatives in EU MS and international institutions.

Collaborating institutions were now provided with prominent visibility in relevant publications (e.g. KD products) and communication materials produced by SOCIEUX+.

In its promotion efforts, the FMT applies loose mapping and ad hoc targeting based on the relative importance and initial willingness of collaboration of EU and international institutions. Appropriate approaches may include but are not limited to:

- Develop communication materials targeted at specific groups of and their experts;
- Organise regional or local information events for potential CIs and their experts;
- Organise workshops for potential experts on the skills development for international cooperation and mobilisation;
- Participate in EU or national conferences, and approach and follow-up with potential CIs;
- Publish research or other documentation that raises the profile of SOCIEUX+ and its CIs;
- Contributions to events of FMT and Partnership members to present SOCIEUX+; and,
- Organise personalised meetings with representatives in EU MS and international institutions.

Collaborating institutions, in particular, are now provided with prominent visibility in relevant publications (e.g. KD products) and communication materials produced by SOCIEUX+.

2.9.6 Participation in events and meetings

The FMT members presented the Facility at many events all along the period between RP1 and RP4. Beyond this participation, the FMT also met directly with a selected number of representatives of organisations and development cooperation programmes to foster institutional links to promote SOCIEUX+ and trigger requests that are implemented jointly. Table 10 provides a list of some of the most important meetings and events attended by or organised at the FMT initiative.

2.9.7 Objectives and targets

In August 2020, the FMT developed a complementary document with objectives and indicators to the Business Development Strategy. The document is provided as part of the electronic annexe to this report (see Annexe V). It reviewed the achievements and challenges of SOCIEUX+ as from the end of RP4. Targets were structured across the three dimensions of the Business Development Strategy. The objectives and targets were approved in the PSC meeting of October 2020. The achievement of these targets is the primary responsibility of the DTAs. The proposed targets by dimension are outlined below in the next sections. The targets and their timeline for delivery were matched with the logframe objectives and expected results of the SOCIEUX+ extension (see Annexe E).

Prospection

Targets include 62 new requests, of which:

- Ten in new PCs;
- 30 in priority PCs;
- Six new simplified requests for awareness-raising activities;
- Eight requests from social partners;
- 32 requests on institutional capacity building (legislative and regulatory framework development; policy development; or planning and budgeting); and,
- 26 requests on organisational capacity development (organisational management; human resources management; information management system; financial management; organisation and business strategy & planning).

To achieve the targets in priority countries, six exploratory missions are expected by the end of the 6th reporting period (April 2022).

Promotion

Targets for the promotion activities shall both by qualitative and quantitative.

Focal points

- Elaboration of a Focal Point Network Animation Strategy.
- Review of the existing focal point.
- Finalisation of the new focal point list.
- Elaboration of focal points emailing lists for circular notification for main categories of expertise.
- Updates of the focal point emailing lists.

Registered experts

- Reviews of needs and gaps of expertise with Coordinating Officers.
- Clean-up of the PMT (contact and elimination of inactive experts).
- Set up automatic emailing to registered experts.
- Launch of French and Spanish versions of the PMT module for the registration of experts.
- Information sessions in four new EU MSs.
- Registration of 100 new public experts.

Collaborative institutions

- List of potential collaborative institutions.
- Review of current collaboration agreements with existing formal collaborative institutions.
- Consultations with six potential collaborative institutions in the new EU MSs, including two social partners.
- Organise two webinars of "community of practice" of mobilised and potential experts.

Table 10: Excerpt of meetings and events attended by the Facility Management Team members.

Type	Time period	Institution or/and person met or/and event attended	Outcome
Prospection	August 2018	Café Correcto, Organisation of Columbian Cafe producers (Peru and Bolivia)	Presentation of the facility and discussion on possible further collaboration.
	September 2018	Georgia - Labour inspectorate Service & European Business Association of Georgia w/ UE DG Employment	1 st EUD seminar in Tbilisi on OSH issues and the new labour laws. One request on going with the partners
	September 2018	Azerbaijan - Scientific Research and Training Centre on Labour and Social Problems (SRTCLSP)	Identification of new needs and updating of the on-going missions on hold
	October 2018	Conferencia Inter-americana de Seguridad Social (CISS)	Follow-up of meeting's conclusion in view to prospect new requests and establish a MoU SOCIEUX+ - CISS
	October 2018	Latin America Regional responsible for green jobs promotion	Presentation of SOCIEUX+ and identification of possible join actions in Latin America.
	October 2018	EU Delegation in Palestine	Two requests coming from Ministry of Social Security of the Palestine Authority.
	November 2018	WAPES	Request for a Chad green jobs
	December 2018	ANPE TOGO – DG and Migr'actions UE program	One request "green jobs and new opportunities for youth"
	January 2019	Institute of Risk and Safety Management of Nigeria And Deutsche Gesetzliche Unfallversicherung e.V. (DGUV)	Follow-up in view of Request's reception
	March 2019	Burkina Faso Expertise France employment development programme – Team leader	Follow up of the SOCIEUX+ request and complementarity
	March 2019	Counsellor mission of Argentina to the EU	Presentation of the facility
	April 2019	Thailand / Bangkok (Seminar SOCIEUX+) – UED + ADB + Asian countries	One request for Thailand "decent work" with UED + ADB partnership opportunities
	May 2019	Ministry Of Labour and Social Protection – General secretary in Paris	Follow up of L&E action – and new request for Social Protection
	June 2019	BELINCOSOC conference on disability for a Rwandan delegation of experts	Presentation of SOCIEUX+
	June 2019	ILO Seminar on Green jobs, discussion with Rhoda Boateng, ITUC-Africa general Representative	New request
	July 2019	Meeting with Marianne GRATIA, Conseillère-médiatrice du Social Services Publics Fédéral de la Sécurité sociale	Technical support for requests on Labour inspection in Ghana
	July 2019	Meeting with Soary RATSIMA and Frédéric LAPEYRE, Labour Department, ILO, Geneva	Technical support for fact-finding mission in Thailand on informal sector
	September 2019	Meeting at INAMI with Rwandese delegation	Discussion on possible requests from Rwanda Social Security Board

Type	Time period	Institution or/and person met or/and event attended	Outcome
	September 2019	Queen Mary University Labour and employment research centre at "professional transitions chair – Sciences po Paris"	Mozambique and neighbouring countries case study on LMIS and KLMI issues; Request on study by the partners
	October 2019	Secretaria Nacional de Discapacidad Panama	Meeting for a potential request for the revision of national policies.
	November 2019	Coordination meeting with DG NEAR	Discussing a possible extension of SOCIEUX+ eligible countries to the Neighbour area
	January 2020	Participation to kick-off of Action 2019-35 participated by the Workers Compensation Fund and its main partners (Institute of Finance Management, Trade Unions Association, Association of Tanzanian Employers, ...)	Consolidating institutional partnership with WCF and presenting SOCIEUX+ to potentially interested parties
	January 2020	WAPES meeting	Exchanges on possible joint communication products.
	January 2020	DG NEAR ECO-Net meeting	Presentation of SOCIEUX+ to the EU Neighbourhood EUDs. Advocacy for extension of SOCIEUX+ to Balkan countries
	February 2020	Meeting with the Niger PES delegation in Paris	Request on implementation
	February 2020	EU- B3 STAFF TRAINING sessions on VET	Awareness of SOCIEUX+ by EUDs
	May 2020	WAPES global seminar – the future of work after COVID-19	Presentation of SOCIEUX+
	September 2020	Peruvian Embassy in France	Presentation of SOCIEUX+ response to COVID-19 to the Peruvian Ambassador in France
	September 2020	Participation to the "Mesas COVID" organised by the EUD in Costa Rica	Possible new requests in coordination with other European actors and projects
	September 2020	Meeting with EUD, EUROSOCIAL, on possible synergies in cooperation with the Ministry of Labour and Employment Promotion of Peru	Discussing complementarities between SOCIEUX+ and EuroSocial in Peru and role of EUD for channelling requests of local partners, particularly MTPE
Promotion	June 2017	European Development Days – Meeting with the project NOPOOR	First official contact with IRD, to become a collaborative institution
	February 2019	EURES NETWORK	New Focal Points for experts on labour mobility and employment experts
	June 2019	ACTIRIS (Belgium – Brussels Region PES)	Collaborative agreement on going
	June 2019	FOREM	Identification of experts
	October 2019	VET-Tool Box team	Presentation of L&E branch
	October 2019	Meetings with key Finnish Social Protection stakeholders and beyond (Finnish Centre for Pensions, Social Insurance Institutions, University of Helsinki)	Presentation of SOCIEUX+ and exploring future cooperation in expertise mobilisation
	November 2019	UNESCO award	Video shooting for UNESCO event
	November 2019	SOCIEUX+ (LE) in Dakar – Annual meeting of UNIDO and LKDF Learning and Knowledge Development Facility – with VET Toolbox	Requests in Senegal – new partner UNIDO – and 1 st common action with VET Toolbox and Archipelago.

Type	Time period	Institution or/and person met or/and event attended	Outcome
	June 2020	DGUV	Clarification on extension of collaboration agreement between DGUV and SOCIEUX+
Prospection & Promotion	September 2018	Legal Service of the Social Security Administration of Spain	Prospection of new requests. Representing SOCIEUX+ and assessing the display and outcomes of the study-visit.
	January 2019	ILO (HQ- Employment Department) in Paris with EF	Joined actions in Benin and Guinee. First steps of incoming and enhanced partnership
	June 2019	FMT in Geneva ILO HQ with Employment Department	New common projects and joined actions (e.g Surinam)
	June 2019	European Development Days	Interview of the FMT - Partnerships began (e.g VET Toolbox) , contacts with potential experts
	October 2019	Participation to the World Social Security Forum	New partnership with Workers Compensation Fund of Tanzania (a request received and 2 new actions ongoing)
	November 2019	Coordination meetings with Solidaris (Belgian mutualist organisation)	Exploring future cooperation in expertise mobilisation and possibilities of receiving requests from Solidaris partners in the health sector (health financing)
	January 2020	Participation to the EU-ILO-UNICEF consultation meeting on "Improving Synergies Between Social Protection and Public Finance Management"	Discovering the new flagship Programme in Social Protection and identifying possible synergies, complementarities
	July 2020	ILO Summer Camp – ICT Turin – Public Private Partnerships	New partnership with INGEUS
Institutionalisation	September 2020	Swedish Development Agency – International Training Programme for public LE actors and Social Partners (workers and employers) with Rwanda, Uganda, Mozambique, Kenya, Bangladesh, Cambodia	Potential collaborative agreement with the Swedish PES. And presentation of SOCIEUX+ and the KD product about LMIS.
	July 2017	WAPES event in South Korea	Presentation of SOCIEUX+ and 1 st SOCIEUX+/WAPES partnership
	March 2018	WAPES Regional conference in RUSSIA ST PETERSBOURG	ILO partnership with Employment Policies branch in Geneva
	July 2018	SOCIEUX+ in China – Benjing with ILO	First expertise action in partnership with ILO
	September 2018	ITUC – International Trade Union Confederation	Better understanding of current financing context and its challenges, and innovative ways to finance sustainable Social Protection systems
	October 2018	ILO Geneva HQ - Annual meeting of ILO Flagship programme and Multi Stakeholder Partnership for SDG 1.3	Publicity about SOCIEUX+ (booth). Opportunity to present the Facility to and gain interest from countries and other Development Partners.
	October 2018	Pôle emploi – Europe and International Direction	Workshop on means and tools for "systemic diagnosis for PES" – sharing experiences with SOCIEUX+
	November 2018	WAPES / AMSEP World Association of Public Employment Services – Eve Marie Mosseray	Partnership implementation and development with the new executive secretary
	February 2019	Solidaris Mutualité	Possible cooperation on prospection of interested Partner Institutions in the field of health insurance

Type	Time period	Institution or/and person met or/and event attended	Outcome
	February 2019	WAPES	Presentation of SOCIEUX+ to the new executive Secretary and discussion on partnership opportunities
	February 2019	FIIAPP	Presentation of the facility to the new Representative in Brussel
	March 2019	Programme PASS	Know better respective activities in the field of health insurance and explore possible cooperation
	April 2019	Lima, FIAPP regional Seminar	Networking with key regional partners
	May 2019	AFD & ILO seminar on Decent Work in Paris	Identification of high-level experts and new focal points
	June 2019	Capacity4dev / UE	Video on Social Protection Labour and Employment fields of SOCIEUX+
	June 2019	ILO (HQ in Geneva) – Labour and Employment Policies Department – CEPOL (whole team)	Partnership SOCIEUX+/ ILO. New requests and complementarities in expertise (Surinam, Benin, Guinea)
	June 2019	ILO Seminar on Green Jobs, Discussion avec Moustapha Kamal Gueye, Coordinator, Green Jobs Programme, Enterprises Department	Partnership SOCIEUX+ ILO on green jobs issues. Requests and expertise
	October 2019	ISSA BRUXELLES – Social Security Global Forum	Awareness and many contacts with potential PIs
	November 2019	UN High Committee for the Human Rights in Geneva – Annual forum – Intervention on technical actions and lessons learnt for inclusive employment actions for People With Disabilities.	Invited by our new partner Bridging the Gap / FIAP
	May 2020	WAPES/ILO	Agreement on joint survey on impact of the COVID-19 pandemic on public employment services (members of WAPES)
	June 2020	ILO event - COVID-19 – Labour and Employment policies	Awareness of SOCIEUX+ through the presentation of the SOCIEUX+/WAPES/ILO/IDB survey
	September 2020	The hub, socialprotection.org event : linking labour and Employment policies with Social Protection	New partnerships and a technical presentation on Labour and Employment major importance by the FMT during the global conference
	September 2020	World Employment Confederation and ILO event - COVID-19 impacts on ALMPs and Public Employment Services and Private Employment Agencies.	Presentation of SOCIEUX+
	September 2020	Wapes Regional forum in Philippines. COVID-19 and PES – Digitalisation and new services delivery	Presentation of SOCIEUX+
	September 2020	Wapes webinar on Telework	Sources for expert on the telework thematic

3 Monitoring and evaluation

SOCIEUX+'s M&E Strategy was designed to ensure adequate M&E along with SOCIEUX+ life as well as to maximise the ability to generate both *operational* knowledge (to deliver services more efficiently and effectively) and *thematic* knowledge (to contribute to awareness and knowledge on Social Protection, L&E). In this way, knowledge generated can orient future design and implementation of actions to better results-based management of services by the FMT. It contributes, following the KD Strategy, to create evidence on the broader Social Protection, L&E.

The Strategy was reviewed at the end of RP3 by the recommendations and conclusions outlined during the SOCIEUX+ ROM and MTE for securing quality deliverables and results of actions.

The new Strategy reinforces the credibility of SOCIEUX+ and its common results with PIs and validates the strategic choice of the European Commission and EU MSs to scale-up and continue their funding of the Facility.

The general objective of the Strategy is:

- To provide SOCIEUX+ extension with a complete M&E plan along the four years of the Project, ensuring clearness on activities, roles and timeframes for the operability of M&E functions.

The specific objectives are:

- To guide data collection and reporting tasks, for contributing to high quality delivering of actions.
- To strengthen a results-oriented approach towards the implementation of actions.
- To support the SOCIEUX+ learning process, ensuring that M&E serves as a key resource for KD.

3.1 Logical framework review

The logical framework matrix is conceived as a management tool because it facilitates articulated planning and follow-up. Through indicators (and their related baselines and targets), the logframe becomes instrumental for M&E purposes supporting accountability and focusing on results if correctly done through indicators (and their related baselines and targets).

In Oct 2018, a revision of the SOCIEUX+ logical framework was initiated to contribute to the SOCIEUX+ learning process and strengthen a results-oriented approach towards implementation. The review exercise has been focused on suggesting practical, actionable and realistic recommendations building on the already existing Logical Framework and working arrangements (see Annexe B).

The final version was agreed upon with DG DEVCO. The new logical framework has been developed based on the conclusions and recommendations resulting from the ROM and MTE exercise. The ROM concluded that the previous intervention logic did not support elaborating a common understanding between the partners of the results and added value that can realistically be expected from SOCIEUX+. Consequently, an intervention logic with a new logical framework has been developed and approved.

In 2020, a further review and completion of the new, updated logical framework were necessary. Although a revision of the logical framework was completed in RP3 and the final version was agreed upon with DEVCO-B3 in November 2018, it still lacked a clear definition for each of the indicators already identified, including formulas for measurement and disaggregation of targets, if applicable. Additionally, baseline data and final targets need to be set for the extension of SOCIEUX+, and indicators had to be clearly defined to facilitate data gathering. This included setting units of measurement and formulas, when applicable. Figure 2 provides the results chain diagram, which is considered coherent with SOCIEUX+ main strategic aspects and pathway to the intended change.

The logical framework for the extension of SOCIEUX+ is available in Annexe D.



Figure 2: Results chain diagram of SOCIEUX+

At the end of RP4, the operationalisation of the framework was being completed with the clarification of:

- The baselines (references, timeframe and value);
- Targets for indicators;
- Scope of indicators, e.g. countries to be included in the baseline and in reporting;
- Allocation of targets between the current phase and extension of SOCIEUX+; and,
- Reporting periods and frequency (as the overlap of the current phase and extension of SOCIEUX+).

3.2 Information management

3.2.1 Project Management Tool

For monitoring and reporting purposes, SOCIEUX+ has developed the Project Management Tool (PMT). The PMT is a web-based database, which serves, among others to:

- Store non-sensitive documents such as actions documentation, deliverables and evaluations;
- Enable the registration of interested experts;
- Storage and manage personal and business information of experts (including curriculum vitae), contacts and focal points;
- Submission of requests by interested institutions in PCs;
- Storage and extraction of data for reporting and indicators calculation; and
- Monitor the overall progress of actions.

A contracted provider maintains the database on secured servers. The system allows for a different level of access and administration accounts. All PSC or relevant Partnership members' representatives have access to the information on actions and activities in the tool but not too personal data of focal points or experts. The data stored in the PMT is the primary source for statistics and quantitative reporting of the Facility on performance indicators set under the Agreement, such as number of actions by status, number of experts, working days, etc.

In 2016, SOCIEUX+ commissioned a major reshaping and improvement of the PMT. Most of the changes were implemented in 2017 with the same provider's support that developed the PMT originally under SOCIEUX. Major changes included the restructuring of the database, which had

evolved over the two years of implementation of SOCIEUX and had increasingly lost in performance. The PMT interface was modified to accommodate the changes in business processes of SOCIEUX+ and the increased reporting requirements of the Facility. Another key change introduced by SOCIEUX+ was on knowledge management and development, with the PMT becoming a searchable data warehouse for all documentation developed by the experts mobilised by the Facility. To enable the set-up, testing, management and, most importantly, maintenance and further development of the PMT2, a direct award to the developer of the PMT2 was necessary. As part of the KD component activities, the responsibility of this contracting lied with FIIAPP.

Over RP2 and RP3, the PMT has been further modified to consider the new categorisation and procedures of SOCIEUX+. A notable change has been the completion of the expert profile's management module, i.e. experts can now create and manage their profiles online. This has enabled the experts' roster of the PMT to grow. A new module was developed to allow for the direct management of calls for experts in the PMT to make the registration appealing to experts. The calls are now linked to individual activities. Experts can apply by a simple click to open calls and see all past calls once they have registered and an administrator from the FMT has validated their profile.

The restructuring of the database also enabled the FMT to connect this to the information management system used to monitor actions. The FMT has a direct connection to the database and has linked it to its business intelligence tool, Microsoft (MS) Power BI. This enabled the FMT to access data more flexibly and improve its reporting. The FMT can also manage the main fields of the database directly (dropdown menus) to set up categories of expertise and indicators. These new features have reduced the FMT's dependency on the service provider responsible for maintaining the PMT, and freed resources for programming and bug fixes.

Another feature developed was the ability for interested institutions to submit requests online through an electronic form similar to the Microsoft Word request form then used by SOCIEUX+. However, this change proved ineffective as the applicants have never used it.

Regarding the extension phase of SOCIEUX+, maintaining the PMT by the current provider was a challenge to ensure a smooth and coherent evolution of the tool and not waste time. The contracting of the PMT maintenance service to meet project needs were required, including potential improvements and further developments to accommodate new functionalities and adapt to SOCIEUX+ business process and new needs. The responsibility of contracting the current development and maintenance of the SOCIEUX+ Project Management Tool and Associated (PMT3) now lies with Expertise France.

The time demands on the FMT remain a challenge, particularly on support staff, for keeping data up to date. All data and key documents are to be secured in the PMT according to the SOCIEUX+ SOP. However, compliance with this remains challenging.

The PMT is the only component of the SOCIEUX+ information system that all stakeholders can access. The PMT is accessible, as under SOCIEUX, to all FMT and PSC members. Its web address is <http://pmt.socieux.eu>.

3.2.2 Data repository (shared folders)

A secured shared folder is accessible and managed by the FMT through the Microsoft SharePoint account of BELINCOSOC. This folder is used to store all relevant documentation of SOCIEUX+ and sensitive documentation such as electronic copies of contracts with experts, suppliers and others. Data on the shared folder is also managed in line with the EC regulation 45/2001.

3.3 Monitoring and evaluation system

To ensure data collection, enable the management of SOCIEUX+ and obtaining relevant information of the implementation of actions, several M&E formats and tools and formats have been designed and adopted along with the life of SOCIEUX+ to:

- Better ensure the collection of quantitative and qualitative information, including complementary information of five cross-cutting themes identified as relevant (gender equality, good governance, environmental sustainability, human rights and inclusion of vulnerable groups);

- Foster the recognition of both best and good practices¹⁰ and the identification lessons learned;
- Facilitate the identification of trends and hot topics potentially relevant for the KD Strategy and agenda;
- Be simple, more systematic and allow for comparable and aggregable evidence
- Avoid duplications of information among formats;
- Be consistent with the new logical framework to facilitate the systematic collection and aggregation of key data;
- Be consistent with the revision of SOCIEUX+ business process; and,
- Address the recommendation of the ROM and MTE.

The full list of available formats, with explanations and instructions for utilisations within the business process, is contained in the SOCIEUX+ SOP Manual.

New M&E Tools have also been used to collect data to feed the revised SOCIEUX+ logical framework indicators, like the already mentioned ExMR, the Action Evaluation Report, and the Feedback Surveys. These new tools also enable the FMT to monitor closely the implementation of activities by structuring the feedback of stakeholders (mobilised experts, PIs and participants to workshops, trainings and other individual capacity development events organised with the support of SOCIEUX+). However, complementary reporting tools have been developed to enable the management of SOCIEUX+ and the FMT to obtain a rapid overview of actions' implementation.

These new tools do not replace M&E and quality assurance steps build into the business processes of SOCIEUX+. These have proven effective in preparing and successful results-oriented management of actions, such as systematic briefings and debriefings of mobilised expert teams and revision of actions' work plans. Among the new tools are:

- Online surveys for mobilised experts, PIs¹¹ and participants to capacity development events;
- Automatic notification and data processing system for online questionnaires;
- Infographic dashboard for the presentation, sharing and analysis of online surveys.
- online surveys results;
- key performance indicators data;
- geographic disaggregation of key performance indicators;
- publication of and application to calls for experts;
- gender representation in the mobilisation of experts, PMT registrations and application to calls for experts; and,
- Revised structured ExMRs collect information reporting indicators such as reforms and legislative tools supported by SOCIEUX+ activities.

During the implementation of actions, lessons learnt are regularly discussed among the FMT in their meetings and feed in the Interim Progress Reports submitted to PSC. The lessons learnt are account for the implementation of KD activities.

SOCIEUX+'s PMT remained and will remain in the next phase of SOCIEUX+, at the heart of the reporting mechanism of the Facility's reporting and knowledge management. The PMT categories have been updated to better capture the area of intervention of SOCIEUX+ actions. The new categories also capture in more detail the type of support provided. These include interventions

¹⁰ Upon an extensive literature review and internal consultations, definitions for "best" and "good" practices have been agreed upon.

-Best Practice – "A technique, methodology, policy or approach generally promoted by the international community as reliable to achieve desired results independently of the context."

-Good Practice – "A technique, methodology, policy or approach which is likely to lead to desired results if contextualized in other settings."

¹¹ PIs' feedback questionnaires had been introduced already under SOCIEUX and made available as online forms at the beginning of SOCIEUX+. It was decided to only expand the tools with new questions instead of completely modify the form to guarantee a consistence of the data over time.

based on the ILO Taxonomy¹², a break down by type of technical assistance based on the different levels of capacity building and horizontal competencies addressed by experts (e.g., Governance, transparency & accountability). For a detailed review of the categorisations current used by SOCIEUX+, the reader may refer to section 1.5.2. The categorisations were also used in the preparation of the present report in section 2.7 on sectorial perspectives on demand for SOCIEUX+ services and section 3.5 on key performance indicators of the Facility.

3.3.1 Monitoring

SOCIEUX+'s monitoring deals with three different levels of the Facility's operations: the overall Facility functioning and performance, Actions and Activities. Monitoring takes place at these three levels to make it possible to understand how each level is performing, which related outputs are being produced, and the status of the progress towards the achievement of the expected outcomes.

Monitoring is considered an ongoing process that takes place during each activity and with the proposed tools. It is conceived as an integral part of the business processes and quality control of the Facility.

The SOP Manual of SOCIEUX+ describes the monitoring of the activities and the evaluation of the actions. Information mainly comes from the Action Evaluation Report (AEvR/AFE), which the coordinators complete at the end of implementation. Additionally, other formats considered as key for gathering monitoring information are the SOCIEUX+ Mission Report (ScMR, only produced when a member of the FMT participates directly in a mission), the feedback surveys (collected from experts, participants to capacity development events, and the PIs) and the ExMR.

The MEO realises quality check activities under the Team Leader's supervision and its Deputy to ensure that relevant data is collected adequately and timely after each action and activity. The check also includes qualitative information, such as collecting best and good practices and lessons learned.

In addition to indicators included in the approved logical framework, SOCIEUX+ has developed Key Performance Indicators, which provide information about its processes and performance. Those indicators guide the SOCIEUX+ FMT to record and report on actual results. The numbers achieved at the end of the fourth reporting period are the following¹³:

- The number of experts registered in SOCIEUX+ Project Management Tool: 818;
- The number of experts mobilised in actions (disaggregated by nationality, EU MSs/PCs; sex and public/private): 202;
- The number of expert-days provided through actions: 6752;
- The number of focal points in EU MSs (disaggregated by nationality, EU MSs/PCs; sex and public/private): 147;
- The median time between reception of a request and their approval: over six weeks;
- The median time between reception of a request and their rejection: over six weeks;
- The number of requests received (disaggregated by thematic areas): 145; and,
- The number of actions implemented (approved and completed)- (disaggregated by thematic areas): 84.

As part of the preparation and quality control of actions, debriefing meetings between the expert(s) and the EUD are arranged by the FMT at the end of every mission, where this is relevant and feasible. These meetings allow the expert(s) to inform the EUD of the findings, outputs, outcomes, recommendations of the activity/mission and – if applicable – about any needs for further support from the EUD. As for expert briefings, final debriefings are organised on an ad hoc base at the FMT discretion. The associated costs, if applicable, are covered by SOCIEUX+.

¹² See <https://www.ilo.org/inform/online-information-resources/terminology/taxonomy/lang--en/index.htm>. The ILO library taxonomy "closely reflects the work programme of the ILO and is used by ILO departments and Field Offices for describing the content of their web pages and for searching the ILO web site. It is also well suited for use as a subject classification system for arranging collections in small libraries or labour information centres."

¹³ For disaggregation and additional information please refer to dashboards in Annexe M

The COM may also participate in the experts' debriefing to identify success stories to be capitalised on for SOCIEUX+ visibility. All experts may be interviewed or help identify stakeholders that may provide particular positive feedback on completed activities and be contacted.

Based on their assessment of the quality of deliverables and information triangulated from PI, EUDs and other stakeholders' feedback, the FMT members make a first informal assessment of each expert's overall performance for each activity. The consensus of this assessment is formalised in a standard evaluation grid in the PMT. The assessment may conclude to the definite unsuitability of an expert for future mobilisation with SOCIEUX+. The results of the assessment are confidential and only accessible to the FMT.

3.3.2 Internal evaluation

For the evaluation process of activities and actions, several tools are used, and feedback from all relevant stakeholders involved in the implementation is collected. Based on information gathered and their observations, the FMT makes a brief final evaluation of the action covering all aspects, including results, logistics, organisation, finance, conclusions and recommendations and the expert(s) performance beyond the sole assessment of the quality of the final approved deliverables. Upon completing each activity (including approval of deliverables), a Summary Activity Evaluation is added to the PMT/Action database.

During SOCIEUX+, each activity has been evaluated through the information available in ExMRs, an internal document for the FMT to obtain a structured and concise view of the mobilised experts' work. The ExMRs provided the FMT with crucial information such as describing the activities carried out, the transfer of experience from EU MSs and institutions, the EUD involvement in preparing and implementing the mission, constraints and limitations, and detailed achievements. The latter, in particular, indicate that most of the activities positively contributed to the expected results of the action, and the results, in turn, contribute to the general and specific objectives of the action (as defined in the Action Work Plan). Additionally, by the ExMR and in line with the SOCIEUX+ logframe, it has been possible to assess whether the mission directly or indirectly supported regulatory adjustments and/or policy reforms and whether the mission directly or indirectly contributes to the institutional strengthening of the PI. At the outcomes level of SOCIEUX+ logframe (see Annexe C), it is reported that by the end of RP4, 32 actions contributed to the Institutional strengthening (e.g. capacity development, reorganisation, coordination) of line ministries, agencies and mandated bodies to accomplish their mandate in Social Protection and L&E issues and 30 actions to the regulatory and policy reforms.

Finally, through the ExMR it has been possible to collect the use of best and good practices and identify potential innovative knowledge products linked to the missions' deliverables. This is a clear example of how M&E of action and activities contribute to the KD.

Standard evaluation and feedback questionnaires are sent to relevant contact persons at the end of each activity. These questionnaires are simple forms that include scales of satisfaction on various dimensions of activities. They are standardised to enable monitoring of the satisfaction of SOCIEUX+'s "clients".

The questionnaires are filled online, enabling so the collection and processing of data. The FMT carries out a final evaluation based on information collected from feedback questionnaires, reports, deliverables and debriefings with stakeholders and experts. The assessment covers all relevant aspects, including results, logistics, organisation, finance, conclusions and recommendations.

The questionnaires are sources of verification for the output indicator "level of satisfaction of beneficiary countries and experts for completed actions" of SOCIEUX+ logframe. At the end of the fourth reporting period, the achieved level of satisfaction is 80% in the case of mobilized experts, 4.54 out of 5 for PIs and 89,2% for other institutions that participated in capacity building activities 14 (see Annexe M for graphical and summary presentation of the results).

The final evaluation report, Action Evaluation Report (AEvR/AFE), is be finalised after the approval of the final deliverables of an action. Particular deliverables and lessons that may be used in the KD component activities are identified in these reports. It is considered an internal document. Only its final versions may be shared (on a needs-based) with directly involved stakeholders, including the PI, the EUD and other relevant stakeholders.

¹⁴ Please refer to Annexe C for more details about this indicator and how the satisfaction rates are calculated

Quality checks on the adequacy of information provided and completion of the various M&E tools are realised by the MEO. However, while the data collected through internal evaluation's process and tools gives the FMT relevant knowledge about the satisfactory conclusion of activities and its estimated relevance, sustainability, effectiveness, complementarity and impact (mainly through the AEVR), it is difficult to know if, how and why (or why not) recommendations and follow-up measures were or have been considered by the PIs after the closing of an action. In other words, ex-post evidence of the contribution of actions and activities is missing. However, an assessment of the likelihood of the follow-up of recommendation, use of deliverables, and follow-up measures by PIs is made by mobilised experts in their feedback questionnaires. In the next phase of SOCIEUX+, ex-post evaluations through on-site missions by the MEO to a sample of PIs are planned. These ex-post evaluations are based on a sample of actions representative of areas of SOCIEUX+'s areas work and geographic regions.

3.3.3 External evaluation

Two external evaluations were conducted for SOCIEUX+ during the period 2016-2020, a Results-Oriented Monitoring (ROM) and a Mid-term Evaluation (MTE).

3.3.4 Results-Oriented Monitoring

SOCIEUX+'s ROM was commissioned by DG DEVCO in May 2018 and conducted between July and September. The ROM provided useful insight into the management of the Facility. Exchanges between the consulting team in charge of the review of the SOCIEUX+ logical framework and the ROM consultant were ensured during the latter's field mission in Madrid in early September 2018.

The FMT developed an appropriate response to the findings, conclusions and recommendations of the ROM. Proposals for mitigation of the current constraints were submitted and presented at the PSC meeting planned in November 2018. Annexe O includes the table of conclusions and recommendations of the ROM. It also includes the response and follow-up measures the PSC agreed to and the state of affairs at the end of SOCIEUX+.

The MEO has been recruited as of September 2019. The position has been contracted through FIIAPP till February 2020 and then prolonged for the extension of SOCIEUX+. He is responsible for the follow-up and implementation of the recommendations of the 2018 ROM and the 2019 MTE of SOCIEUX+. He is responsible for the M&E system implementation, support the reporting process of actions and the Facility, and develop the M&E Strategy for the extension of SOCIEUX+. He also participated in revising the business processes of SOCIEUX+ and associated tools, forms and templates.

A proposal of restructuring and strengthening the FMT was submitted for approval to the PSC in March 2019. A revised version of the organisational chart from September 2019 is provided in Annexe S. The proposal accounts for the extension and scale-up of the operations' actions. In addition to the recruitment of an MEO and new Associate Programme Officer (APO), the proposal's main points is the transfer of responsibilities of coordinating the thematic portfolio of requests and actions to the coordinators. The new positions of Project Officers (POs) will be responsible for managing actions and processing requests from their reception to their finalisation. As COs may still manage specific requests and actions, the term Action Managing Officer (AM) will be used more conveniently to identify an FMT member responsible for a particular request/action. The AMs will also be responsible for identifying and selecting experts, a task that was mainly under TEs' responsibility. With their conversion to DTAs, the latter will refocus their efforts on the business development of SOCIEUX+ (see 2.9). They will have a functional role in supporting AMs in the relevance check, formulation of actions and quality check of deliverables. As a functional task, their involvement will be on-demand from the AMs. A position of Deputy Team Leader (DTL) was also created in end-2019. This position was filled through an internal candidate, the former FCO. The DTL supports the Team Leader with the increased requirement on general management of the Facility scaling-up.

The proposal of developing KD products on the comparative advantages of public-short-term-peer-to-peer cooperation in the context of international cooperation is to be considered in the KD Strategy for the extension of SOCIEUX+. Resources and activities on this topic were not foreseen in the current phase of SOCIEUX+. Those products may be of substantial assistance for the business development efforts.

The new ExMRs include a dedicated section to collect recommendations for the follow-up of actions and their results' sustainability. These recommendations will be considered on a case-by-case basis and shared with relevant stakeholders. The EUDs and international cooperation partners may be the key recipients of these recommendations.

3.3.5 Mid-Term Evaluation

The MTE of SOCIEUX+ was conducted between January and May 2019. The findings and final recommendations of the consultant team were presented to the PSC in May 2019. As for the ROM, the FMT prepared a response to the recommendations. The response was submitted for approval to the PSC is provided in Annexe P. The state of affairs for the measures for each recommendation is also provided in the annexe. The main points of the situation at the end of the reporting period are given in the following paragraphs, when not redundant with the ROM recommendations.

It has been decided to keep the number of cross-cutting issues considered in the business processes of SOCIEUX+ to a manageable number:

- Gender equality;
- Good governance;
- Environmental sustainability;
- Human rights; and
- Inclusion of people with disabilities.

These issues are considered in the preparation of terms of references of experts and during their pre-mission briefings. The actual inclusion of the cross-cutting issues in the activities is reverified through the feedback of experts, PIs and participants to events.

Upon a literature review and internal consultations, definitions for "best" and "good" practices was agreed.

- Best Practice – "A technique, methodology, policy or approach generally promoted by the international community as reliable to achieve desired results independently of the context."
- Good Practice – "A technique, methodology, policy or approach which is likely to lead to desired results if contextualised in other settings."

Since 2019, those are captured in the ExMR in a specific section on KD. Also, the experts are requested to identify possible innovative approaches or knowledge products:

"Should specific deliverables of the mission/activity be considered for sharing with the international community as to contribute to the overall knowledge and evidence on the issues addressed by the mission/activity?"

If yes,

"Are the next planned activities as already foreseen in the current Action Work plan adequate to achieve the expected results of the action or the delivery of the products foreseen in the ToREx of the mission? If no, provide a brief justification below and revise the Action Work plan as necessary..."

3.4 Feedback surveys

The FMT sends standard feedback and evaluation questionnaires to relevant contact persons at the end of each action and, if relevant, activity. These questionnaires collect stakeholders' feedback from all relevant stakeholders involved in implementing actions and activities. These questionnaires include scales of satisfaction on various dimensions of activities. They are standardised and web-based to enable monitoring of the satisfaction of SOCIEUX+'s "clients".

SOCIEUX+ mainly used three questionnaires to collect feedback:

- Experts feedback questionnaires - EXF
- PIs feedback questionnaire on activities - PIF
- Participants feedback on capacity building activities questionnaires – PAF

All questionnaires are available in English, French and Spanish. Printouts of the English version of the three questionnaires are provided in Annexe N. The printouts of results updated at 21 September 2020 are provided in Annexe M.

3.4.1 Experts Feedback questionnaires

Already, 118 respondents (principal experts and technical experts) provided feedback to 79 actions and 152 activities regarding the relevance of actions and activities, ownership of the activity by PI, the inclusion of cross-cutting issues, complementarity, efficiency and adequacy of experts' team and mission approach, likely impact on national, regional or local development and public expert mobilisation. Results show an overall satisfaction, with a high prevalence of positive feedback (i.e. completely agree or partially agree) on the contribution of deliverables and results to sector development (99.5%), relevance of action/activities to needs and gaps (99%) and contribution to the refinement of activities (98.5%).

The general perception of experts is that flexibility and fast mobilisation of expertise fit well with the need expressed by PIs for short-term and specific assistance. The preparatory phase of each mission and the accurate design of objectives, expected results and deliverables are perceived as critical elements for the activity's success. On the other hand, the high turnover of PI staff is seen as a challenge. Besides, the experts assert that their missions contribute to their personal and professional growth and their institution of origin.

3.4.2 Partner Institutions feedback questionnaire on activities

Results on 98 activities assessed show the high level of satisfaction by PIs with activities supported by SOCIEUX+. The average overall rating for all five dimensions considered in the questionnaire was 4.54 (out of a maximum of five). Dimensions covered in the questionnaires include: activities relevance (4.5), actions and activities design (4.5), the overall performance of expert(s) team mobilised (4.5), principal and other experts knowledge/expertise (4.7 and 4.5). The most satisfactory dimension is the principal expert's technical knowledge, with 70% of the maximum score reached.

These promising results are also reflected in the feedback provided by PIs, with 100% of PIs considering further collaborations with SOCIEUX+ and 97.2 % willing to recommend SOCIEUX+ to other peer organisations.

General perception of Partner Institutions' staff is that mobilisation of EU experts is a valuable opportunity to come face to face with international expertise and to learn from it. However, one of the most recurrent recommendation is to identify experts that not only have knowledge of the specific topic of the activity, but also of the social political and economic reality of the country. Moreover, interchange between the experts and the PI prior to the mission is perceived as key in order to clarify the methodology of the activity and thus to optimize working hours.

3.4.3 Participants feedback on capacity building activities

In total, 151 respondents (from other stakeholders who participated in the activities) provided feedback on the relevance and adequacy of the capacity development activities they participated in and benefited from. These also assessed the peer-to-peer approach's effectiveness and the inclusion of cross-cutting themes (gender equality, good governance, environmental sustainability, human rights and inclusion of vulnerable groups). Overall, 89,2% of answers received are positive (i.e. completely agree or partially agree), with emphasise on relevance of action on institutional tasks and duties (98%), clearness of objectives and expectations (95.4%) and on likelihood to use knowledge and capacities acquired (96%).

According to participants' feedback, knowledge gained thanks to the capacity building received will be beneficial not only for participants themselves but also for their institutions, as experience gained will be transferred to colleagues.

3.5 Key performance indicators

Indicators monitored in the implementation of SOCIEUX+ actions include as per SOCIEUX+ Logical framework (see Annexe B):

- The number of experts registered in SOCIEUX+ Project Management Tool;
- The number of experts mobilised in actions;
- The number of expert-days provided through actions;
- The number of focal points in EU MSs;
- The median time between reception of a request and their approval;
- The median time between reception of a request and their rejection;
- The number of requests received; and,
- The number of actions implemented (approved and completed).

Those indicators guide the FMT and Partnership in the result-based management of processing a request and implementation of actions, and communication and awareness-raising activities towards PIs, potential experts to mobilise and collaborative institutions.

Annexe C summarises the indicators, targets and current achievements. Overall, the achievement of targets has been satisfactory. The individual indicators will be analysed and discussed in more detail in the following sections, which present the available data on the processing of requests and actions of SOCIEUX+.

Annexe L provides the SOCIEUX+ Dashboard with all the infographics with charts and maps for the key indicators of SOCIEUX and SOCIEUX+. Data is disaggregated when relevant and possible. This dashboard's data comes from the PMT and financial information collected by the FMT for this Final Report.

A full list of requests processed under SOCIEUX+ is provided in Table 28 - Annexe F. The list includes the request/action code, name of the requesting/PI, title of request/action, and status as of September 2020. The list also includes the field of intervention and general objective for each of the requests/actions. The list also consists of the legacy of 22 requests and actions transferred from SOCIEUX.

The reader may also refer to the following annexes for further information:

- Annexe G – Requests and actions processed or in processing;
- Annexe H – Summaries of actions in preparation;
- Annexe I – Summaries of ongoing actions;
- Annexe J – Summaries of actions on hold; and,
- Annexe K – Summaries of actions cancelled.

Requests received

Figure 18 in Annexe L presents the data for the requests received by geographic region, country income, and reporting period. All data presented is from September 2020.

The total number of technical assistance requests since the start of SOCIEUX was 207, 145 of which received under SOCIEUX+. It represents a 234% (145/62) increase compared to the 62 requests received under SOCIEUX between January 2014 and August 2016. The distribution of requests by area of work of SOCIEUX+ is 68 requests received on L&E related issues (47%) and 77 on Social Protection (53%).

Figure 23 in Annexe K provides the breakdown of the requesting countries for SOCIEUX+. Almost half of the requests were originated from the African continent, 46% (66/145), followed by Latin America, 33% (48/145), and Asia, 16% (23/145). Other requests were received from the Caribbean (3/145), Middle East Countries (4/145) and the Pacific (1). The 145 requests were submitted by institutions from 44 countries. There were 21 countries from which a single request has yet been submitted. Table 11 provides the list of the ten most-represented countries in the requests submitted to SOCIEUX+, with their numbers and share.

Table 11: Ten most represented countries in requests submitted to SOCIEUX+ between September 2016 and September 2020 [in number of requests and share of total requests]

Country	Requests	Share of all requests
Peru	18	12.4%
Colombia	12	8.3%
Mexico	12	8.3%
Togo	10	6.9%
Gabon	9	6.2%
Tanzania	8	5.5%
Cambodia	7	4.8%
Cote D'Ivoire	6	4.1%
Armenia	5	3.4%
Benin	3	2.1%

This brings the total number of countries with institutions having submitted since 2013 to 61. Peru, Mexico and Colombia alone accounted for 29% (42/145) of all requests. Figure 22 and Figure 23 in Annexe L presents the type of assistance and fields of work in the 145 requests received by SOCIEUX+ between September 2016 and September 29, 2020.

Almost a fifth, 19.3% (28/145) of the technical assistance requested to SOCIEUX+ dealt with policy development. Organisational management and strengthening of public or mandated structures and functions were highlighted in 12.4% (18/145) of the requests. At least 21 of the received requests were directly related to disabled people (SDG 12) and 22 to gender equality. In L&E (68 requests), 26 requests concern organisational capacity building and 22 institutional capacity building. In Social Protection, most of the requests (77 requests) concern institutional capacity building (31) compared to the 25 requests in organisational capacity building type of assistance.

Social Protection is a field of intervention in 48.3% (70/145) of requests submitted to SOCIEUX+. Social security and social security administration are well represented with 15 and 12 requests, respectively. Health insurance and social services were covered in nine requests each. Disability in health and Disability benefits were addressed each in six requests. Other worth mentioning fields of intervention related to the Social Protection area include social security policy, with eight requests, social assistance, with seven requests, and work accident benefits, with five requests.

Work as a field of the intervention was covered in 41.4% (60/145) of the requests. Employment was a field of intervention in 26.5% of the requests and included six requests on green jobs, five informal employment and five on youth employment. Employment policy and PES were covered in eight and 18 requests, respectively. Labour market issues were addressed in 15 requests. Other worth mentioning fields of intervention related to the L&E include seven requests on labour statistics, seven requests on vocational training, and four occupational qualification requests.

Table 12 provides the breakdown of requests by their direct relevance to SDGs. About 36% of all requests addressed SGG target 1.3 for the provision of Social Protection to all. Another 27% contributed to SDG target 8.5 for employment and equal pay. Further, 14% addressed SDG 3 on good health and well-being.

Table 12: Breakdown of requests submitted to SOCIEUX+ by related Sustainable Development Goal, between September 2016 and August 2020 [in number of requests and share of total requests]

Sustainable Development Goal	Requests	Share of all requests
01. No Poverty	2	1.4%
01.01. Eradicate Extreme Poverty	3	2.1%
01.03. Social Protection for All	52	35.9%
02. Zero Hunger	1	0.7%
03. Good Health & Well-being	20	13.8%
03.08. Universal Health Coverage	4	2.8%
04. Quality Education	3	2.1%
08. Decent Work & Economic Growth	24	16.6%
08.03. Policies for Decent Jobs Creation and Formalisation	7	4.8%
08.04. Environmentally Sustainable Growth	6	4.1%
08.05. Full Employment and Equal Pay	39	26.9%
10. Reduced Inequalities	7	4.8%
16. Peace, Justice & Strong Institutions	4	2.8%
16.06. Effective, Accountable and Transparent Institutions	6	4.1%

Requests and actions processed

Figure 18, Figure 20 and Figure 21 in Annexe L present the data for the requests received, processed and in processing by geographic region, country income group and reporting period. Figure 20 and Figure 21 also illustrate the request and actions as per their status. All data presented is from September 29, 2020.

By the end of the current phase of SOCIEUX+, the FMT had received 145 requests (see Table 28 in Annexe F). Since its start in September 2016, SOCIEUX+ worked on requests and actions from 44 countries. Most of these countries were in Africa, 48% (21/44). Africa and Latin America together accounted for 79% of the requests and actions processed (114/145). All the 22 requests transferred from SOCIEUX were processed by the end of RP3. Table 13 provides the breakdown by status of the 145 requests and actions processed under SOCIEUX+ between September 2016 and September 2020. Unfortunately, 20 requests were not put into a formulation:

- non-feasible: 1
- non-eligible: 4
- merged: 5
- non-relevant: 5
- objected: 3
- withdrawn: 2

The requests and actions were balanced between Social Protection and L&E with 53% and 47%, respectively. At the end of RP2, 51 requests and actions were still in processing. The figure was 39 by the end of RP3 and 48 by the end of RP4. From these 48 requests and actions, 22 were ongoing, 11 on hold and seven in preparation (in fact-finding, formulation or approved).

Details on all cancelled actions are provided in Annexe K – Summaries of actions cancelled. In total, 15 actions were cancelled at the end of RP4. For convenience, the list of these actions is provided below. All actions stopped were evaluated under the same criteria and processes as completed actions. These actions are reviewed in Section 2.6. Table 14 includes all 15 cancelled, and 14 stopped actions in RP4.

Table 13: Breakdown of requests and actions processed under SOCIEUX+ between September 2016 and September 2020 by status as of September 29, 2020

Status	Number of requests	Share of all requests
Completed	48	33%
Ongoing	22	15%
Cancelled	15	10%
Stopped	14	10%
On-hold	11	8%
Merged	5	3%
Non-relevant	5	3%
In formulation	4	3%
Non-eligible	4	3%
Approved	3	2%
Fact-finding	3	2%
Objected	3	2%
Eligible	2	1%
Fractioned	2	1%
Withdrawn	2	1%
Non-feasible	1	1%
Under consideration	1	1%
Grand Total	145	100%

Table 14: List of actions cancelled and stopped in the fourth interim reporting period (from September 2019 to September 2020)

Cancelled	Stopped
2016-12 Cambodia	2016-11 Cambodia
2016-13 Vietnam	2017-05 Tanzania
2017-02 Cambodia	2017-07 Peru
2017-04 Pakistan	2017-11 Peru
2017-29 Vietnam	2017-14 Mexico
2017-41 Uganda	2017-19 Togo
2018-05 Peru	2017-22 Cabo Verde
2018-10 Congo, Dem. Rep.	2017-31 Gabon
2018-14 Colombia	2017-40 Ghana
2018-16 Chile	2018-03 Kenya
2018-17 Chile	2018-26 Togo
2018-21 Burkina Faso	2018-30 Tanzania
2018-31 Brazil	2019-02 Colombia
2019-15 Peru	2019-07 Georgia
2020-10 Burkina Faso	

Requests and actions in processing

Figure 20 in Annexe L presents the data for the requests and actions in processing by geographic region, country income, and reporting period. All data presented is from September 29, 2020.

The estimated timeframe for bringing an action to implementation was set to six weeks in the SOCIEUX+ SOPs by the SOCIEUX+ Steering Committee. It should be noted that the estimate considers actual working time and does not necessarily account for parallel processing of multiple requests and implementation, monitoring of activities, which take substantial persons working time of the assessment and negotiations requests, and formulation of actions. The human resources spent by the FMT in negotiating and formulating actions with PIs is highly dependent on the quality of the requests, which often lack enough information to assess their relevance quickly and even formulate feasible expected results.

The actual median time under SOCIEUX+ was 23.6 weeks at the end of RP4. However, RP4 was also marked by the slowdown in implementing activities due to financial shortages and the COVID-19 pandemic. At the end of RP3, the median for the kick-start of an action was 21.6 weeks. In RP4, only one new action was initiated. The median duration of each key step of the requests and actions process is provided in Table 15.

This trend is quite positive as it would have been expected that the figure would have increased due to the heavy workload and the backlog of actions in preparation. It also reflects the commendable commitment of the FMT. It should be noted that this median figure does not reflect the high number of actions still in preparation, requests still in processing (13 as from the end of RP4 – see Table 16), most of them for African PCs. Of these 13 actions, three were scheduled for fact-finding missions. In addition, 11 actions were on-hold (see Table 16 and Annexe J– Summaries of actions on hold), most of them due to COVID-19 restrictions.

Table 15: Median time between key requests and actions processing steps from the onset of notification of requests [in weeks]

Reporting period	Working area	Step - Time between step and notification of request [Median in weeks]							
		Fact-finding mission (start)	Fact-finding mission report approved	RCL submission	AAF submission	First of mission	Approval final deliverables	Approval final evaluation	Letter closure to P1
RP1	SP			1.9	3.9	21.6	36.4	69.9	65.8
	LE	30.9	34.3	6.8	23.4	43.9	76.1	117.3	96.6
	All	30.9	34.3	3.3	15.3	32.3	66.4	111.7	81.1
RP1-RP2	SP			0.9	2.7	19.8	32.8	66.4	62.1
	LE	30.9	34.3	6.4	23.4	41.9	83.0	111.9	85.7
	All	30.9	34.3	3.3	11.8	29.9	61.1	71.3	74.4
RP1-RP3	SP	0.4	5.6	0.9	2.6	19.0	32.8	60.1	51.4
	LE	26.8	34.3	6.0	23.4	37.1	74.7	111.9	79.8
	All	9.6	10.6	3.3	7.4	21.6	56.7	64.7	64.4
RP1-RP4	SP	6.7	8.4	1.3	2.5	19.4	32.8	60.1	50.4
	LE	22.7	34.3	7.6	23.4	39.5	74.7	111.9	78.9
	All	11.7	11.0	3.3	6.3	23.6	56.7	64.7	62.7

Table 16: Request and actions still in processing by stage of the process, region, country, code and status at the end of the fourth interim reporting period (September 2020)

Process	Region	Country	Code
In preparation	Africa	Benin	2019-32
		Mauritania	2020-26
		Niger	2020-12
		Nigeria	2020-20
		Tanzania	2020-07
		Togo	2019-29
			2019-30
			2020-27
	Asia	Kyrgyz Republic	2019-19
	Caribbean	Suriname	2019-31
	Latin America	Colombia	2020-18
		Peru	2019-38
	Pacific	New Caledonia	2020-01
Ongoing	Africa	Benin	2017-34
		Burkina Faso	2018-24
		Cameroon	2019-33
		Côte d'Ivoire	2018-22
		Gabon	2020-13
			2020-15
		Mauritania	2020-08
		Nigeria	2019-13
		Nigeria	2020-22
		Tanzania	2019-35
			2020-03
			2020-05
			2020-19
		Togo	2019-16
	Asia	Cambodia	2020-09
		Thailand	2019-21
	Latin America	Mexico	2019-34
		Peru	2018-06
			2018-07
			2018-08
			2018-09
			2018-23
On-hold	Africa	Congo, Dem. Rep.	2020-06
		Ghana	2019-22
	Asia		2019-23
		Armenia	2020-21
			2020-23
			2020-24
			2020-25
	Caribbean	Haiti	2019-27
	Latin America	Uruguay	2019-18
	Middle East	Palestine	2019-24
			2020-11

Activities implemented

So far, the FMT has implemented actions in 34 PCs, bringing the total number of countries that benefited from SOCIEUX and SOCIEUX+ to 45 (See Annexe L). In these countries, experts mobilised by the Facility worked with 74 different institutions. In SOCIEUX+, 211 activities were implemented for a total of 3.125 mission days and 6734 working days, and an average of 4.4 mission per month (211/48). Overall, 6752 days of expertise were mobilised under SOCIEUX+, an increase of 494% (6752/1.367) compared to SOCIEUX. This is a remarkable achievement when considering the structural limitations of the FMT. In total, 8119 expert working days were facilitated since 2013 by the Facility. This represents 276 activities with 532 mobilisations of experts.

Most of the 6752 expert working days facilitated benefited countries in Latin America, 46%. Upper-middle-income countries accounted for 57% of the expert working days provided (see Annexe L). Most working days were provided for Colombia, Mexico and Peru. These three countries accounted for 3304 expert working days, 40.7%.

Experts mobilised

Figure 28 in Annexe L presents the breakdown of expert days under SOCIEUX and SOCIEUX+ as of the end of RP4 by region, nationality, gender, eligibility and type.

By the end of September 2020, 535 assignments had been contracted under SOCIEUX and SOCIEUX+ for a total of 8119 working days. 242 experts of 88 nationalities had been mobilised. In total, for EU nationals, 491 assignments were contracted for 7556 working days. Women account for 29% (2.182/7.556) of the working days and 28% (136/491) of all assignments. However, women accounted for 35% (74/214) of the experts mobilised. French experts account for 28% of the total 8.119 working days rendered. Spanish experts account for 27%. Over time, only Spanish experts' share has significantly increased, passing from 15.2% in RP1 to 32% in RP4. There are differences when looking at areas of work in the implementation of SOCIEUX+. The share of working days rendered on Social Protection activities is 60%, both for French and Spanish experts.

Public experts are the leading providers of expertise for SOCIEUX+. They accounted for 73% of the rendered working days, with their share's continuous growth along the reporting periods. Retired-public employees or civil servants provided 43% of the working days.

The median of working days per activity passed from 34 in RP1 and RP2 to 36 in RP3 and RP4, while the median mission days per expert passed from 17 in RP1, RP2 and RP3 to 18 in RP4 (see Figure 3). Activities in almost all cases require the mobilisation of two experts so that the median number of working days per activity is 35 in SOCIEUX+.

Calls for experts were effective in the identification of experts. The PMT also tracks and enables the FMT to monitor the effectiveness of calls and maintain rigorous and up-to-date as the information for all applications is linked to the activities and actions in the PMT. Since its launch in May 2018, the call for experts' module was used for 178 calls with an average of 4.3 applications per call. Figure 33 in Annexe L summarises the main data relating to calls for experts and applications to calls from May 2018 till the end of RP4.

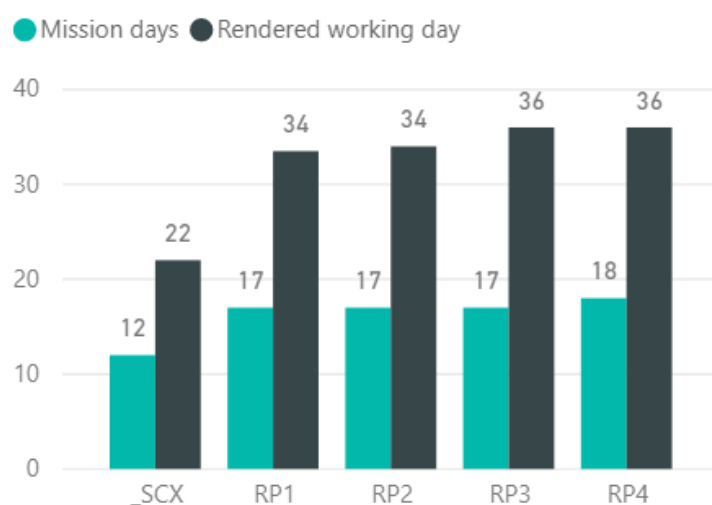


Figure 3: Median of working days per expert by mission days (in green) and per rendered working days (in blue), by reporting period

Action-related expenditure

Another key figure for estimating the efficiency and planning the implementation of SOCIEUX+ is the cost of average action, more precisely, the average expenditure per expert mission day, as actions and activities vary greatly in length and workload. Study visits are, in principle, expensive activities with low or no expenditure related to mobilised expertise. Study visits were not uncommon under SOCIEUX, and their funding is still possible in SOCIEUX+ SOPs. However, this type of activity is only considered in the framework of action in rare cases due to the high level of working time of the FMT associated with the organisation of such activities and the principle of SOCIEUX+ to foster peer-to-peer exchanges on-site, i.e. in PCs.

The average expenditure per expert mission day has remained in the range of €1100 and €1300 since April 2016. Since then, the average has fallen, mainly due to the share of private experts mobilised by SOCIEUX+. The figures include allied costs such as travel, translation and other expenses. An expert mission day for a single expert resulted in an average expenditure of €1171 under SOCIEUX+, a working day of €550. The average activity required €18,103. Figure 4 provides the average spending by expert mission day, working day and activity by reporting period.

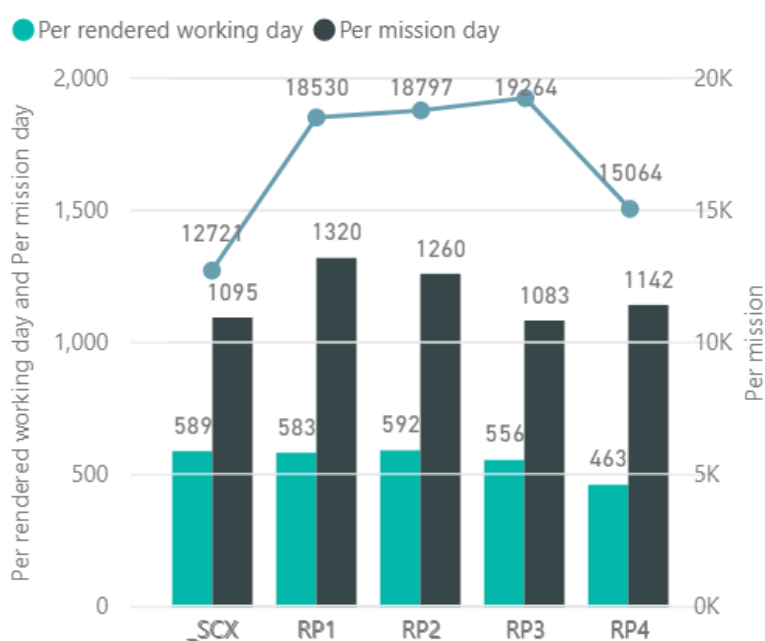


Figure 4: Average expenditure per working day and per expert mission [in €], and average expenditure expenditures per activity/mission [in 1000 €], data for SOCIEUX (_SCX) and SOCIEUX+ till September 2020 by interim reporting period

Experts registered

A vital tool in the management, documentation and storage of SOCIEUX+ actions has been the PMT. The PMT also stores the information of registered experts, focal points and contacts. It is, therefore, a key instrument in identifying potential experts and the communication efforts of the Facility.

Figure 30 in *Annexe L* presents the breakdown of expert registered in the Project Management Tool under SOCIEUX and SOCIEUX+ by region, nationality, gender, eligibility and type.

A significant purpose of the PMT is to store curriculum vitae (CVs) and essential details on experts that could potentially be mobilised for actions. In total, by the end of RP4, 818 experts were registered in the PMT. The great majority, 81%, have at least one EU MSs nationality. Women represented 39% of all experts registered. Public experts accounted for 58% of the experts registered. French and Spanish experts represent 51% of the registered experts. They account for 46% of the public experts of EU MSs. 26 of the EU MSs' nationalities are currently represented in the PMT.

4 Knowledge development

4.1 Strategy overview

Despite a rather slow start of the KD component of SOCIEUX+, due to a delay in hiring the KDO, KD has developed several very interesting reports and organised regional peer-to-peer events that were excellent opportunities for knowledge sharing and networking. These reports and events capitalised on the rich and diverse activities organised by the facility. They addressed PIs, the development community and academics. Reports aimed to extract knowledge from activities and integrate them into a broader framework.

Furthermore, we learned for the future that knowledge products should be very specific in their scope (not too broad) to have an added value relative to what other organisations and thinktanks develop. However, this is a challenge given the broad scope of the SOCIEUX+ activities. More attention could also go to wider dissemination of the knowledge products developed. The KD component of SOCIEUX+ invested mainly in knowledge capturing and generation.

4.1.1 Inception period: development of the Strategy

Between July 2017 and November 2017, the work on KD focused on strategic conception and planning. The first draft of the Strategy on KD was sent to the Steering Committee members in November 2017. This version outlined the guiding principles of the strategy as well as the typology of future activities. Consequently, the draft strategy was presented as such and submitted during the SOCIEUX+ Steering Committee of 20 December 2017. The Steering Committee acknowledged and accepted the Strategy's guiding principles but asked to refine it concerning the themes that will be dealt with during the activities and the ways of collecting knowledge. The Steering Committee approved a final and revised version of the Strategy in April 2018. During this meeting, it was also agreed to replace the proposed trainings with peer-to-peer events.

4.1.2 Key principles of the Knowledge Development Strategy

Complementarity and partnerships

Following the guiding principle of SOCIEUX+ of complementarity, the KD component aimed to create partnerships and synergies when designing and implementing activities. SOCIEUX+ is a facility that can quickly generate partnership and synergies with other programmes and organisations due to its very flexible nature and adaptive way of working. Partnerships were created during the implementation and especially for the peer-to-peer events with programmes and organisations such as the EU Social Protection Systems Programme (EU-SPS), the OECD Development Centre, EUROsociAL+, Bridging the Gap, United Nations Economic and Social Commission for Asia and the Pacific (UN ESCAP), the African Union and the ILO.

Knowledge products and events

Main knowledge events were the regional peer-to-peer exchange activities, networks of KD actors and sessions at the European Development Days. The main knowledge products were the technical reports that could build on the deliverables of activities and the peer-to-peer exchange meetings. The technical reports aimed to give easy access to qualitative knowledge.

4.2 Activities

4.2.1 Learning and exchange activities

Regional peer-to-peer meeting

These events were essential for the creation of networks among peers and with other organisations. This is especially relevant for the civil servants, and experts in the region as the support of SOCIEUX+ is short term and varies between countries. These events allowed the participants to have a regional perspective, compare practices, identify best practices, and obtain support from other countries beyond their actions. This type of meetings could create the basis for Communities of practice.

An overview of the four regional peer-to-peer exchange meetings can be found on the following link on the SOCIEUX+ Website: <http://socieux.eu/knowledge/events/>.

Employment and Social Protection Systems in Latin America

In November 2017, AMEXCID (Agencia Mexicana de Cooperación Internacional para el Desarrollo) contacted SOCIEUX+ to assess our interest in preparing a joint event on the achievements of SOCIEUX+ in Mexico as well as on the collaboration modalities (demand-driven, peer-to-peer exchange). In late January 2018, the interest of AMEXCID to host an event with SOCIEUX+ was confirmed. The FMT, after discussion with AMEXCID, proposed to extend the scope of the event to the LAC-region and organise the first regional peer-to-peer meeting of SOCIEUX+.

From 25 to 26 October 2018, Mexico City hosted the first SOCIEUX+ peer-to-peer exchange meeting on employment and Social Protection in Latin America. The meeting was framed within the Mexico-EU Exchange Meetings for Social Cohesion. Those were organised in partnership with the EUROsociAL programme, the Mexican Agency for International Cooperation for Development (AMEXCID) and the EUD in Mexico.

The peer-to-peer exchange meeting aimed to disseminate the knowledge generated by the different SOCIEUX+ actions and create a space for discussion, dialogue, and learning. The SOCIEUX+ meeting was conceived to support the capacity development of EU PCs in the design, management and monitoring of inclusive, effective and sustainable employment strategies and Social Protection systems.

The meeting brought together more than 100 participants, including selecting delegates from Latin American countries and representatives of European countries and institutions. These experts and representatives discussed public employment policies and Social Protection systems in both regions. The discussions were based on the different actions implemented since the beginning of SOCIEUX+ and the EUROsociAL programme in the region and worked in-depth on Latin America's key issues.

We want to highlight the synergies created between the different European programmes working on social cohesion and the reflection on the future of international cooperation in the region. This reflection was done under the auspices of the EUD in Mexico and AMEXCID, and collaboration with EUROsociAL+ and the Social Cohesion Laboratory II.

Original title of event: "Empleo y Sistemas de Protección Social en América Latina"- Mexico City.

Further information: http://socieux.eu/knowledge_cpt/jornadas_de_intercambio-en/

Inclusive Social Protection Systems in Sub-Saharan Africa

The EU-SPS programme/OECD Development Centre sought a collaboration with SOCIEUX+ to organise a regional meeting in Africa. SOCIEUX+ considered this as an excellent opportunity to manage its peer-to-peer exchange event in Sub-Saharan Africa. Several coordination meetings and an extended process of revision of both programmes objectives and areas of work were undertaken to define a common agenda. The regional meeting "Inclusive Social Protection Systems in Sub-Saharan Africa" took place on 19 and 20 February 2019 in Addis Ababa, Ethiopia.

The meeting was organised in partnership with the EU-SPS programme/OECD Development Centre and the African Union. It aimed to collect and share best practices about extending Social Protection systems and fair employment policies, particularly in the context of high informality. Best practices were collected from SOCIEUX+ actions as well as from the research conducted under the EU-SPS Programme. The event brought together about 70 experts from more than 40 different countries of Africa and Europe.

Original title of event: "Inclusive Social Protection Systems in Sub-Saharan Africa" - Addis Ababa.

Further information: http://socieux.eu/knowledge_cpt/inclusive-social-protection-systems-in-sub-saharan-africa/

Inclusive Social Protection Systems in Asia

The regional experts meeting "Inclusive Social Protection Systems in Asia and the Pacific" took place on 11 and 12 April 2019 in Bangkok. The meeting was organised in partnership with the EU-SPS programme/OECD Development Centre and the United Nations Economic and Social Commission for Asia and the Pacific (UN ESCAP).

The meeting provided an opportunity to exchange best practices and evidence on extending Social Protection systems and strengthening decent work opportunities in contexts of high informality, rising inequality, and population ageing. The meeting gathered national, regional and international experts on Social Protection to discuss and debate policy priorities to urgently address the region's key challenges: persistent poverty, inequality of incomes and opportunities, ageing, informality and gender gaps in health, education and labour outcomes.

The meeting brought together more than 70 experts from 25 different countries and Asia, Pacific, and Europe institutions.

Original title of event: "Inclusive Social Protection Systems in Asia" – Bangkok.

Further information: http://socieux.eu/knowledge_cpt/inclusive-social-protection-systems-in-asia-a-regional-experts-meeting/

Inclusive Employment and Social Protection Systems in sub-Saharan Africa

The 4th SOCIEUX+ regional peer-to-peer exchange meeting was fully prepared (among others, the concept note and the agenda were drafted, participants were contacted, and partnerships were established). The meeting was planned for February 2020. However, due to the COVID-19 crisis, the meeting had to be cancelled. The meeting partnerships were established with the Regional Office of the International Labour Organization and the European Delegation in Côte d'Ivoire.

Original title of event: "Inclusive Employment and Social Protection Systems in sub-Saharan Africa" – Abidjan.

Further information: http://socieux.eu/knowledge_cpt/emploi-et-protection-sociale-en-afrique-de-louest-et-centrale/

4.2.2 European Development Days

EDDs 2018: "Capacity Development for Gender-Sensitive Social Protection Systems"

In March 2018, SOCIEUX+ submitted a joint proposal with the EU-SPS (the Finnish National Institute for Health and Welfare, THL) for a session on "Gender-Sensitive Social Protection Systems" for the European Development Days (EDDs) 2018.

EDDs 2019: "Universal Social Protection: From Poverty to Inequality"

This session was about how Social Protection in developing countries is evolving as a driver of inclusive growth, not just a safety net for those left behind. SOCIEUX+, in partnership with the OECD, secured a session on the 2019 edition of the European Development Days, dedicated to inequality.

The session brought together about seventy participants. It explored whether the time is right to expand Social Protection's focus to include inequality and achieve SDG10 (reducing inequality within and between countries). It also addressed how unlocking inclusive growth through universal Social Protection might be fundamental to lasting prosperity for all, how poverty and inequality are related, and which Social Protection programmes have the most significant impact on inequality.

More information and all the meeting materials can be found at [Universal Social Protection: From poverty to inequality - SOCIEUX+](#).

EDDs 2020

For the EDDs 2020 edition, SOCIEUX+ submitted two proposals, one on green economy and youth employment entitled "Acting on the Deal: Making Green Economy Work for Youth" and another one on Social Protection and climate change entitled "Adaptive Social Protection in the Development Agenda". Only the session on Social Protection was retained. The session aims at promoting the role of Social Protection systems to help vulnerable people anticipate, absorb, and recover from climate-related shocks.

Adaptive Social Protection systems combine policies and techniques from Social Protection, climate change adaptation and disaster risk reduction. With this approach, Social Protection programmes become more flexible, can quickly be extended to populations affected by shocks and reinforce households' resilience. Yet adaptive Social Protection is not systematically included in development strategies, be it in Nationally Determined Contributions, Social Protection or disaster risk reduction strategies. This session brings together experts from these three fields to discuss how adaptive Social Protection can be put at the forefront of the policy agenda to help households and communities anticipate, absorb, and recover from climate shocks.

The session lab is organised together with the Agence Française de Développement (AFD) and the ILO. Due to the COVID-19 pandemic, this session has been moved to the 2021 edition of the European Development Days.

4.3 Technical reports

SOCIEUX+ has produced eight technical reports. Those are available at <http://socieux.eu/knowledge/reports/>

Particularly interesting reports were those made by experts that are scholars but have also worked for SOCIEUX+. The "2020 Labour Market Vision" and the "Inequality and Disadvantages affecting Street Vendors in Bogotá" are only two examples of how the knowledge extracted from SOCIEUX+ technical assistance activities can be paired with a broader analysis to create information on issues that are on the agenda of development discussions today.

Initiatives for the informality in the labour market

This technical report is based on the homonymous session held at the SOCIEUX+ meeting "*Empleo y sistemas de protección social en América Latina*" in Mexico City October 2018.

The absence of Social Protection increases the vulnerability of workers to economic fluctuations while business informality is, at the same time, a reflection of insufficient productive development and a low capacity of state regulation. This also has substantial implications for the state's revenue and spending capacity. In this technical report, the role of SOCIEUX+ in dealing with informality in Latin America is analysed and put into context. Furthermore, the report sheds light on different strategies when dealing with informality in Latin America.

Original full title: Iniciativas para la detección y tratamiento de la informalidad en el mercado de trabajo en América Latina: una visión desde SOCIEUX+.

Available at: <http://socieux.eu/reports/iniciativas-para-la-deteccion-y-tratamiento-de-la-informalidad-en-el-mercado-de-trabajo-en-america-latina-una-vision-desde-SOCIEUX/>

Managing data and information for Social Protection

This technical report is based on the homonymous session held at the SOCIEUX+ meeting, "Inclusive Social Protection Systems in sub-Saharan Africa", in Addis Ababa in September 2019. The report gives an overview of the use of data, technology and information for Social Protection. Additionally, the technical report analyses and compares the SOCIEUX+ cases of data governance support for the UNIDOS (Together) system in Colombia, with the case of the new Zanzibar Universal Pension Scheme Management Information System (ZUPS MIS) design and implementation, and the Community Health Funds (CHF) System development in Tanzania.

Original full title: Managing Data and Information for Social Protection: The Case of Zanzibar and Colombia.

Available at: <http://socieux.eu/reports/managing-data-and-information-for-social-protection-the-case-of-zanzibar-and-colombia/>

2020 Labour Market Vision

This technical report is based on the session "The role of evidence in Social Protection, labour and employment policymaking" held at the SOCIEUX+ meeting "Inclusive Social Protection Systems in Asia" in Bangkok in April 2019.

This report makes a case for modern labour market information systems (LMIS) as an essential driver of economic and social development. It argues that programmes that support the growth of these systems, in particular -but not only- in developing countries, can deliver significant positive effects even at a relatively low cost and following short investment periods. In this sense, the modernisation of LMIS can be regarded as a 'low-hanging fruit' in the development process.

Original full title: 2020 Labour Market Vision: Labour Market Information Systems for the New Decade.

Available at: <http://socieux.eu/reports/2020-labour-market-vision-labour-market-information-systems-for-the-new-decade/>

Social security investments for the sustainability of future pensions guarantees

This technical report is based on the session "Designing, implementing, monitoring and financing inclusive Social Protection programmes" held at the SOCIEUX+ meeting "Inclusive Social Protection Systems in Asia" in Bangkok in April 2019.

The report explains the need for a social security investment policy to ensure the pension system's sustainability for future generations. It argues that a social security investment policy is essential for developing countries as well. Furthermore, adopting a social security investment policy and pension reserve fund can ensure future generations' social security guarantees in the long-term. The report also describes the SOCIEUX+ activities in Cambodia to illustrate how to achieve an adequate pension system by setting up a social security investment policy.

Original full title: Social Security Investments for the Sustainability of the future pensions guarantees: the case of Cambodia.

Available at: <http://socieux.eu/reports/social-security-investments-for-the-sustainability-of-the-future-pensions-guarantees/>

Analysis of European and international pension systems

Social Protection systems face significant challenges, such as increased life expectancy and the decline in fertility rates and mortality. At the beginning of the last century, the expansive demographic pyramids have changed into constricting pyramids that show the population's ageing. For this reason, the sustainability of pensions is at the heart of the political debate in many countries, both developed and developing countries.

The article analyses each existing model's most representative countries' main characteristics, with attention to reforms susceptible to serving as a good practice. Each comparison between systems will always be controversial because they have evolved from hardly comparable historical, economic, political, social and cultural circumstances.

Original full title: Análisis de los sistemas de pensiones europeos e internacionales.

Available at: <http://socieux.eu/reports/analisis-de-los-sistemas-de-pensiones-europeos-e-internacionales/>

Inequality and disadvantages affecting street vendors in Bogotá

Based on the street vendors' case, this paper poses a set of questions related to the politics of poverty and inequality in Bogotá. The case study, presented by the Institute for Social Economic (IPES), analyses its potential contribution to reducing inequality and disadvantage for street vendors. Street vendors are a specific group within the larger group of informal workers of Bogotá, Colombia's capital city.

The case study indirectly questions whether what the city did during the past decade was sufficient to face the challenge of persistent inequality of opportunities; and whether the actual configuration of Social Protection is sustainable and capable of producing transformations towards reducing inequality and disadvantage.

Original full title: Inequality and disadvantages affecting street vendors in Bogotá. A case study based on the social dimension of the Institute for Social Economic programmes (IPES).

Available at: Forthcoming.

Labour market measures to mitigate the COVID-19 pandemic

The report reviews the key measures taken by EU MSs in their early and medium-term response to the COVID-19 crisis. First, it briefly reviews the impact that the crisis is having on the labour market. It then gives examples of governments' primary support measures and other labour market actors to businesses and workers. The examples focus on policies and practices to retain work and support business continuity and steps that foster job innovation and protect worker health and safety. The report also addresses governance changes in the delivery of employment services and the increasing importance of digitalisation on labour markets. It also describes the role of social partnerships in the current crisis. The last chapter suggests adjustments to the SOCIEUX+ peer-to-peer portfolio to ensure relevant knowledge transfer to beneficiaries and crisis response measures for the labour market and employment policies.

Original full title: The impact of COVID-19 and response on the EU Labour Market Technical Reports Collection Impact on demand for SOCIEUX+ peer to peer cooperation.

Available at: <http://socieux.eu/reports/the-impact-of-COVID-19-and-response-on-the-european-union-labour-market/>

Social Protection measures to mitigate the COVID-19 pandemic

This study reviews Social Protection measures taken by EU MSs during the first wave of the COVID-19 pandemic to mitigate its socio-economic impact. Guaranteeing quality health care, maintaining income (especially for self-employed), complementing social assistance benefits and securing access to basic services for vulnerable people form the common denominator. Also, new governance structures were established. The local level and digitalisation were reinforced. Furthermore, the use of social work practices and less conditionality for benefits can be mentioned. Coordination among all actors was vital. Hence, the diverse experiences of the EU MSs offer many learning opportunities and show that Social Protection is a powerful lever to address the consequences of the COVID-19 pandemic.

Original full title: Social Protection measures taken by the EU MSs to mitigate the impact of the COVID-10 pandemic.

Available at: <http://socieux.eu/reports/social-protection-measures-taken-by-the-eu-member-states-to-mitigate-the-impact-of-the-COVID-19-pandemic/>

4.4 Other knowledge development activities

Informal Knowledge Management network of EU-funded projects

Following the guiding principle of complementarity, which is crucial for SOCIEUX+ and, by extension, of its KD activities, SOCIEUX+ has put into place an informal knowledge management network of EU-funded projects. The objective of these informal gatherings are: i) to learn from other similar programmes to develop better knowledge products and activities; ii) to create synergies and avoid duplication. The network has met twice during 2019. The following programmes compose it:

- FIIAPP: Transparencia, comunicación y gestión del conocimiento; SOCIEUX+; EUROSociAL III; Bridging the Gap II;
- The International Organisation for Migration (IOM): ACP-EU Migration Action; Mainstreaming migration into international cooperation and development; ICMPD, MiEUx.

The network was invited to participate in DG DEVCO Knowledge Management Correspondents Network meeting on the 21st of November 2019.

Knowledge Management Workshop and 2030 Agenda

SOCIEUX+ was invited to present its work on Knowledge management at the two-day workshop “Knowledge Management Workshop and 2030 Agenda: Partnerships between development agencies and universities” [Taller de gestión del conocimiento y Agenda 2030: Alianzas entre agencias de desarrollo y universidades]. The workshop took place in Madrid, Spain, on the 22nd and the 23rd of July 2019. The workshop was organised by FIIAPP, together with the Complutense University, the EU-LAC Foundation and the General Secretary of FLACSO. The meeting aimed to explore how Knowledge management can create synergies and partnerships between universities and development agencies.

5 Communication and visibility

5.1 Strategy overview

During the period 2017-2020, SOCIEUX+ has reached a high level of visibility, reputation and interest both inside and outside the EU. Implementing a C&V Strategy has had a crucial role in putting in place a full set of activities and new tools aiming to increase the Facility's visibility, awareness, and reputation.

The C&V Strategy was specially defined for the second phase of implementation of SOCIEUX+ (2017-2020), following the Communication and Visibility Guidelines for EU External Actions, and presented and approved by the Steering Committee on December 20th, 2017.

Two main objectives were identified at that moment: (1) raising awareness of SOCIEUX+ and (2) promoting and stimulating greater demand for technical assistance through SOCIEUX+ and the participation of EU MSs' expertise in SOCIEUX+ actions. The document covering all the principles, goals, audience, messages, channels and activities foreseen for this phase can be find as electronic annexe to this report (see Annexe V).

The Strategy and the subsequent annual plans put a full set of tasks, activities and tools for 2017-2020. Some of them were entirely new to SOCIEUX+, such as the opening of its new channels, as the website and the social media channels; while some others were already existing but not sufficiently used, such as increasing SOCIEUX+ presence in other channels, especially partners channels; the development of a distinctive, coherent and professional image, or the launching of digital campaigns to promote the Facility, among others.

As a result of the implementation of the C&V Strategy, SOCIEUX+ has reached new audiences, communicated better with the public, both internally -direct stakeholders- and externally -wider audience, and to increase the interest in the Facility (see Table 17).

The involvement of all the team members, implementing partners, and the excellent collaboration with the PCs, experts, EUDs and other relevant institutions have contributed to these results.

In the following pages, we report the Communication and Visibility Strategy's primary results for SOCIEUX+ during 2017-2020, covering an overview of the different channels and tools, summarising main features and results, and presenting metrics for evaluation.

The new communication activities and tools arising from the Communication and Visibility Strategy have been incorporated into the regular team member monthly meetings through Communications updates and presentations. This has helped to foster team cooperation and the understanding of new tools and their use.

Table 17: Main outputs of the Communication and Visibility Strategy (2017-2020)

Output	Description	Highlights
SOCIEUX+ Website www.socieux.eu	Full-fledge website developed from scratch and in use. Information architecture, content strategy, four languages, continuous updating, and new utilities developed, maintenance, and monitoring.	We are receiving visitors from more than 186 countries, with a total of 100,683 pages views.
Social media channels	Four social media created from zero: Twitter, LinkedIn In, Youtube and Flickr profiles set in motion. The strategy of contents developed, continuous updates and monitoring activated.	We obtained 1037 followers in the main channel (Twitter), which opened in March 2018.
Newsletter	Regular newsletter created and issued. The strategy of contents and layout, monitoring set in place. Flash news and emailing for specific events.	1300 subscribers
Visual identity	Distinctive, efficient and coherent visibility of SOCIEUX+ developed.	Visual Guidelines defined and settled to guarantee the coherence and the adequate use of elements. Products and visibility items created and disseminated.
Events Communications	SOCIEUX+ has proven its ability to organise international events, bring together relevant actors, and present at major events. Assistance to the team in their communication needs when assisting to other events.	Communication activities defined and implemented of four international events: Mexico City, Addis Ababa, Bangkok and EDDs in Brussels. Guidelines and communications materials ready to use for other events and presentations.
SOCIEUX+ contents produced and disseminated: text, video and images on our own channels	SOCIEUX+ contents produced, curated and disseminated among <u>internal and external channels</u> : SOCIEUX+ can communicate about its goals, activities and results throughout the production of articles, interviews, news, visuals, social media messages and campaigns, among other products.	More than 60 articles published on our website. More than 900 social media messages posted on Twitter. We launched ten short own video productions and a video channel gathering all the clips related to SOCIEUX+ and its activities, with 45 clips. Marketing campaigns: "From Peers, to Peers" and "Share your Expertise", developed and disseminated. More than 330 Calls for Experts published on line.

Output	Description	Highlights
SOCIEUX+ presence in external channels	SOCIEUX+ presence in external channels is increased, SOCIEUX+ contents are disseminated among external channels such as other newsletters, websites, media and other channels.	Article published in El País; Article at DG EMP newsletter (40,000 subscribers), DG DEVCO newsletter, among others.
COVID-19 response	In response to the global COVID-19 pandemic, a specific communication plan was drafted and implemented to adjust the communication strategies of SOCIEUX+ to the new global context.	Objectives, tools, channels and messages defined and implemented.

5.2 Website development and activity

5.2.1 Overview

The MTE of SOCIEUX made several recommendations related to reinforcing the visibility of the Facility, given the fact that the functioning of the Facility relies on it being known and trusted by public administrations at both sides -PIs and experts-. The main recommendation was to develop a full-fledged web portal.

That recommendation was the starting point for the development of the SOCIEUX+ Website starting in July 2017, with deep analysis and reflection on the scope of the channel, the purpose and main goals to accomplish, the type of contents and resources that should be available, the audiences to be reached, the best structure, navigation and usability possible, taking into account the different bandwidth of our targeted global audience, as well as the appearance and visual elements that will serve to the image and the key messages we wanted to communicate.

Three main goals were identified at the beginning of this channel:

- Promote the Facility: serve to SOCIEUX+ public image and ensure visibility.
- Be the main information source: act as a repository of SOCIEUX+ relevant information.
- Stimulate participation: reinforce the demands and expertise mobilisation.

A web provider was selected to carry out web development and hosting in two phases: A first phase devoted to Communications and a second phase focused on Knowledge Management.

The main strategic lines, the web structure and general web image appearance were addressed in a kick-off meeting in August 2017. The Project Team was duly informed and made their own contributions to the website design and development. A final prototype was shared and presented to the Team Leader and the Director, and the website was finally presented at the Steering Committee on December 20, 2017, under the domain www.socieux.eu

The website was placed at the centre of the Communication and Visibility Strategy. All subsequent products and channels, such as the social media channels, the newsletter, the connections with the PMT and other platforms, were progressively associated with it.

In the following chapters, we will be analysing the main results of this channel in reinforcing the visibility and impact of SOCIEUX+. For example, we propose the comparison between the stats we got from the former DG DEVCO mini site on SOCIEUX+ during the first ten months of 2017 and the first ten months of life of the new website:

Table 18: DG DEVCO mini-site and SOCIEUX+ Website audience comparison.

	DG DEVCO mini-site Period: Jan-Oct 2017	SOCIEUX+ Website Period: Jan-Oct 2018
Total page views	2,496 page views (250 page views per month)	30,853 page views (3085 pages views per month)
Bounce rate (percentage of visits that started on this page and left the website right away)	58%	46.03%
Time spent on page	1 min 26s average time spent on page	5 min 0 s average time spent on page

5.2.2 Visual image

The graphic line of the SOCIEUX+ Website has been generated and created from scratch. A clean design with flat colours is chosen, following the corporate colours as a reference, in a clear, professional and attractive appearance.

The Raleway typeface family chosen provides excellent readability to all content. Different versions of this font can be used (Light, Regular, SemiBold) to highlight and rank specific messages. The use of iconography, headers and CSS Styles facilitates the visual understanding of the sections.



Figure 5: SOCIEUX+ Website: colour reference, typography, and visual elements

5.2.3 Website map

Website organisation and navigation was set to allow visitors to find easily the information they needed, using a logical and predictable structure. The web map was set as follows, in the four languages available: English, French, Spanish and Portuguese:

- Home
- List of Countries Eligible Under SOCIEUX+
- About
- Actions
- Countries
- Categories
- All Actions
- Knowledge
- Reports
- Events
- Join Us
- Share Your Expertise
- Request Technical Assistance
- News
- All News
- Newsletters

5.2.4 Content strategy

The content strategy developed for this website produced three types of differentiated of contents:

- Static content: Making all relevant SOCIEUX+ information available, both for potential and actual partners: who we are, what we do, how to participate, as well as the relevant documentation: main explanations and documents such as guides, forms and other files, publicly available, updated and ready to be downloaded.
- Dynamic content: Producing and renewing engaging material to attract new visitors and gain their loyalty. In this respect, the most active and resource-consuming sections are the following:
 - News: regular updates with articles on SOCIEUX+ activities.
 - Collaboration opportunities: daily uploads and updates, according to the needs (calls for experts).
 - Actions: monthly updates of SOCIEUX+ activities, including objectives and PIs. Interactive map.
 - Newsletter: archive and storage of the regular Newsletters launched.
 - Events: banner, registration link and promotional materials for the event. Concept note, agendas, presentations and reports linked to SOCIEUX+ events: Photo-gallery, videos and social media stories curated from the event.
 - SOCIEUX+ photo album gallery of actions (based on Flickr).
 - SOCIEUX+ video gallery (based on Youtube).
- Interactive content: social-sharing buttons, online registrations through the SOCIEUX+'s online experts' database, both for partners and experts, registration for the newsletter.

5.2.5 Technical features

The CMS used in SOCIEUX+ is WordPress in its version 4.8, using the Divi theme by default and modifying said theme with custom developments. Some of the functionalities that been developed to improve the performance and functions of the website are:

- Connection to the internal platform PMT: register online buttons for the Calls for Experts, as PCs.
- Connection to social networks: Follow us buttons for Twitter, Linkedin and Flickr, social sharing buttons activated on News (Twitter), Flickr Gallery album displayed on News, Twitter feed and embed tweets both in HOME and NEWS pages.
- Search Engine Optimization (SEO) techniques: SEO Yoast plug-in has been installed, and all the wording is being revised to rank higher on web search engines and attract more visitors.
- Customised plug-ins to produce the news banner and calls for experts.
- Bloom: connection to Mailchimp.
- Antispam and other technical functionalities.

5.2.6 Accessibility

SOCIEUX+ Website is committed to accessibility. SOCIEUX+ site can be used by people with the broadest range of capabilities. The content, structure, and design need to be created with the accessibility standards, no excluding anyone who may need to use it.

To check the technical accessibility of the SOCIEUX+ Website and identify the points to improve, we passed the accessibility analysis report of the Accessibility Observatory in Spain, an initiative of the Ministry of Economic Affairs and Digital Transformation. We were able to identify the points to improve (March 2020 and June 2020, respectively), going from an overall score of six to nine.

Below is the list of pages evaluated by the tool provided by the Ministry, and the grade obtained:

- HOME: 8.90 meets AA accessibility.
- Share your experience: 9.50 meets AA accessibility.
- COVID-19 news: 8.90 meets AA accessibility.
- News: 8.90 meets AA accessibility.
- Site map: 8.90 meets AA accessibility.
- Newsletters list: 9.50 meets AA accessibility.
- HOME FR: 8.90 meets AA accessibility.
- HOME PT: 8.40
- How to take part: 9.20 meets AA accessibility.
- Who we are: 9.50 meets AA accessibility?
- Newsletter #1: 9.5 meets AA accessibility.
- Newsletter #3: 8.90 meets AA accessibility.
- Newsletter #4: 8.90 meets AA accessibility.
- Knowledge: 9.20 meets AA accessibility.
- Countries list: 8.90 meets AA accessibility.
- Privacy Policy: 8.90 meets AA accessibility.
- Where we work: 8.40 meets AA accessibility

5.2.7 Main metrics and impact

We have been using Google Analytics, Google Console, and Google Tags to monitor the website's results and impact. These tools have been essential to measure, analyse and improve the site from the very beginning. We report here the main findings and results.

Visits

The SOCIEUX+ Website has received a total of 100,978 views in its first three years of life, from Dec 2017 to Sept 2020, with its highest peak in June 2020 with 6630 page views.

The page follows a very similar trend to other websites, with fewer visits in the summer months and a higher number in the following months. Due to the extraordinary situation caused by COVID-19, in February and March 2020, visits to the page decreased drastically, with a progressive increase seen in the following months.

Most viewed pages are the home pages in English, Spanish, and French, followed by the English website's main pages (Actions, Join us, News, About). Two pages should be highlighted, the experts' section in both English and French within Join us that receive more visits than the other main pages.

Bounce rate

The bounce rate shows those users who enter a page and do not carry out any action on it. This may be because the user leaves the page or enters and leaves without clicking on any link. In other words, a text-only article may have a 100% bounce rate since a user enters, reads the article and closes it. SOCIEUX+ has many articles and news items, so it is not surprising that the bounce rate is around 50%, especially if the links that users access are via social networks where a user does not need a browser to find the information they are looking for.

About the above, it is normal for the page to have an average session duration of almost four minutes for each incoming session. This is a significant fact since the posted publications keep the user on the page and provide them with what they are looking for. The fact that the web is fed by PDFs where the user can find the information they are looking for may also help.

Geographic spread of visitors

Undoubtedly, the most impressive attribute of the SOCIEUX+ Website is the high level of globalisation reached worldwide. The page has been viewed globally, in 186 countries, as shown in Figure 6: Google Analytics: Countries reached by the website, as of September 6, 2020. This is a much wider audience than the 46 countries where SOCIEUX+ has worked with. This is a sign of the excellent outreach efforts carried out by SOCIEUX+ and of the interest awakened. In total, there have been 186 countries that SOCIEUX+ has reached through its website.

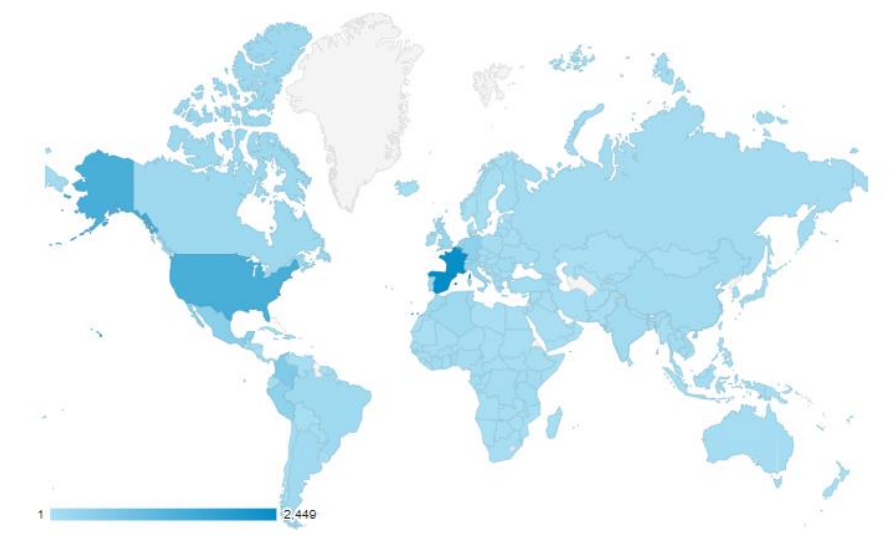


Figure 6: Google Analytics: Countries reached by the website, as of September 6, 2020

Age and gender of visitors

The statistics on the age and gender of the users who visit us are as follows:

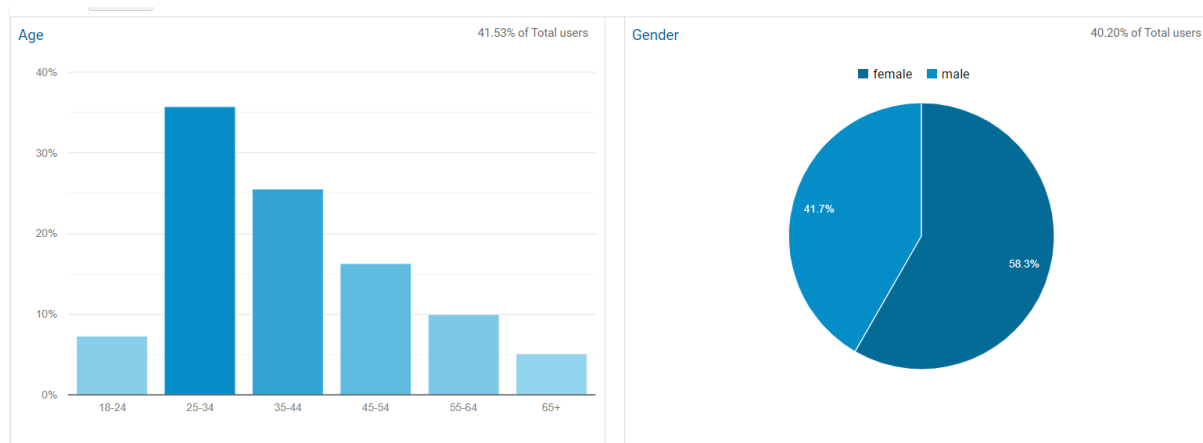


Figure 7: Google Analytics: demographic data on age and gender for visitors of SOCIEUX+ Website as of September 6, 2020

The main age ranges that visit the pages are users between 25-34 years old, reaching more than 35% and decreasing linearly for later ages. It is also noteworthy that more people between the ages of 18-24 visit us than those over 65, which suggests that the promotion undertaken over the social networks also reaches younger people. Regarding the gender offered us by Google data, there is a higher percentage of women who visit us than men, the share being 58.3% for the former and 41.7% for the latter.

Acquisition of visitors

This section analyses how visitors came to SOCIEUX+ Website. Options include:

- “Direct traffic” - Typing directly the domain name www.socieux.eu or having it bookmarked in their browser.
- “Organic Search” – Results from web search engines (Google, Bing, others).
- “Referrals” - Direct links from other websites.
- “Social” - Social media networks (Twitter, LinkedIn, Facebook, Youtube).

This is essential information to know our audience better and develop our digital marketing efforts, allowing us to compare different channels’ performance and define further activities and campaigns. Figure 8: Google Analytics acquisition data: How users arrived at the SOCIEUX+ Website shows the results.

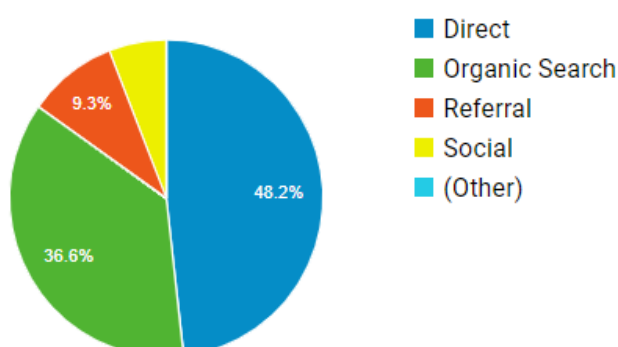


Figure 8: Google Analytics acquisition data: How users arrived at the SOCIEUX+ Website as from September 6, 2020

The results show that most users access the website directly by typing SOCIEUX+ URL into their browsers or selecting it from their bookmarks: a total of 48.2% of visits are made in this way. This means that a large audience is aware of the page and accesses it directly, being a good indication

of brand recognition. A further 36.6% access through browsers such as Google, Bing, Yahoo, etc., through searches they perform. Lastly, 9.3% access from links on other websites and a slightly lower share, 7.64%, comes from social networks.

Regarding new and returning visitors, the stats points at a good rate of new visitors (84%), totally in line with our efforts to launch a new web from zero and promote the Facility to bring the attention of new audiences and the public.

We have a fair returning visitors' percentage (15.3%). Well aware that we need both new and returning visitors, our communication initiatives are logically pursuing a reasonable balance through different channels, such as the newsletter, social media actions, etc.

Downloads and connections to the Project Management Tool

Apart from all the information directly displayed, SOCIEUX+ Website offers several documents ready for download. The importance of downloading content is relatively high on the website, and it has grown during recent times.

The main documentation ready for download on our website is the following:

- Guides for Experts (English, French, Spanish and Portuguese versions);
- Guides for PCs (English, French, Spanish and Portuguese versions);
- Request forms for structured actions, one-off activities and COVID-19 related one-off distance support (English, French and Spanish versions);
- Brochures, logos and standard presentation (English, French, Spanish, Portuguese and Chinese versions);
- Call for Experts;
- KD Events-related documentation: agenda, concept note, presentations, pictures and videos; and,
- KD Reports in a new section.

Personalised events have been developed through the Google Tag Manager tool to help SOCIEUX+ track how many downloads of their documents have been made and the most downloaded documents, and the weight of the documentation offered.

The main conclusions from 4 March 2019 to June 2020 are:

- The total downloads 3259 (from March 2019 to June 2020).
- Most downloads occur for offers (Calls for Experts): a full 52% of downloads corresponds to this type of document. It is also true that many of them have been published since the launching of the website (more than 325 calls published).
- Guides for Experts and Guides for PCs' Institutions:
- Almost the same number of Guides of Experts downloaded as PCs' Institutions Guides (173/154). The most downloaded Expert Guides are in both English and French.
- Request Form files:
- A total of 198 downloads (in terms of languages, the most downloaded were, in order, French, English, Spanish and Portuguese).
- In this sense, the request forms were systematised and updated in May 2020, including the new COVID-19 simplified form.
- Events: One of the most visited files has been the concept note for the Ivory Coast event.

The SOCIEUX+ Website extends a connection to the PMT to improve the user experience and a call to action for two types of audience:

- Experts: allowing experts to register in the roster and handle directly their profile to apply for future short-term missions.
- Institutions: to register and apply directly.

Besides tracking the download of documents, we monitor the links activated between the website and the PMT. The PMT has tracking new users, sessions and profiles, but this can provide a valuable view of their behaviour. Thus, during the summer of 2020 -from June 22 to September 6 - the website provided 166 accesses to the PMT.

Google searches

Performance

While Google Analytics analyses the traffic on the website, Google Search Console analyses the data on the search to find the website, that is, the data with which users find us through the Google search engine. We are also using this tool since 28 Jan 2019 to complement the data provided by Google Analytics.

Since the beginning of the accounting by the Google Search Console to May 2020, 6230 clicks have been made in the search engine to access the page, and there were around 217,000 searches made by users where the web appeared.

The top four searches by which users find us are those related to the name of the page. The second and third columns indicate the clicks made and the impressions obtained. This also confirms that the webpage is known since there is a significant difference between your searches for the web name and others.

Eliminating these first four searches, the most visits received are from people looking for “technical assistance”. It is also relevant that it is found in French before it is in English.

Pages most accessed from the search engine

The pages most accessed from the search engine are the home pages on each site. In French and Spanish, they find us more frequently than the page in English.

Another important detail is that the guide for experts in the 4th most clicked value above other pages. This indicates that users search for information directly without having to go through the web. This means that PDFs are well meta-categorised, with good semantics, Google correctly positions in searches and only finds the information with the search.

Site map references

To get Google correctly indexing all the pages on our website quickly and automatically, we have uploaded the website map corresponding to all the pages on the website.

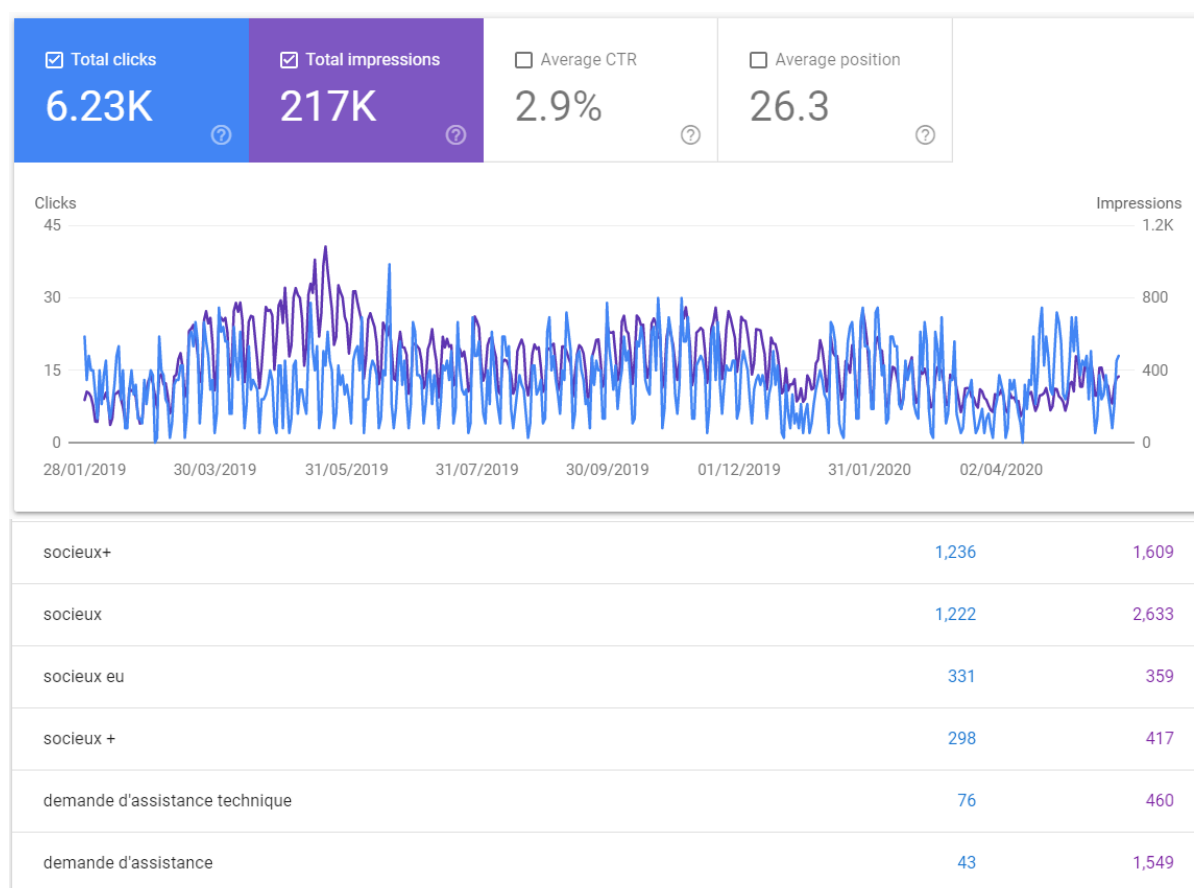


Figure 9: Google Analytics search console performance report as of September 6, 2020

http://socieux.eu/es/	1,142	4,616
http://socieux.eu/fr/	1,112	3,775
http://socieux.eu/	1,006	22,356
http://socieux.eu/wp-content/uploads/2018/05/GIE_2017-11-23_EN.pdf	536	43,011
http://socieux.eu/fr/demande-dassistance-technique/	467	6,813

Figure 10: Google search console performance report on pages most accessed from the search engine as from September 6, 2020

Submitted sitemaps					
Sitemap	Type	Submitted ↓	Last read	Status	Discovered URLs
/page-sitemap.xml	Sitemap	29 May 2020	29 May 2020	Success	83

Rows per page: 10 1-1 of 1

Figure 11: Google search console performance report for SOCIEUX+ site map success as of September 6, 2020

Mobile-friendly

Google Search Console also indicates that all our pages are "Mobile-friendly" except one. This is due to a previously existing fault that was corrected. Until Google carries out analysis on this page again, it will not give us the 100% go-ahead for these pages. This page is the one that appears below, and we can analyse it in a unit test, showing a positive result.

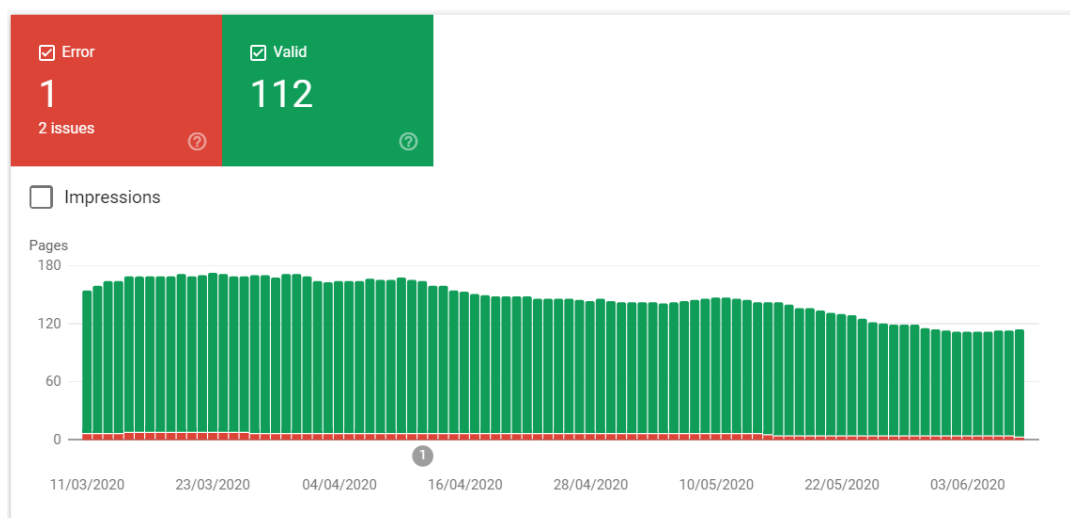


Figure 13: Google search console performance report for SOCIEUX+ upload errors as from September 6, 2020



Figure 12: Examples of heat map captures obtained with the Google extension heat map

Heat map

The SOCIEUX+ Website has been analysed using the Google extension heat map, which allows us to see easily through different shades of colour, which are the most clicked on links on our web page. The plugin itself offers detailed in situ information relating to the page on which we are navigating.

5.2.8 Conclusions

In conclusion, the website has become in the implementation period 2017-2020 the SOCIEUX+ main communication channel, being at the same time

- a tool for promoting the Facility,
- the best place to find all the relevant and useful documents, and
- a gateway to expertise mobilisation.

The measurement plan and tools put in place helped us translate our objective into metrics that can be summarised as provided in the table below:

Table 19: SOCIEUX+ Website summary as of November 10, 2020

Launched	20-Dec-17
Languages	EN, FR, ES, PT
Total page views	109,066
Total users	17,091
Total sessions	31,619
Average session duration	03:46
New vs Returning visitors	84.7% new visitors, 15.3% returning visitors
Top pages	Home, Experts, Our Work, News
Record of monthly users	813 users
Average monthly users last year	600 users
Demographic	43.1 % male, 56.9% female
Geographical scope	Receiving visitors from 186 countries

5.3 Newsletter and mailing for events

The Newsletter disseminates SOCIEUX+ news, latest activities and useful resources, contribute to brand awareness and connects the user to the website, where more information can be found.

In this regard, the SOCIEUX+ newsletter constitutes the website and the social media channels, part of the Facility's essential digital ecosystem. Combining these channels has allowed SOCIEUX+ to reach new audiences in such a short space of time.

The newsletters can be found on the website, where a subscribe button invites new readers to subscribe. The reader can also unsubscribe at any time.

Table 20: SOCIEUX+ Newsletter Overview

SOCIEUX+ NEWSLETTER		
LAUNCHED	June 8, 2018	
LIST OF USERS	1329	
LANGUAGES	English	
PLATFORM	MailChimp	
RELEASE PLAN	#1 – June 2018	http://socioux.eu/newsletter/newsletter-1/
	#2 – September 2018	http://socioux.eu/newsletter/newsletter-2/
	#3 – July 2019	http://socioux.eu/newsletter/newsletter-3/
	#4 – October 2019	http://socioux.eu/newsletter/newsletter-4/
	#5 – June 2020	http://socioux.eu/newsletter/newsletter-5/
STORAGE	Website / News	http://socioux.eu/news/list-of-newsletters/
SUBSCRIBE	http://eepurl.com/dnSP5n	



Figure 14: Five SOCIEUX+ newsletters were planned in the communication work plan.

Newsletter - Issue #1

The new SOCIEUX+ digital Newsletter #1 was produced in-house and released June 8th, 2018, reaching an audience of over 1234 recipients. This first issue contained the following information:

- SOCIEUX+ newly launched website: presentation, promotional info and primary links.
- Two separate articles presenting the two working areas of SOCIEUX+: Social Protection and Labour and Employment, each addressing the challenges and showing specific samples of the activities developed.
- SOCIEUX+ latest activities, offering a summary and pictures from the following actions: SOCIEUX+ 2016 Mexico: Prevention of Bullying; SOCIEUX+ 2015-22 Azerbaijan: Training on disability policies in Azerbaijan; SOCIEUX+ 2017-01 Benin: Reform of employment services; SOCIEUX+ 2017-06 Colombia: Social Protection coverage in the informal economy.
- Available opportunities to join SOCIEUX+: Open Call for Experts and entry point to SOCIEUX+ roster of experts.
- SOCIEUX+ in the news: radio show devoted to SOCIEUX+, the Spanish public broadcaster (RNE), link to the audio piece.
- Other resources: Videogame and documentary project made by our partner SPF on the challenges of Social Protection, covering pensions, health care, disabilities, volunteering, social housing, child day care, re-employment, long-term care, etc.

The newsletter can be found on the website, where a subscribe button invites new readers to subscribe. The reader can also unsubscribe at any time. Ref.:

<http://socieux.eu/newsletter/newsletter-1/>

Newsletter - Issue #2

Launched December 20, 2019, and reaching an audience of 1217 recipients, the newsletter focused on:

- SOCIEUX+ Regional meeting held in Mexico City, giving access and links to all the essential contents: concept note, agenda, report, videos, photos and social media coverage.
- Social Protection: article covering "The financing challenge for extending health insurance in low income and upper-middle-income countries".
- Labour and Employment: "Promoting green jobs and access to decent working conditions".
- Latest SOCIEUX+ activities implemented: SOCIEUX+ 2018-27 Zanzibar: Universal Pension Scheme; SOCIEUX+ 2017-35 Guinea-Conakry: Public Employment Services; SOCIEUX+ 2018-29: Green Jobs Development Conference organised by WAPES and ONAPE in Chad; SOCIEUX+ 2017-38 Armenia: Disability assessment and policy changes.
- Opportunities for experts: Share your Expertise campaign
- Other resources: Publication of the first volume of a manual published by DG DEVCO "Promoting Employment and Decent Work in Development Cooperation", the first volume of a manual published by DG DEVCO
- SOCIEUX+ news video channel presentation and video the Institute for Social Economy (IPES) in Colombia explaining their work with SOCIEUX+ to increase attention on Bogota's informal economy.

Newsletter - Issue #3

Released in July 2019 and reaching an audience of 1249 recipients, this issue covered the following contents:

- The SOCIEUX+ participation at the European Development Days.
- Thematic articles featuring:
- Social Protection – Interview with SOCIEUX+ thematic Coordinator and the Technical Expert;
- Labour and Employment – Green Jobs workshop video in the Peruvian Amazon.
- Latest activities, summary and pictures:
- "Occupational health and safety conditions in Georgia" (Action 2019-07 Georgia);

- “Promoting the employment of persons with disabilities” in Peru (Action 2018-23 Peru);
- “Analysis of the national social security system in Mexico” (Action 2018-18 Mexico); and,
- “Training occupational safety and health professionals in Nigeria” (Action 2019-13 Nigeria).
- Available opportunities to join SOCIEUX+: “Calls for Experts”:
- Other resources: Links to revised SOCIEUX+ leaflets available in English, French, Spanish, Portuguese and Chinese.

Newsletter - Issue #4

Released in December 2019 and reaching 1283 recipients, the issue focused on:

- SOCIEUX+ meeting in Côte d’Ivoire a meeting that had to be cancelled because of the COVID-19 crisis
- Social Protection: Views from the field: SOCIEUX+ cooperation in Palestine
- Labour and Employment: SOCIEUX+ supports the promotion of green jobs among young people in Togo
- Latest activities:
- Increasing visibility for youth employment services in Guinea SOCIEUX+ 2017-35)
- Cambodian delegation visits Finland to study social security system (SOCIEUX+ 2019-26)
- Promoting decent employment for informal workers in Thailand SOCIEUX+ 2019-21)
- SOCIEUX+ and CISS sign memorandum of understanding
- Available opportunities to join SOCIEUX+: “Calls for Experts”:

Newsletter - Issue #5

The final issue was launched in June 2020, reaching 1294 recipients, and was devoted to:

- The SOCIEUX+ response to the COVID-19 crisis and the new features put in place.
- Social Protection article: “ONIESS and the birth of state social security institutes in Mexico.”
- Labour and Employment article: “SOCIEUX+ supports the promotion of employment for vulnerable groups in Côte d’Ivoire.”
- Latest activities:
- Fostering a culture of social security and health and safety in the workplace: The case of inland stevedores in Peru (SOCIEUX+ 2019-01 Peru)
- Opportunities for greening the economy: Survey report on skills for green jobs in Togo (SOCIEUX 2019-16)
- Webinar on disability and cooperation between Latin America and Europe
- Joint survey on public employment services to assess the impact of COVID-19
- Launching of a series of KD technical reports.
- Available opportunities to join SOCIEUX+: “Calls for Experts”:

Knowledge Development’s mailing

Apart from the Newsletters, the KD’s mailing for events has been prepared using the Mailchimp tool. However, in this case, the list of recipients contained only the participants specifically registered for the event and who have given their permission to be contacted in this context:

- Employment and Social Protection Systems in Latin America: 114 emails sent.
- Inclusive Social Protection Systems in Sub-Saharan Africa: 82 emails sent.
- Inclusive Social Protection Systems in Asia: A regional experts meeting: 71 emails sent.
- “Emploi et protection sociale en Afrique de l’Ouest et Centrale” : 73 emails sent.

5.4 Social media

One of the significant innovations in creating communication channels for SOCIEUX+ during this period has been creating profiles and maintaining an effective presence on social networks. Four social media profiles -Twitter, LinkedIn, Flickr and Youtube- were opened during 2018. A differentiated content strategy was developed for each one and implemented to optimise each platform potential rationally.

This involved substantial investment: setting up accounts, building and attracting an audience literally from zero, gathering pictures, creating visuals and creating engaging contents for post worth sharing to make it effective.

Table 21 summarises our social media channels' key information regarding content strategy, performance, and results. The stats show that our networks are growing steadily, and we continue to grow in followers, interactions and mentions. Social media offers a high brand exposure for SOCIEUX+, generates interactions with our website and serves the main objective of reaching out to new audiences. Social networks have brought us visibility, publicity, and satisfaction in feedback from PCs and experts.

5.5 Event communications

Four international events were co-organised by SOCIEUX+ (in Mexico City, Addis Ababa, Bangkok and Brussels) in which communication had a crucial role in conceiving and implementing the communication activities and products, such as:

- Conception of the event image and visual elements.
- Production and dissemination of the visibility elements, both in the room and in the digital channels used: save the date, roll-ups, name tags, badges, PPTS, etc.
- Social media campaign: theme concepts and messages, coordinated strategy with partners, visuals and quotes, live coverage and final gathering in a social media story.
- Website: article, news, promotional banner and mini-site for the conference.
- Photo: a digital album of the event to be shared.
- Video: video summary, teaser, interviews and full session.
- Media advisory.
- Dissemination of all the products and contents.

The result was very satisfactory in terms of visibility and reputation for SOCIEUX+, opening new geographic areas and audiences to the Facility while giving a trustworthy and professional image of the Facility.

This involved intensive and coordinated work before, during and after the event. It implied the opening and maintenance of new and good relationships with partners such as the OECD, African Union, and ILO. Apart from these significant events, Communications has guided the team members in their participation in other events and presentations.

Table 21: Summary of SOCIEUX+ social media content (Data as of September 2020, except for Flickr as of September 2019)

	SOCIEUX+ Twitter	SOCIEUX+ LinkedIn	SOCIEUX+ Flickr	SOCIEUX+ YouTube
Launched	March 19, 2018	June 22, 2018	June 15, 2018	Nov 3, 2018
Profile	@socieuxplus	SOCIEUXplus	SOCIEUXplus	SOCIEUXplus
Source	https://twitter.com/SOCIEUXplus	https://www.linkedin.com/in/SOCIEUX-plus/	https://www.flickr.com/people/SOCIEUX/	https://www.youtube.com/channel/UCCoSGV55aizb3EVcYfy6HVA
Languages	English, French and Spanish	English, French and Spanish	English	English, French and Spanish
Engagement	1037 followers	625 connections	25,065 views	1800 views
Focus	Increase brand awareness. Explaining how we work.	Attracting talent and expertise, extending the network.	<ul style="list-style-type: none"> ◦ Communicating SOCIEUX+ through pictures. ◦ Photo-organising and storage/ Photo-sharing. 	<ul style="list-style-type: none"> ◦ Communicating SOCIEUX+ stories through videos. ◦ Grow our presence online and increase awareness. ◦ Video-organising and video storage. Video-sharing.
Type of content	Messages, pictures, visual campaigns, videos, gifs, tags, links.	Messages, pictures, visual campaigns, links.	Pictures, tags and links.	Video, tags and links.
Content	<ul style="list-style-type: none"> ◦ Activities from the field. ◦ Join Us: opportunities to join in. ◦ News: articles published on our website. ◦ Key strategic messages. ◦ Live coverage at our events <p>◦ Main hashtags: #SOCIEUX+ #EU #Expertise #socialprotection #labour #employment #cooperation</p>	<ul style="list-style-type: none"> ◦ Specific posts on SOCIEUX+ Calls for Experts. ◦ Key strategic messages. 	<p>6 photo-albums:</p> <ul style="list-style-type: none"> ◦ SOCIEUX+ in Action, pictures from the field, activities. ◦ SOCIEUX+ launching event. ◦ SOCIEUX+ regional event in Mexico. ◦ SOCIEUX+ regional event in Addis. ◦ SOCIEUX+ participation at the EDD19. 	<p>8 playlists:</p> <ul style="list-style-type: none"> ◦ SOCIEUX+ stories. ◦ SOCIEUX+ talks, interviews with partners. ◦ Regional event in Mexico. ◦ Launching event. ◦ Liked videos. ◦ EDD19 event. <p>◦ SOCIEUX+ participation at webinars and conferences.</p> <p>◦ Presentations by Experts.</p>
Type of channel	Main social media channel	Secondary channel	Complementary photo source.	Complementary video channel
Frequency	Daily updates.	Weekly updates.	Depending on events and productions.	Depending on events and productions.
Performance	<p>Total messages: 944</p> <p>Monitored by Twitter Analytics:</p> <p><u>Illustration June 2019:</u></p> <p>29 tweets, 652 profile visits, <u>51 new followers</u>, 47,000 impressions [n° of times that our tweets were published to the Twitter streams of particular account], 36 mentions.</p> <p>Top tweet: closing EDD19 lab debate, with 4117 impressions.</p>	<p>Total posts followers: 409</p> <p>Monthly posts: 10</p> <p>Monitored by LinkedIn Stats:</p> <p><u>Illustration individual post engagement:</u></p> <p>Search by experts for short-term assignments: 894 post views.</p>	<p>Total photos: 395 /1000</p> <p>Monitored by Flickr Stats and integrated as different photo galleries on the website www.socieux.eu</p>	<p>Total videos: 45</p> <p><u>Top videos:</u></p> <ul style="list-style-type: none"> ◦ Green Jobs: Workshop in Peru, 283 views. ◦ SOCIEUX+ meeting in México, 193 views. ◦ Lab Debate at EDD19, 182 views. <p>Monitored by Youtube and Integrated on the website: video plug-in gallery www.socieux.eu/news</p>

5.6 Visual identity

The visual identity guidelines for SOCIEUX+ were outlined around clear elements of elements, colours and fonts. It has been developed and enriched during 2017-2020, resulting in more significant visual impact and visibility. Figure 15 provides examples of the content of the Visual Identity Guidelines set for SOCIEUX+.

A visual brand document was developed to ensure coherence and consistency of SOCIEUX+ corporate imaging. These contain all the specifications referring to logos, use of colours, typography, iconography, illustrations, visual resources and graphic elements, editorial design for publications, and different applications such as presentations, campaigns, social media, objects, etc. The document is provided as an electronic annexe (see Annexe V).

In addition to the regular suite of existing visibility products, new products have been created and disseminated in this period, primarily in digital format:

Visibility products:

- Leaflets;
- USB memory sticks;
- Paper folders;
- Notepads; and,
- Pens

Digital presentations:

- A new standard presentation in Microsoft PowerPoint format was designed and produced for the FMT's regular presentations.
- New templates presentations in three languages for mobilised experts.
- A standard presentation for experts was also developed for their use during international events. This presentation can also be used as a template for the presentation of SOCIEUX+ by experts.

Brochures:

- A new version of the SOCIEUX+ brochure has been produced in the Chinese language, and the updated English, French, Spanish and Portuguese versions, all available to download on SOCIEUX+ Website / About Section.

Events:

- Banners, nametags and different visual elements have been produced for the events organised in KD activities.

Publications:

- The graphic line and conception for SOCIEUX+ publications under the KD component have been developed.

Banners:

- Share your Expertise
- From Peers, to Peers
- SOCIEUX+ COVID-19 response
- Other products: video graphic line for SOCIEUX+ clips, secondary colour scheme for graphics.

As a result, SOCIEUX+ brand image is reinforced, working very well in different formats and supports, easily recognizable when working together with various partners and stakeholders, such as PCs, other programmes, agencies, actors in international cooperation, etc.

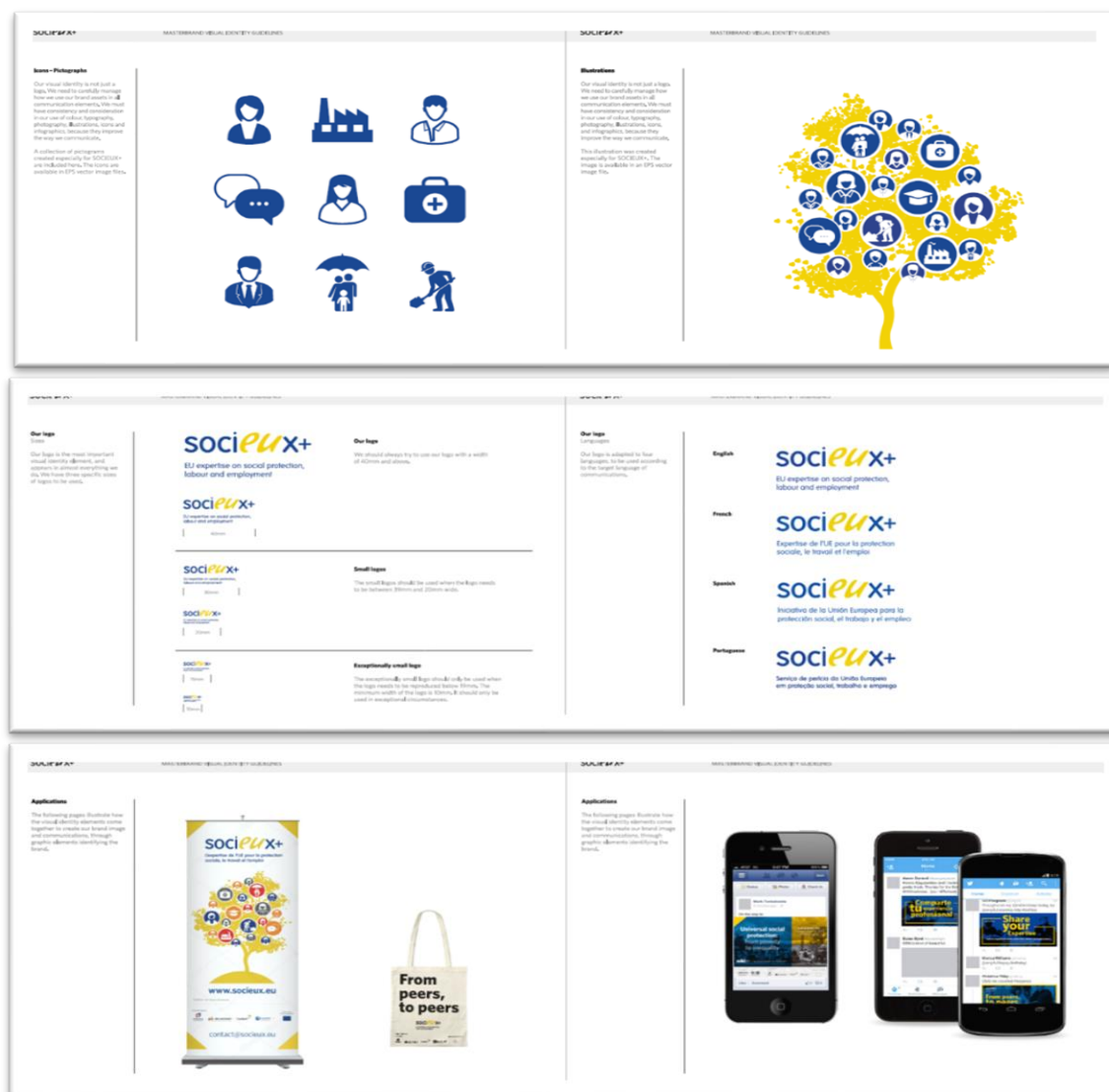


Figure 15: Extracts of the SOCIEUX+ Visual Identity guidelines.

5.7 Communication products

The production of relevant, engaging and attractive contents to communicate and promote SOCIEUX+ among the communication channels chosen, such as the website, social media channels, the newsletter, external channels, newsletters, other websites, and media, have involved great efforts during this phase. Articles, news, interviews, visuals, videos, interviews, short messages, pictures have been produced and curated to communicate more and better the Facility, to make it more attractive and well respected.

News: During the reporting period, around 60 pieces of news have been published on SOCIEUX+ Website, serving to present and to promote the Facility thought news about concrete examples of activities, about our events and presentations, about the KD products launched and other SOCIEUX+ activities, such as the signature of collaborative agreements with partners, among others.

Apart from this, our social media channels, mainly Twitter, have covered posts about activities from the field, calls for experts and opportunities to join in, events and presentations, strategic messages, among others, with the production of 930 messages on our primary channel Twitter.

The publication of news has been streamlined, allowing us to bring new readers and keep the recurrent visitors' interest while maintaining a sustainable publication rhythm. The use of social media networks has allowed us to expand the eco and attract a new audience.

Pictures: A special mention should be given to pictures, photo and visual elements. Communicating our actions and activities with attractive pictures from field activities is an excellent way to visualise and disseminate information on our efforts and stimulate participation. As planned, a special effort has been made to produce, gather, organise, and share visual materials that were not visible during the former phase. Practically all articles are illustrated with pictures, and experts and partners are kindly encouraged to cooperate with us in this.

Videos: In addition to this, efforts have been made to obtain and disseminate videos that serve to illustrate, as testimony, the activities developed by the experts and the partners on the ground. The dissemination of these videos is done through the web, newsletter and social networks, and all of them are stored on our Youtube channel. Our YouTube channel contains 45 videos, distributed in the following playlists:

- SOCIEUX+ stories from the field;
- SOCIEUX+ talks - interviews with partners about their work with us;
- Regional event in Mexico – interviews and learning experiences;
- European Development Days;
- SOCIEUX+ Launching event;
- SOCIEUX+ participation in conferences and webinars;
- Liked videos; and,
- Presentations by Experts.

Apart from the news published on our website, the social media messages and all the contents developed for the newsletter (as detailed in the corresponding section), we have made a conscious effort to get SOCIEUX+ contents published at external channels, including partner's channels, media and other channels. As landmarks from this period, we may mention:

- Radio show broadcasted by the Spanish National Radio RNE, covering SOCIEUX+ principles, goals and activities, focusing on the new Labour and Employment area.
- Article published by El País on the work of SOCIEUX + on the topic of Green Employment, published as Tribune in the Future Planet supplement.
- Interviewed SOCIEUX+ coordinators for each branch, Social Protection and Employment and Labour, published on Expertise France webpage and newsletter.
- Article and infographics published at Expertise France annual report.
- Video interview conducted by Capacity4Dev within the framework of the EDDs on L&E and Social Protection.
- Articles published in external newsletters: DG EMP, DG DEVCO, ICSW, ILO, EF and FIIAPP.
- Articles and banner campaigning with the World Association of Public Employment Services (WAPES) site.

6 Financial execution and situation

6.1 Financial overview

The overall implementation rate of expenditure is 100%, with 82,25% for the EuropeAid's contribution (see Figure 16 and Table 24). For the whole period, the total eligible costs of the financial report verified by the auditors are 8,751,550.00 € (direct and indirect eligible costs).

The SOCIEUX+ Final Financial Report with detailed breakdown of the budget and implementation rates by reporting period is provided in a separate electronic annex. The audit report is also annexed to the final report. The four financial reports of each interim period have been verified. All the Partners' contributions have been also verified. As notified in the audit report, three errors - detailed in the following table - have been taken out of the financial report submitted to the auditors (see below table).

Table 22: Reconciliation table following final financial audit

Budget line	Initial amount (before final audit)	Corrected amount (post-audit)	Impact on direct eligible costs	Impact on eligible costs
TE SP	578,081.00 €	575.477.00 €	- 2.604.74 €	- 2 787 €
QAA B	60,389.00 €	60.316.00 €	- 73.23 €	- 78.36 €
Total impact on implemented budget				- 2,865.43 €

6.2 Addenda and use of contingencies

As highlighted in the Third interim reporting (see Section 2.4), SOCIEUX+ project reached outstanding results on all targets, whether in terms of number of requests for technical assistance processed or number of EU Member States' experts mobilised. However, this increase in activities implemented had an impact on the budget breakdown. Accordingly, a second addendum was requested in March 2020 and signed on June 6, 2020. The budget amounts in Table 24 reflect the revised budget.

The contingencies reserve has been used, as approved in the above-mentioned amendment, specifically to cover the increase of technical assistance costs (namely the lines for fixed additional allowances and fees for experts).

6.3 Final sources of funding

The final contributions are detailed in the Final Financial Report (excel) with the balance. Considering the final audit, the EU contribution amounts 7,196,056.00 € i.e. 82.25% of the total of eligible costs, as expected in the initial contract. The partner's contributions reached 1,552,628 €, i.e. 17.75% of the total of eligible costs. The distribution between the contributions of the partners has changed a little from the first estimation. However, the amount of the partner contributions has been reached.

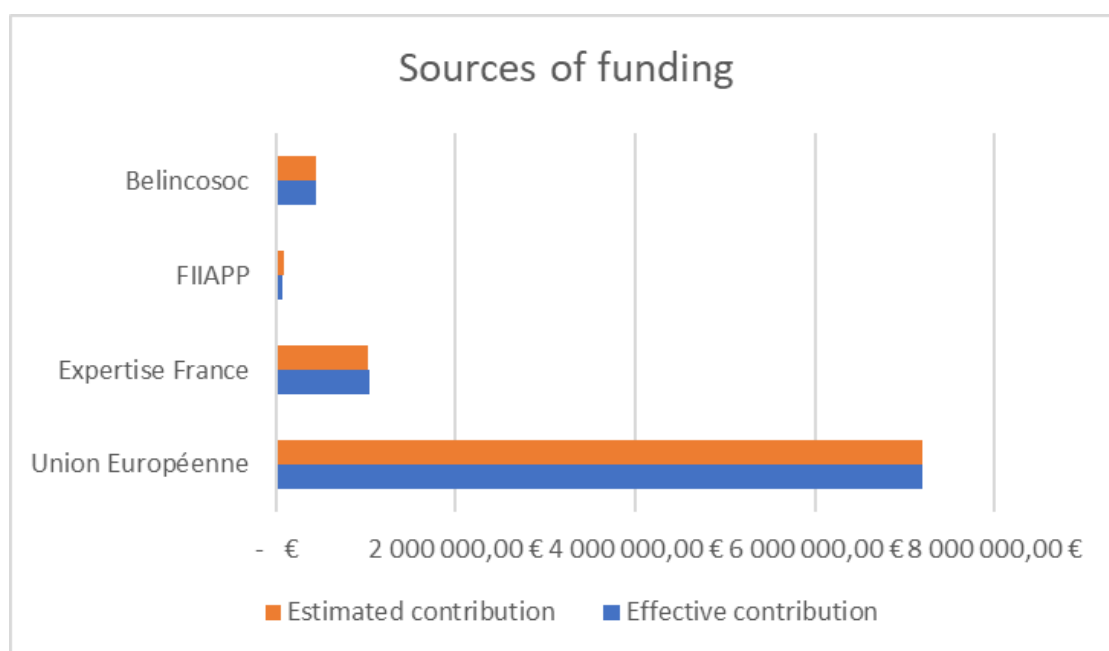


Figure 16: Illustration of final sources of funding, by contributor.

Table 23 : Cumulative costs by interim report (2016-2020)

Expenditures	1 st	2nd	3rd	4th	TOTAL
Total eligible costs	1,072,032.25	2,112,599.35	2,949,252.97	2,617,665.12	8,751,549.68
Cumulative	1,072,032.25	3,184,631.60	6,133,884.57	8,751,549.68	
% of budget	12%	24%	34%	30%	
Cumulative % of budget	12%	36%	70%	100%	

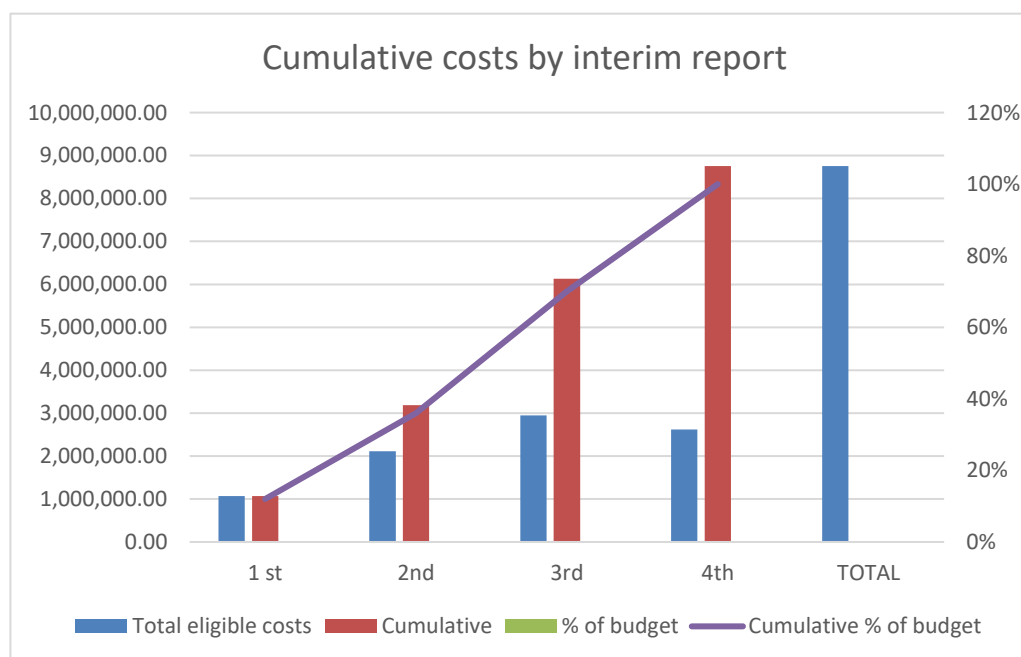


Figure 17: Illustration of Cumulative costs by interim report (2016-2020)

Table 24: Overview of the total expenditures incurred, cumulatively.

Final financial report: period (05/09/2016 - 04/09/2020)	Budget as per last addendum	Expenditure incurred		Variation in comparison with initial budget/reallocation	
	Reallocated budget	Cumulated costs (before current report) (in EUR)	Cumulated costs (from start of implementation to present report included) (in EUR)	Difference of cumulated costs till present and budget as per contract/adden dum	Variation from budget as per contract/adden dum
Expenditures	(s)	(d)	(f)=c+d	(g)= s- f	(h)= g/s
1. Human Resources					
1.1.1 Project management Team	1 989 116	1 438 125	2 206 326	-217 210	-11%
1.1.2 Technical Support staff	976 920	733 653	1 039 973	-63 053	-6%
1.2 Administrative/ support staff	233 000	180 807	243 559	-10 559	-5%
1.3 Per diems for missions/travel ⁵				0	
1.3.1 Per diem outside UE	1 021 000	659 658	924 582	96 418	9%
1.3.2 Per diem within EU	88 987	69 876	88 065	922	1%
Subtotal Human Resources	4 309 023	3 082 119	4 502 506	-193 483	-4%
2. Travel⁶					
2.1.1. Intercontinental Travel	745 000	531 699	672 720	72 280	10%
2.1.2 Intracontinental Travel	70 200	51 560	61 294	8 906	13%
2.1.3. Local Transport	20 100	17 227	19 112	988	5%
2.1.4. Travel related costs (visa, vaccination, travel insurance for risk countries)	38 000	16 215	35 403	2 597	7%
Subtotal Travel	873 300	616 702	788 530	84 770	10%
4. Local office					
4.2 Office rent in Brussels	441 000	295 416	431 210	9 790	2%
4.3 Consumables - office supplies	9 150	7 216	9 280	-130	-1%
4.4 Other services (tel/fax, electricity/heating, maintenance)	8 250	2 415	6 561	1 689	20%
Subtotal Local office	458 400	305 047	447 051	11 349	2%
5. Other costs, services⁸					
5.1 Publications ⁹	7 000	0	24 281	-17 281	-247%
5.2 Studies, research ⁹	16 000	5 600	37 450	-21 450	-134%
5.3 Expenditure verification/Audit	31 000	11 315	27 810	3 190	10%
5.4 Evaluation costs	60 000	35 916	59 860	140	0%
5.5.1. Interpretation services	52 160	24 525	28 138	24 022	46%
5.5.2. Translation working material	34 950	22 963	30 129	4 821	14%
5.6 Financial services (bank guarantee costs etc.)	6 450	3 599	4 338	2 112	33%
5.7 Costs of conferences/seminars/meetings	115 015	63 360	63 893	51 122	44%
5.8 Communication and visibility material	65 000	32 552	53 389	11 611	18%
Subtotal Other costs, services	387 575	199 831	329 288	58 287	15%
6. Other					
6.1 Experts					
6.1.1 Government Experts	1 201 000	704 507	1 173 147	27 853	2%
6.1..2. Other experts (private sector, academic, IOs, etc.)	869 000	759 000	848 650	20 350	2%
6.2 Expert Management Tool		0		0	
6.2.1 Expert management tool/data base (technical adaptation, hosting, change requests & maintenance)	20 000	23 085	24 363	-4 363	-22%
6.3 Website		0		0	
6.3.1 Website and related IT services	60 000	42 312	65 484	-5 484	-9%
Subtotal Other	2 150 000	1 528 904	2 111 644	38 356	2%
7. Subtotal direct eligible costs of the Action (1-6)	8 178 298	5 732 602	8 179 019	-721	0%
8. Indirect costs (7% of 7, subtotal of direct eligible costs of the Action)	572 481	401 282	572 531	-50	0%
9. Total eligible costs of the Action (7+ 8)	8 750 779	6 133 885	8 751 550	-771	0%
10. Provision for contingency reserve		0	0	0	
11. Total eligible costs (9+10)	8 750 779	6 133 885	8 751 550	-771	0%
12. - Contributions in kind ¹²		0	0	0	
13. Total accepted¹¹ costs of the Action (11+12)	8 750 779	6 133 885	8 751 550	-771	0%

7 Lessons learned and way forward

7.1 Lessons learned

Many of the lessons learned under SOCIEUX remained valid for the implementation of SOCIEUX+ and its extension. The next sections capture the main lessons from both phases that can guide the implementation of the SOCIEUX+ extension.

7.1.1 Business development

Institutionalisation

- The role of SOCIEUX+ as a technical cooperation facility for public peer-to-peer exchange in Social Protection and L&E has often been confused with a classical cooperation programme. A programme has narrowed and predefined goals, objectives and results, and its implementation resources. A technical cooperation facility, by contrast, is demand-driven, flexible and very rarely implements two similar actions.
- SOCIEUX+ cannot and should not be perceived as replacing specialised agencies or programmes that work closely with EU PCs. Emphasis should remain on joint implementation of actions and activities wherever appropriate.
- Establishing links between SOCIEUX+ and recognised partners such as the OECD Development Centre and the ILO asserts the international cooperation arena's Facility position.
- The visibility of SOCIEUX+ and the showcasing of actions by PIs and mobilised experts has proven a most effective tool in all dimension of the Business Development efforts of the FMT.
- Creating an EU network and interest in public peer-to-peer cooperation requires dedicated resources and is time-consuming. It requires a systematic approach that may only be successful with the EC's support at the EU MSs level.

Prospection

- Demand for facilitation services of SOCIEUX+ is high. It will increase as peer-to-peer learning and exchanges are seen as an effective way to build capacities adequately and acceptably in the EU PCs.
- In complement to the purely demand-driven approach of SOCIEUX+, there is room for a more strategic identification of beneficiary PCs. However, prospective requests in such countries require that their list is predetermined, ideally based on the EU's strategic priorities.
- The inclusion of SOCIEUX+ and the FMT in internal events organised by the EC is the most effective approach to illustrate the Facility's added value to EUDs and relevant DGs. For example, one may mention the training and thematic seminars organised for the benefit of EUDs by DG DEVCO and Directorate-General for Neighbourhood and Enlargement Negotiations (DG NEAR).
- Reaching to social partners to initiate new requests has proven challenging as they may not have experience in benefiting from international cooperation.
- The definition of eligible social partners is required to enable the targeting of prospection efforts of the SOCIEUX+.
- Appropriate communication and engaging approaches are needed to target social partners.

Promotion

- Identifying and differentiating public expertise in SOCIEUX+ activities remain challenging.
- The reliance on country focal points for disseminating and identifying public experts has remained ineffective in most EU MSs. A clear process for the nomination of focal points and clarification of their role could not be obtained so far.

- Having focal points at the institution level may be more promising for the identification of experts. However, this will require identifying institutions and the animation of focal point networks to be sufficient.
- The mobilisation of experts in active duty often requires lengthy administrative processes on the side of their institution of origin (individual institutions require up to 30 days for experts' nomination from their structure).
- The awareness of EU MSs' institutions of the added value of their collaboration in international peer-to-peer exchanges remains limited.
- Collaborative agreements with European centres of excellence are conclusive of a faster mobilisation of expertise and synergies in technical cooperation. Collaborative institutions of SOCIEUX+ advocated for new requests and so supported the prospection efforts of SOCIEUX+. The comprehensive communication on collaborative agreements and their outputs also supports the institutionalisation and promotion efforts of SOCIEUX+.
- Providing visibility to collaborative institutions and supporting entities in SOCIEUX+ communication channels increases the likelihood of future collaborations and reciprocity, i.e. the appearance of SOCIEUX+ in the communication channels of these institutions.
- Experts' ability to register, manage their profiles, and apply to call for experts online has effectively increased experts' PMT roster. However, many of the registered profiles were private or public experts who wished to be considered private consultants for financial compensations.
- Language skills in EU MSs remain a challenge for the diversification of experts' pool and broad experiences to SOCIEUX+ PIs.
- History of cooperation and political and cultural ties play a central. It may also play a role in the interest of EU MSs' institutions in participating in SOCIEUX+ actions, e.g. French institutions have a clear preference in making expertise available in PCs that are part of the Francophonie. This preference does not seem to be driven by language barriers or the skills of public experts.
- EU MSs's international cooperation tradition or agreements with specific PCs can lengthen the administrative process of mobilisation of experts, e.g. the mobilisation of experts from Portugal to work in Portuguese-speaking African countries [Países Africanos de Língua Oficial Portuguesa, PALOP) that have formal cooperation plans, such as Cabo Verde, require the submission of action synopsis and their approval by the Portuguese Ministry of Foreign Affairs.

7.1.2 Processing of requests and actions

Formulation of actions

- The language skills of the FMT members remain essential in building a rapport between SOCIEUX+ and PIs. Most importantly, there ensure that needs assessments and formulation of actions are effective.
- The presence of FMT members in the field at the early stages of actions has proven instrumental in prospecting new PIs, and creating bonds with PIs that result in long-term collaborations and follow-up requests for the sustainability of results of actions.
- Simplified requests translate in general into a faster mobilisation of expertise. However, such requests often lack the necessary information for the rapid formulation of activities. Requesting partners also sometimes attempt to fit their needs for structural support into simplified requests.
- Through a committee composed of experts from different backgrounds and agencies, the quality assurance process proved to delay the implementation of actions and confused the non-objection process under DEVCO-B3.
- Developing and reviewing action approval forms was much demanding and did not significantly contribute to the quality of actions. By contrast, well-structured but flexible work plans elaborated with PIs proved to be more effective.
- Mobilised experts can play a useful role in the revision of work plans once an action has started. However, the FMT need to remain responsible for work plans to ensure that activities are in line with the mandate of SOCIEUX+.

- The implementation of study visits remains very time- and resource-demanding. As new EU-funded instruments exist, such as TAIEX DEVCO, their role in the SOCIEUX+ “toolbox” may be reconsidered.
- The availability of clear and detailed standard operating procedures and structured templates was necessary for smooth and systematic requests and actions’ processing.
- Standardised templates for the formulation of actions ensure an auditable trail for the quality assurance of the FMT’s processes.

Mobilisation of experts

- Experts and their institutions often perceive fixed Additional Allowances (FAAs) as full-cost fees rather than financial compensation.
- Besides the limited appeal of the FAAs, experts’ key concern when considering their participation in SOCIEUX activities was the travel arrangements; this was mostly the case for retired or senior public experts. The limitations of economy class travel for long-haul flights proved to be deterrents for several potential experts.
- Semi-retired or retired experts have been a good source of expertise for SOCIEUX+ actions. However, many of these retired experts have been working as private consultants upon retirement. The mobilisation of these under FAAs compensations has not always been possible or sometimes was difficult.
- The reliance on local experts acting as local facilitators/resources has proved useful to facilitate communication with national stakeholders and gather information only attainable through experience and first-hand knowledge of the local social development sector.
- Differentiation of expertise has been challenging if swift mobilisation was necessary or for fields of expertise under-represented in the expert profiles of the PMT
- Completing deliverables by public experts in active duty, even after successful missions, is not always straightforward, particularly when public experts reintegrated their institutions directly after a mission (as they participated in those outside their regular duties).

Implementation of actions

- The presence of FMT members on-site strengthens relationships with PIs, and has been perceived as an encouragement for a continuous commitment from the PIs. As it usually provides the opportunity to meet with several local stakeholders and raise awareness about the facility, FMT members can, in most cases, prepare for further follow-up actions.
- Despite continuous communication by DEVCO towards EUDs, the latter’s interest in SOCIEUX+ remains limited, or SOCIEUX+ is understood as a consulting framework contract. This confusion may be transferred to the requesting PIs, and result in expectations that the Facility cannot meet.
- The ability to mobilise mixed teams and, in limited cases, triangular public cooperation is a comparative advantage of SOCIEUX+.
- Interpretation services missions and translation of final deliverables are essential in many contexts.
- Effectively implementing distance support, particularly online training, is challenging in the context of the public peer-to-peer framework. Public experts are rarely familiar with tools such as Moodle.
- Distance support cannot entirely replace on-site technical cooperation missions. The two approaches can, however, be complementary in the case of individual capacity building.
- The sustainability of the results from actions is beyond the influence of SOCIEUX+. The follow-up and use of the deliverables of activities is a prerogative of the PI, and is often driven by political agendas. The FMT or the mobilised experts cannot, or only in a minimal way, influence it. International partners with local representation are in a better position to influence the decisions on the use of deliverables. Their agenda, however, drive the direction of this influence.

7.1.3 Monitoring and evaluation

- Structured template reports and feedback forms contribute to collecting essential information on the achievements of SOCIEUX+ actions and to effective M&E.
- Mobilised experts can strongly contribute to increasing the response rate of the feedback questionnaires of participants and PIs. They need, however, to be sensitised or contractually bound to do so.
- The regular dissemination of feedback results within the FMT members is functional to learning and continuous improvement for the design and implementation of activities.
- A robust information management system is essential for managing such an extensive portfolio as the one of SOCIEUX+. The continuous development of the PMT and other tools required substantial resources but was conclusive to set up mechanisms for the M&E and management of the SOCIEUX+ actions.

7.1.4 Knowledge Development

- Identifying and maintaining work and priorities for the development of products is essential if delays and deliverables are to be ensured.
- The organisation of regional or international events for peer-to-peer exchanges by SOCIEUX+ is an effective way to contribute to the Facility's overall goal, raise awareness of its work, and contribute to all dimensions of its Business Development.
- Converting deliverables of SOCIEUX+ actions to knowledge products requires adequate resources and is not always possible. Deliverables are tailored to the needs of PIs so that they cannot be disseminated. Also, highly-specialised-public experts are rarely skilled in developing general tools that can be used as reference products. Exceptions are mobilised academics, which are not the primary target of the FMT for the mobilisation of expertise.
- The public expertise that SOCIEUX+ mobilises appears to be of limited relevance for EU PCs in a severe humanitarian crisis. Even when expertise may be available and relevant, it is often not feasible for the FMT to mobilise experts in those countries or regions of those that are not safe (e.g. the mobilisation of experts in part of Dem. Rep. of Congo).

7.1.5 Communication and visibility

- SOCIEUX+'s C&V efforts in differentiating its services from the classical technical cooperation led by international development organisations helped create an identity and show the Facility's added value to the international community.
- Dedicated and sufficient resources are needed to ensure the institutionalisation of SOCIEUX+ and the capitalisation of efforts from the FMT. This was most clear in communication associated with or co-organised events with SOCIEUX+ and Knowledge Products' dissemination.
- Professional management of the C&V channels is fundamental for the success of SOCIEUX+. In particular, social media channels' management is resource-consuming but has proven to give substantial dividends for the Facility's added value's credibility.
- Maintaining the attractiveness of the SOCIEUX+ Website and social media requires dedicated and professional human resources. The initial plan of a half position for this work was insufficient, but this was corrected very early in implementing SOCIEUX+.

7.2 The way forward for SOCIEUX+

An important task ahead for SOCIEUX+ will be the implementation of the SOCIEUX+ **Business Development** Strategy. In August 2020, the FMT developed objectives and indicators for its Business Development Strategy. Achieving these ambitious objectives will entail developing a reliable EU network of Social Protection and L&E institutions, collaborative institutions, and focal points. SOCIEUX+ will also have to expand its actions to PCs attractive to all EU MSs. The strengthening of the FMT is a good step in this direction.

The visibility of SOCIEUX+, PIs and mobilised experts should be further leveraged for the prospection of new requests and promotion across EU MSs' institutions. To do so, a systematic prospection approach will be essential in priority countries where EUDs are willing to engage with SOCIEUX+ and their local partners in peer-to-peer capacity building. SOCIEUX+ will be able in its new phase to dedicate resources to creating an EU network and raise awareness on public peer-to-peer cooperation.

Public-peer-to-peer-technical cooperation has proven particularly effective in middle-income EU PCs. However, low- and middle-income PCs have actively sought and benefited from the services of specialised Facilities such as SOCIEUX+. Responding to this demand will require a long-term perspective for such facilities. The sustainability of SOCIEUX+ will only be possible with the renewing of its Implementation Partners and the European Commission's commitment. This commitment should be reflected in the rationalisation and consolidation of cooperation initiatives. SOCIEUX+ has proven its added value through its reputation and reliable mechanism to respond to the capacity building needs of EU PCs effectively. The next phase of SOCIEUX+ will build on these achievements.

8 Annexes

Annexe A – List eligible Partner Countries

Under EU Development Cooperation Instrument (DCI geographic programmes)

Latin America	Asia	Central Asia	Middle East
Argentina Bolivia Brazil Chile Colombia Costa Rica Ecuador El Salvador Guatemala Honduras Mexico Nicaragua Panama Paraguay Peru Uruguay Venezuela	Afghanistan Bangladesh Bhutan Cambodia China India Indonesia Laos Malaysia Maldives Mongolia Myanmar Nepal Pakistan Philippines Sri Lanka Thailand Vietnam	Kazakhstan Kyrgyzstan Tajikistan Turkmenistan Uzbekistan	Iran Iraq Yemen

Under European Neighbourhood Instrument

Algeria Armenia Azerbaijan Belarus	Egypt Georgia Israel Jordan	Lebanon Libya Moldova Morocco	Palestine Syria Tunisia Ukraine
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Under European Development Fund

Africa, Caribbean and Pacific Countries (ACP)

Africa			Caribbean	Pacific
Angola Benin Botswana Burkina Faso Burundi Cameroon Cape Verde Central African Republic Chad Comoros Congo (Republic of) Congo (Democratic Republic of) Djibouti Equatorial Guinea Eritrea Ethiopia	Gabon Gambia Ghana Guinea-Bissau Guinea Ivory Coast Kenya Lesotho Liberia Madagascar Malawi Mali Mauritania Mauritius Mozambique Niger Nigeria	Rwanda São Tomé & Príncipe Senegal Seychelles Sierra Leone Somalia South Africa South Sudan Sudan Swaziland Tanzania Togo Uganda Zambia Zimbabwe	Antigua & Barbuda Bahamas Barbados Belize Cuba ¹⁵ Dominica Dominican Republic Grenada Guyana Haiti Jamaica Saint Kitts & Nevis Saint Lucia Saint-Vincent and the Grenadines Suriname Trinidad & Tobago	Cook Islands East-Timor Fiji Kiribati Marshall Islands Micronesia Nauru Niue Palau Papua New Guinea Samoa Solomon Islands Tonga Tuvalu Vanuatu

Overseas Countries and Territories (OCT)

Aruba Anguilla Bonaire Curaçao Falkland Islands French Polynesia Saba Mayotte Montserrat	New Caledonia Pitcairn St-Eustatius St-Maarten Saint-Pierre et Miquelon Turks et Caicos Wallis et Futuna
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¹⁵ Not EDF eligible but part of the ACP region.

Annexe B – Logical Framework

Table 25: Logical framework as per the original Grant Agreement

	Results chain	Indicators	Baseline (2016)	Targets (2020)	Sources and means of verification	Assumption
Overall objective: Impact	To expand and improve access to better employment opportunities and inclusive Social Protection systems in Partner Countries	Poverty rate in the beneficiaries' countries	9.7	Decreasing	National statistical data	Economic prospects do not undermine global progress against the selected indicators
		Overall employment rate in the beneficiaries' countries	57.7	Increasing	National reports	
		Working poverty rate in the beneficiaries' countries	8	Decreasing	Reports of International donors	Data produced by national and international organisations available to the project's partners
		Coverage of population by Social Protection systems and labour policies in the beneficiaries' countries	N/A	Increasing	SDG annual progress reports and statistical annexes	
		Proportion of people living below 50% of median income, disaggregated by age group, sex and persons with disabilities in the beneficiaries' countries	N/A	Increasing		
			(baselines have been defined in an ex post basis at the end of the project. Since target countries have not been identified, BL data are aggregate at global level)			
Specific objective(s): Outcome(s)	To enhance the capacities of Partner Countries to better design, manage and monitor inclusive, effective, and sustainable employment strategies and Social Protection systems through peer-to-peer	Total government spending in Social Protection and employment programmes as a percentage of the national budgets and GDP	N/A (see note on overall objective's baseline)	Increasing	UN Statistical Commission	Political stability in the countries concerned, without excessive changes of government and a rapid turnover of policy makers and civil servants.
		Institutional strengthening (e.g. capacity development, reorganisation, coordination) of line Ministries, agencies and mandated bodies to accomplish their mandate in Social Protection and Labour issues	N/A	Enhanced	Final project reports and evaluations	Employment, labour and Social Protection issues remain a priority

	Results chain	Indicators	Baseline (2016)	Targets (2020)	Sources and means of verification	Assumption
	short-term technical assistance and knowledge development	Regulatory and policy reforms in Partner Countries in the areas of employment, labour and Social Protection	N/A	Implemented	Country policies official documents	in Partner Countries securing sufficient demand for support through SOCIEUX+
Outputs	<u>Op 1.</u> Improved capacity of partner government ministries, agencies and related implementing bodies responsible for employment, labour and Social Protection to: i) better design inclusive, effective and sustainable employment strategies and Social Protection systems ii) reform already existing policies or programmes iii) extend access to employment and Social Protection to poor and vulnerable population	<u>SOCIEUX+ expert management mechanism:</u>				Willingness of EU Member States, emerging/developing countries to make available qualified experts for short-term missions and within short deadlines Willingness of States to engage operationally in the fields of employment, labour and Social Protection with the support scheme put in place by the programme
		Suitable experts available for Social Protection, employment and labour in the PMT	261 experts (total), of which 211 from EU Member States	40% increase <i>(total 365 experts)</i>	SOCIEUX final report Intermediary and final project reports evaluations reports	
		Experts mobilised for specific actions	Total experts mobilised 57	40% increase <i>(80 experts mobilised)</i>	Project PMT and SOCIEUX final report	
			Total number of expert days mobilised 1240	40% increase <i>(1736 expert days)</i>		
		Network of focal points in EU Member States'	90 (in EU Member States)	50% increase <i>(135 focal points expert days)</i>	SOCIEUX final report	

	Results chain	Indicators	Baseline (2016)	Targets (2020)	Sources and means of verification	Assumption
		<u>Project management tools and operational procedures:</u>				
		SOP and PMT operational	SOCIEUX SOP and PMT available	SOCIEUX+ SOP and IT Tool revised	Intermediary and final project reports	
		Median time between reception of request and approval, or rejection	25 weeks	6 weeks	Project PMT and evaluations reports	
Outputs		<u>Technical assistance:</u>				<p>Willingness of States to engage operationally in the fields of employment, labour and Social Protection with the support scheme put in place by the programme;</p> <p>Willingness of EU Member States, emerging/developing countries to make available qualified experts for short-term missions and within short deadlines</p>
		Number of requests received from Partner Countries	55 (SOCIEUX)	100 (in 4 years)	SOCIEUX final report	
		Number of short-term TA actions implemented	33 (SOCIEUX)	60 (in 4 years)	Intermediary and final project reports	
			76% of eligible requests approved	85% of eligible requests approved	Project PMT and evaluations reports	
		Level of satisfaction of beneficiary countries and experts for completed actions	N/A		<p>Reporting and documentation of completed actions</p> <p>Experts' reports;</p> <p>Reports and other documentary evidence from beneficiary countries</p>	

	Results chain	Indicators	Baseline (2016)	Targets (2020)	Sources and means of verification	Assumption
Outputs		<u>Communication and visibility</u>				Effective development of a full-fledged web portal for SOCIEUX+ Commission services and EU delegations supports visibility of the project and dissemination of information and communication materials Wish of national, regional and international stakeholders of the international cooperation in the employment and Social Protection field to promote the facility
		Communication strategy approved and implemented			Intermediary and final project reports;	
		Information and communication materials produced and disseminated	Leaflet, Newsletter (4)	1 Newsletter twice a year / 1 leaflet produced in several languages / 1 FAQ document	PMT and evaluations reports	
		Number of conferences/events/ meetings organised to give visibility and share the experiences of the project	1 launching event.	2 international conferences organised for promoting the facility / Participation at 20 national, regional and international events organised by project's partners	Reports produced by project's partners, regional and international organisations	
		Website visitors	N/A	2000 website visitors		
Outputs	Op 2. A mechanism for analysis and knowledge-sharing, building on SOCIEUX+ interventions is put in place.	Knowledge development strategy	N/A	Annual action plans implemented	Intermediary and final project reports	Partner Countries, international organisations, development partners and other stakeholders are willing to participate in global and regional events. Partner Countries, international organisations, development partners
		Number of events organised by the project for knowledge dissemination, sharing and information	N/A	4 of events (global or regional)	PMT and evaluations reports	
		Participation from development partners, research and academic institutions and CSOs at international and regional levels participating knowledge sharing events organised by the project	N/A	300 participants	Reporting and documentation of completed actions Experts' reports	

	Results chain	Indicators	Baseline (2016)	Targets (2020)	Sources and means of verification	Assumption
		Number and quality of information/guidance notes and other knowledge sharing materials produced and disseminated	N/A	<i>10 recommendation papers / operational guidelines</i>	Thematic reports from international donors	and other stakeholders engage in contributing, using and disseminating recommendations/ operational guidance/lessons learnt on the basis of the supported actions

Annexe C – Indicators Framework

Table 26: Indicators logical framework as per the original Grant Agreement

	Indicators	Baseline (2016)	Targets	Achievement			
				RP1	RP2	RP3	FINAL
Overall objective: Impact	Poverty rate in the beneficiaries' countries	9.7	Decreasing	N/A	N/A		9.2 ¹⁶
	Overall employment rate in the beneficiaries' countries	57.7	Increasing	N/A	N/A		57.4 ¹⁷
	Working poverty rate in the beneficiaries' countries	8	Decreasing	N/A	N/A		7.1 ¹⁸
	Coverage of population by Social Protection systems and labour policies in the beneficiaries' countries	N/A	Increasing	N/A	N/A		45.20% ¹⁹
	Proportion of people living below 50% of median income, disaggregated by age group, sex and persons with disabilities in the beneficiaries' countries	N/A	Increasing	N/A	N/A		N/A ²⁰
Specific objective(s): Outcome	Total government spending in Social Protection and employment programmes as a percentage of the national budgets and GDP	N/A	Increasing	N/A	N/A		N/A ²¹

¹⁶ Final data at 2017 (last data available), aggregate at global level. Poverty rate defined as the poverty headcount ration at 1.90 USD a day (2011 PPP) (% of population). Source: [World Bank](#)

¹⁷ Final data at 2019 (last data available), aggregate at global level. Employment rate defined as (labour force in work/population of working age). Source: [ILO](#)

¹⁸ Final data at 2019 (last data available), aggregate at global level. Working poverty rate defined as % of employed living below USD 1.90 PPP (%). Source [ILO](#)

¹⁹ Final data at 2019 (last data available). Defined as the share of the population effectively covered by a Social Protection system, including Social Protection floors, as per SDG 1.3.1. Source [ILO](#)

²⁰ This is a country specific indicator and no aggregation is currently planned at regional or global level. For single countries results see here: [World Bank](#)

²¹ No aggregation is currently available at regional or global level

	Indicators	Baseline (2016)	Targets	Achievement			
				RP1	RP2	RP3	FINAL
	Institutional strengthening (e.g. capacity development, reorganisation, coordination) of line Ministries, agencies and mandated bodies to accomplish their mandate in Social Protection and Labour issues	N/A	Enhanced	N/A	N/A		32 Institutional capacity building actions
	Regulatory and policy reforms in Partner Countries in the areas of employment, labour and Social Protection	N/A	Implemented	N/A	N/A		9 legislative and regulatory framework actions in PI countries 21 Policy development actions in PI countries

	Indicators	Baseline	Targets	Achievement (cumulative)			
				RP1	RP2	RP3	FINAL
Outputs	SOCIEUX+ expert management mechanism:						
	Suitable experts available for Social Protection, employment and labour in the PMT	261 experts (total), of which 211 from EU Member States	365 experts	399	526	746	818
	Experts mobilised for specific actions	Total experts mobilised 57	40% increase (80 experts mobilised)	48 experts	126 experts	188 experts	202 experts
				54 assignments	174 assignments	333 assignments	413 assignments
	Total number of expert days mobilised 1240	40% increase (1736 expert days)	836.5	2731.5	5352.5	6752	

	Indicators	Baseline	Targets	Achievement (cumulative)			
				RP1	RP2	RP3	FINAL
	Network of focal points in EU Member States'	90 (in EU Member States)	50% increase (135 focal points expert days)	non-available	non-available	non-available	147 ²²
	Project management tools and operational procedures:						
	SOP and PMT operational	SOCIEUX SOP and PMT available	SOCIEUX+ SOP and IT Tool revised	SOP Manual revised and approved; First version of PMT revised and live			Done
	Median time between reception of request and approval, or rejection	25weeks	6 weeks	>6 weeks	>6 weeks	>6 weeks	>6 weeks
	Technical assistance:						
	Number of requests received from Partner Countries	55 (SOCIEUX)	100 (in 4 years)	35	73	106	145
	Number of short-term TA actions implemented	33 (SOCIEUX)	60 ²³ (in 4 years)	17	55	84	84
		76% of eligible requests approved	85% of eligible requests approved ²⁴	33/34 = 97%	69/71=97%	99/102=97%	138/141=98%

²² Total number of EU Focal Points in the PMT, including UK

²³ Including: actions ongoing, completed, closed or stopped only as of the end of the reporting period.

²⁴ Excluded non-eligible and non-feasible requests

	Indicators	Baseline	Targets	Achievement (cumulative)			
				RP1	RP2	RP3	FINAL
	Level of satisfaction of beneficiary countries and experts for completed actions	N/A		<i>Baseline not available</i>	<i>Baseline not available</i>		EXF: 80% ²⁵ PIF: 4.54/5 ²⁶ PAF: 89.2% ²⁷
Outputs	Communication and visibility:						
	Communication strategy approved and implemented			Draft developed			Achieved
	Information and communication materials produced and disseminated	Leaflet, Newsletter (4)	<i>1 Newsletter twice a year / 1 leaflet produced in several languages / 1 FAQ document</i>	1 Newsletter produced; 1 Leaflet in 4 languages produced			Achieved (5 Newsletter produced; 1 Leaflet in 5 languages produced)
	Number of conferences/events/ meetings organised to give visibility and share the experiences of the project	1 launching event.	<i>2 international conferences organised for promoting the facility / Participation at 20 national, regional and international events organised by project's partners</i>	1 Launch event			Achieved 1 Launching event organised 3 international conferences organised Participation into 7 international events to represent the facility
	Website visitors	N/A	<i>2000 website visitors</i>	<i>Not available</i>	<i>3004</i>	<i>8737</i>	15,727
	Knowledge development:						
	Knowledge development strategy	N/A	Annual action plans implemented	Draft developed	Approved		Achieved

²⁵ Rate of completely agree and partially agree answers provided

²⁶ In a Likert Scale 1 to 5

²⁷ Rate of completely agree and partially agree answers provided

	Indicators	Baseline	Targets	Achievement (cumulative)			
				RP1	RP2	RP3	FINAL
	Number of events organised by the project for knowledge dissemination, sharing and information	N/A	4 of events (global or regional)	Not available			3 international conferences organised
	Participation from development partners, research and academic institutions and CSOs at international and regional levels participating knowledge sharing events organised by the project	N/A	300 participants	0	0	352	352
	Number and quality of information/guidance notes and other knowledge sharing materials produced and disseminated	N/A	10 recommendation papers / operational guidelines	Not available			8 technical reports produced and disseminated

Annexe D – Revised Logical Framework

Table 27: A revised logical framework for SOCIEUX+ and its extension (2020-2024).

	Results chain	Indicators	Sources and means of verification	Assumptions
Overall objective: Impacts	Contributing to expand and improve access to better employment opportunities and inclusive Social Protection systems in Partner Countries	<p>IMP1. Proportion of population covered by Social Protection floors/systems, by sex, in targeted countries</p> <p>Definition: Proportion of persons effectively covered by a Social Protection system, including Social Protection floors, as well as the main components of Social Protection: child and maternity benefits, support for persons without a job, persons with disabilities, victims of work injuries and older persons (Source: ILO's Guidebook on SDG Labour Market Indicators)</p> <p>Formula: $[\text{Number of persons receiving cash benefits under at least one of the contingencies (contributory or non-contributory benefit) or actively contributing to at least one social security scheme} / \text{Total population}] \times 100$</p> <p>Disaggregation: Targeted countries: will be determined jointly with EC; Sex: Male or female</p> <p>IMP2. Unemployment rate by sex and persons with disabilities, in targeted countries</p> <p>Definition: Proportion of persons in the labour force who are unemployed. It comprises all persons of working age who were not in employment during a short reference period, had carried out activities to seek employment during a specified recent period and were currently available to take up employment if a job opportunity presented itself (Source: ILO's Guidebook on SDG Labour Market Indicators). The labour force corresponds to the sum of all persons employed and all persons unemployed.</p> <p>Formula: $[\text{Unemployed persons} / \text{Persons in labour force}] \times 100$</p> <p>Disaggregation: Targeted countries: will be determined jointly with EC; Sex: Male or female; People with disabilities</p>	<p>Global SDG Indicators Database (UNSTAT)</p> <p>ILO Database (ILOSTAT)</p>	

Specific objective(s): Outcome(s)	<p>Employment and Social Protection policies, strategies and systems are more inclusive, effective and sustainable</p>	<p>OC1. Number of regulatory adjustments and policy reforms in the areas of employment, labour and Social Protection, moved forward with SOCIEUX+ contribution, disaggregated by area of assistance, geographic region and relevance for gender and people living with disabilities</p> <p>Definition: Number of regulatory adjustments and policy reforms supported towards Institutional Capacity Building type of assistance (A02 01: legislative and regulatory framework development; A02 02: policy development; or A02 03: planning and budgeting) within ongoing, on hold (with at least one activity developed), stopped, or concluded actions.</p> <p>The concept “regulatory adjustments and policy reforms” under this indicator should be measured:</p> <ul style="list-style-type: none">– When SOCIEUX+ Action improves or supports the basis for regulatory adjustments in PIs in the areas of employment, labour and Social Protection;– When SOCIEUX+ Action has contributed to develop newly/adjusted policies (policy reforms) on Social Protection and L&E;– When SOCIEUX+ Action promotes sectoral strengthening, national or local plans /programmes through new legal or institutional frameworks <p>(Source: SOCIEUX+ Mid-Term Evaluation)</p> <p>If applicable, more than one adjustment/reform can be counted for the same Partner Institution.</p> <p>Formula: Counting of regulatory adjustments and policy reforms per action</p> <p>Disaggregation: Area of assistance: Social Protection and Labour & Employment; Geographic region: Africa, Asia, Caribbean, Latin America, Middle East; Gender relevance: Yes or No; Relevance for people living with disabilities: Yes or No</p> <p>OC2. Number of SOCIEUX+ Actions leading to internal institutional strengthening, such as internal plans and reorganisations to enhance capacity of the Social Protection and employment institutions</p> <p>Definition: Number of ongoing, on hold (with at least one activity developed), stopped, or concluded actions which activities are categorised under Organisational Capacity Building type of assistance (A03 01: organisational management; A03 02: HR management; A03 03: information management system; A 03 04: financial management; or A03 05: Org/business strategy &planning) and that directly or indirectly contribute to the organisational strengthening of the Partner Institution.</p> <p>Formula: Counting of actions</p> <p>Disaggregation: Area of assistance: Social Protection and Labour & Employment; Geographic region: Africa, Asia, Caribbean, Latin America, Middle East; Gender relevance: Yes or No; Relevance for people living with disabilities: Yes or No</p>	<p>Expert Mission Report - ExMR (relevant associated question: "Where regulatory adjustments/policy reforms directly or indirectly supported by the mission?")</p>	<p>Employment, labour and Social Protection issues remain a priority in Partner Countries securing sufficient demand for support through SOCIEUX+</p> <p>Funding is available for the implementation of policies that SOCIEUX+ experts help design/revise.</p> <p>Economic conditions in the country do not deteriorate to the point where employment and Social Protection programmes cannot cope with demand.</p> <p>Willingness of Partner Countries/institutions to engage operationally in the fields of employment, labour and Social Protection with the support scheme put in place by the programme</p> <p>Other relevant actions implemented in the Partner Country do not negatively impact on SOCIEUX+ Actions</p>
		<p>Expert Mission Report - ExMR (relevant associated question: "Did the mission directly or indirectly contribute to the institutional strengthening of the Partner Institution?")</p>		

<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Outputs</p>	<p>1. Institutional capacities of employment, labour and Social Protection institutions are strengthened and reinforced</p> <p>2. Enhanced public capacities for improving access to employment and Social Protection is expanded to poor and vulnerable groups</p> <p>3. Awareness and knowledge on Social Protection and decent work is increased</p>	<p>OP1. Number of actions by type of assistance, disaggregated by area of assistance, geographic region and relevance for gender and people living with disabilities</p> <p>Definition: Number of actions which status on PMT is ongoing, on hold (with at least one activity developed), stopped, or concluded</p> <p>Formula: Counting of actions</p> <p>Disaggregation: Type of assistance: Capacity Building breakdown categories (A01, A02, A03), Awareness breakdown categories (B01, B02 and B03) and Communication & Visibility breakdown category (C00); Area of assistance: Social Protection and Labour & Employment; Geographic region: Africa, Asia, Caribbean, Latin America, Middle East; Gender relevance: Yes or No; Relevance for people living with disabilities: Yes or No</p> <p>OP2. Number of institutions directly benefiting from SOCIEUX+ technical assistance</p> <p>Definition: Number of institutions receiving Capacity Building assistance (Type A01, A02 and A03) or awareness-raising support (Type B), within actions which status on PMT is ongoing, on hold (with at least one activity developed), stopped, or concluded</p> <p>Formula: Counting of Institutions</p> <p>Disaggregation: Area of assistance (of the action): Social Protection and Labour & Employment; Geographic region (origin of the Institution): Africa, Asia, Caribbean, Latin America, Middle East</p> <p>OP3. Percentage of participants in SOCIEUX+ Capacity Building events who reported an enhancement of their knowledge on employment and Social Protection for poor and vulnerable groups</p> <p>Definition: SOCIEUX+ Capacity Building events: train-the-trainers seminars, technical seminars, roundtable discussions, thematic workshops. Knowledge is monitored towards the Participants Feedback on Capacity Building Questionnaire (PAF). A minimum threshold for relevant questions of the questionnaires is set to determine enhancement of knowledge.</p> <p>Formula: $[\text{Number of participants reporting enhancement of knowledge} / \text{total number of people responding the survey}] \times 100$</p> <p>Disaggregation: Male or Female</p> <p>OP4. Number of representatives of Social Protection and employment institutions participating in SOCIEUX+ awareness raising and knowledge development events</p> <p>Definition: Representatives of relevant institutions participating in Awareness Raising and Knowledge Development Events organised directly by SOCIEUX+ (national, regional and international events). A list of presence with name, country, institution and sex will be shared during the event. A person is considered as participant if he/she attend at list 50% of the event</p> <p>Formula: Counting of participants</p> <p>Disaggregation: Male or female</p>	<p>SOCIEUX+ Programme Management Tool (PMT)</p> <p>Expert Mission Report - ExMR (relevant associated question: "Did institutions other than the Partner Institution directly or indirectly benefit from the mission?")</p> <p>Participants Feedback on Capacity Building Questionnaire-PAF</p> <p>Attendance list</p>	<p>Political stability in the countries concerned, without excessive changes of government and allowing continuous implementation of employment and Social Protection programmes.</p> <p>Partner Countries, international organisations, development partners and other stakeholders appoint relevant staff with necessary authority to participate in global and regional events.</p> <p>Partner Countries, international organisations, development partners and other stakeholders engage in contributing, using and disseminating recommendations/operational guidance/lessons learnt on the basis of the supported actions</p> <p>Civil servants whose capacities are strengthened by SOCIEUX+ remain in their posts and in their country, and they have an opportunity to apply what they have learned in their jobs.</p>
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		<p>OP5. Percentage of participants reporting satisfaction with and adequacy of knowledge development events</p> <p>Definition: Awareness and Knowledge Development Events organised directly by SOCIEUX+ are considered here (as per indicator OP4). A feedback questionnaire will be shared to all participants (hard or soft copy) at the end of the event. A minimum threshold for relevant questions of the questionnaire is set to determine satisfaction</p> <p>Formula: [Number of participants reporting satisfaction and adequacy/total number of participants in the event]x100</p> <p>Disaggregation: Male or female</p>	Attendance list	
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Annexe E – Business Development targets

Results chain	Indicators	Considerations for Business Development	Business development target
Specific objectives (Outcomes): <i>Employment and Social Protection policies, strategies and systems are more inclusive, effective and sustainable</i>	OC1. Number of regulatory adjustments and policy reforms in the areas of employment, labour and Social Protection, moved forward with SOCIEUX+ contribution, disaggregated by area of assistance, geographic region and relevance for gender and people living with disabilities Definition: <i>The number of regulatory adjustments and policy reforms supported towards Institutional Capacity Building type of assistance (A02 01: legislative and regulatory framework development; A02 02: policy development; or A02 03: planning & budgeting) within Stopped, Closed/Concluded or Evaluated actions.</i>	Requires targeted advice and prospection. Institutional capacity building: <u>50% of requests</u>	Requests on institutional capacity development: RP5: 14 RP6: 14 RP7: (Dec-2022): 2
	OC2. Number of SOCIEUX+ Actions leading to internal institutional strengthening , such as internal plans and reorganisations to enhance the capacity of the Social Protection and employment institutions Definition: <i>The number of Stopped, Closed/Concluded or Evaluated actions which activities are categorised under Organisational Capacity Development type of assistance (A03 01: organisational management; A03 02: HR management; A03 03: information management system; A 03 04: financial management; or A03 05: Org/business strategy & planning) and that directly or indirectly contribute to the organisational strengthening of the Partner Institution.</i>	Organisational capacity building: <u>40% of requests</u>	Requests on organisational capacity development: RP5: 12 RP6: 12 RP7: (Dec-2022): 2

Results chain	Indicators	Considerations for Business Development	Business development target
Results (Outputs): <i>1. Institutional capacities of employment, labour and Social Protection institutions are strengthened and reinforced</i>	OP1. Number of actions by type of assistance , disaggregated by area of assistance, geographic region and relevance for gender and people living with disabilities Definition: <i>The number of actions which status on PMT is Stopped, Closed/Concluded or Evaluated.</i>	<p>Requires targeted advice and prospection of requests</p> <p>End or reception of new requests actions <u>end of Nov 2021</u></p> <p>Current total <u>need/deficit in requests 62</u></p> <p>Allocation <u>50/50</u> Social Protection and LE.</p> <p><u>Regional distribution needs to reflect priority countries</u></p> <p>Priority countries: 6</p> <p>Priority countries focus on business development; may not all be new ones</p> <p>The geographic concentration of actions: <u>5 per priority country (minimum); 3 per other countries (indicative only)</u></p> <p>Exploratory missions conducted by a single DTA but covering both areas of work.</p> <p>46% coverage of eligible countries: 76 requesting Partner Countries → 10 new countries</p> <p><u>Middle-income countries</u>/trade partners of the EU as priority countries; <u>Geographic focus</u>: diversification in Latin America; representation in Asia → 2 South Asia countries; 2 Central Asia; 2 South-East Asia; 1 Pacific; 1 Caribbean → Requests from other Latin American countries outside (Mexico, Colombia and Peru).</p>	<p>All requests: RP5: 30 RP6: 20 RP7 (Dec-2022): 12</p> <p>Exploratory missions in priority countries RP5: 3 RP6: 3</p> <p>Requests from priority countries: RP5: 12 RP6: 12 RP7 (Dec-2022): 6</p> <p>Requests from social partners: RP5: 3 RP6: 3 RP7 (Dec-2022): 2</p> <p>New requesting EU Partner Country: RP5: 4 RP6: 4 RP7 (Dec-2022): 2</p>
	OP2. Number of institutions directly benefiting from SOCIEUX+ technical assistance Definition: <i>The number of Partner Institutions receiving Capacity Building assistance (Type A01, A02 and A03), within actions which status on PMT is Stopped, Closed/Concluded or Evaluated.</i>	<p>Different from action and Partner Institution number.</p> <p>Requires responsible officer for action to ensure the inclusion of additional partners in trainings and events.</p> <p>Leveraged by support to [regional] awareness-raising events.</p> <p>10% of actions on awareness-raising; Simplified request forms for awareness-raising events → 6 actions for awareness-raising activities</p>	<p>Simplified requests for awareness-raising actions: RP5: 3 RP6: 3</p>

Results chain	Indicators	Considerations for Business Development	Business development target
2. Enhanced public capacities for improving access to employment and Social Protection is expanded to poor and vulnerable groups	OP3. Percentage of participants in SOCIEUX+ Capacity Building events who reported an enhancement of their knowledge on employment and Social Protection for poor and vulnerable groups	Not directly relevant to business development	
	Definition: SOCIEUX+ Capacity Building events considered here are train-the-trainers seminars, technical seminars, roundtable discussions, thematic workshops. Knowledge is monitored towards the Participants Feedback on Capacity Building Questionnaire (PAF). A minimum threshold for relevant questions of the questionnaires is set to determine the enhancement of knowledge.		
3. Awareness and knowledge of Social Protection and decent work is increased	OP4. Number of representatives of Social Protection and employment institutions participating in SOCIEUX+ awareness raising and knowledge development events	Indicator specific on KD but important for institutionalisation	Participation in setting up of list.
	Definition: Representatives of relevant institutions participating in Awareness Raising and Knowledge Development Events organised directly by SOCIEUX+ (national, regional and international events). A list of presence with name, country, institution and sex will be shared during the event. A person is considered as a participant if he/she attend at list 50% of the event		
	OP5. Percentage of participants reporting satisfaction with and adequacy of knowledge development events	Not directly relevant to business development	
	Definition: Awareness and Knowledge Development Events organised directly by SOCIEUX+ are considered here (as per indicator OP4). A feedback questionnaire will be shared with all participants (hard or soft copy) at the end of the event. A minimum threshold for relevant questions of the questionnaire is set to determine satisfaction		

Annexe F – Requests and actions processed or in processing

The following table provides a summary of all requests and actions processed under SOCIEUX+.

Table 28: List of requests and actions processed by SOCIEUX+ from September 5, 2016, till September 28, 2020²⁸

Code	Country	Partner Institution	Title	General Objective	Area of work	Gender Relevant	Inclusive Disability Relevant	Total Effective Working Days	Expenditure [in €]	Status
2016-11	Cambodia	Ministry of Social Affairs, Veterans and Youth Rehabilitation (MoSAVY)	Support to the implementation of allowances to disabled people	Enhance effectiveness and efficiency in the delivery of social assistance in Cambodia	Social Protection	No	Yes	35	24,604.55	Stopped
2016-12	Cambodia	Council for Agricultural and Rural Development (CARD)	Support to the implementation of cash transfers in Cambodia	Enhance effectiveness and efficiency in the delivery of social assistance in Cambodia	Social Protection	No	No	0		Cancelled
2016-13	Vietnam	Institute for Labour Science and Social Affairs	Support to the Institute of Labour Science and Social Affairs in shaping Social Protection in Vietnam	To empower ILSSA to play a substantial role in shaping Social Protection policies and mechanisms in Vietnam	Social Protection	No	No	13	3817.66	Cancelled
2016-14	Gabon	Pension and Family Benefits Fund for State Agents [Caisse des Pensions et des Prestations Familiales des Agents de l'Etat] (CPPF)	Terms of Reference for the marketing, communication services and public relations of the CPPF	N.a. Merged with/in 2017-07	Social Protection	No	No	0		Merged
2016-15	Mexico	Institute of Security and Social Services of Workers of Campeche [Instituto de Seguridad y Servicios Sociales de los Trabajadores del Estado de Campeche] (ISSSTECAM)	Technical assistance and exchange of experiences on strengthening the pension reserve [Apoyo al fortalecimiento de reserva de pensiones del ISSSTECAM]	Adapt the pension system of the State of Campeche and its legal mechanisms in order to respond to the needs of a growing group of older adults	Social Protection	No	No	94	49,883	Completed
2016-16	Mexico	National System of Integral Protection of Ninas, Children and Adolescents [Sistema Nacional de Protección Integral de Ninas, Niños y Adolescentes] (SIPINNA)	Enhancing the institutional capacities of the National System for the Comprehensive Protection of Children and Adolescents in Mexico [Apoyo a las capacidades institucionales del SIPINNA]	Strengthen the legal and institutional framework for the protection and promotion of the rights of children and adolescents in Mexico	Social Protection	No	No	158	87,287.28	Completed

²⁸ The status of these requests and actions was updated as from September 28, 2020

Code	Country	Partner Institution	Title	General Objective	Area of work	Gender Relevant	Inclusive Disability Relevant	Total Effective Working Days	Expenditure [in €]	Status
2017-01	Benin	Ministry of Labour, Public Administration and Social Affairs (MTFPAS)	Reform of employment services and programmes for the establishment of a one-stop-shop for employment promotion	Renforcer les capacités du MTFPAS en vue de promouvoir l'emploi et l'insertion professionnelle des jeunes	Labour & Employment	No	No	34	15,360	Completed
2017-02	Cambodia	Ministry of Economy and Finances	Supporting the Chair of the Social Protection Working Group on monitoring, evaluation and access to social assistance programmes	Improve living conditions of vulnerable people in particular elderly, disabled people, poor children and pregnant women through better delivery of social assistance programmes in Cambodia.	Social Protection	No	No	0		Cancelled
2017-03	Mexico	Institute of Social Security and Services for State Workers [Instituto de Seguridad y Servicios Sociales de los Trabajadores del Estado] (ISSSTE)	Capacity building in strategy and policy making [Capacitación en desarrollo de políticas y estrategias]	Ensure fairness and timely attention to pensioners who are in the situation that their sentences are pending compliance	Social Protection	No	No	34	20,124	Completed
2017-04	Pakistan	Punjab Social Protection Authority	Development of an employability strategy for youth (Linking TVET systems and policies to Labour Market and employment outcomes)	Assist the Punjab Social Protection Authority (PSPA) in the definition of its roadmap and development plan on Employment, TVET issues and especially for strengthening youth employment and qualification	Labour & Employment	No	No	0		Cancelled
2017-05	Tanzania	East and Central Africa Social Security Association (ECASSA)	Capacity Building of ECASSA and its members through training and research	Empower ECASSA-ITI to become a centre of excellence, at the regional level, for training and capacity-building of social security institutions and practitioners	Social Protection	No	No	62	34,942	Stopped
2017-06	Colombia	Institute for Social Economy [Instituto para la Economía Social] (IPES)	Assessment of the information management system of SGSP [Asesoría de arquitectura y gobierno de datos en la Subdirección General para la Superación de la Pobreza (SGSP)]	N.a. - Withdrawn replaced by 2017-16	Labour & Employment	No	No	0		Withdrawn
2017-07	Peru	Ministry of Labour and Employment Promotion [Ministerio de Trabajo y Promoción del Empleo]	Development of labour market indicators from administrative registries [Asistencia técnica para la obtención de indicadores del mercado de trabajo a partir de registros administrativos]	Provide tools (labour market indicators) in order to address the lack of relevant data and to make available reliable and consistent information	Labour & Employment	No	No	39	20,810	Stopped
2017-08	Peru	Ministry of Labour and Employment Promotion [Ministerio de Trabajo y	Development of local-level labour market indicators and related information management systems [Obtención de	Address the lack of reliable indicators on the local labour market;	Labour & Employment	No	No	0		Merged

Code	Country	Partner Institution	Title	General Objective	Area of work	Gender Relevant	Inclusive Disability Relevant	Total Effective Working Days	Expenditure [in €]	Status
		Promoción del Empleo]	Indicadores en el mercado de trabajo en áreas geográficas pequeñas]							
2017-09	Peru	Ministry of Labour and Employment Promotion [Ministerio de Trabajo y Promoción del Empleo]	Design and implementation of public policies for the promotion of green jobs among the youth	Rely on officers and experts with strong capacity and ability to formulate the sectoral plan to promote green economy and employment	Labour & Employment	No	No	190	118,082	Completed
2017-10	Peru	Ministry of Labour and Employment Promotion [Ministerio de Trabajo y Promoción del Empleo]	Formulation of a national strategy for the promotion of employment to empower women in Peru	Provide the "Departamento de la Promoción del Empleo y del Autoempleo" with tools for setting-up multi-sectoral public policies in order to boost women employment with gender and human-right approach	Labour & Employment	Yes	No	47	15,375	Completed
2017-11	Peru	Ministry of Labour and Employment Promotion [Ministerio de Trabajo y Promoción del Empleo]	Implementation strategies for teleworking [Asistencia técnica en el diseño de estrategias de implementación de la modalidad laboral del teletrabajo]	To provide technical and training to boost at national level the formulation and implementation of the telework promotion strategy	Labour & Employment	Yes	Yes	24	12,584.98	Stopped
2017-12	Peru	Ministry of Labour and Employment Promotion [Ministerio de Trabajo y Promoción del Empleo]	Strengthening Social Protection conventions for Peruvian migrant workers.	Improve social security coverage by Peruvian international labour migrants	Social Protection	No	No	67	29,473.99	Completed
2017-13	Peru	Ministry of Labour and Employment Promotion [Ministerio de Trabajo y Promoción del Empleo]	Support the implementation of OECD peer-review recommendation on human capital development [Asistencia técnica de apoyo al trabajo de implementación de recomendaciones de la OCDE...]	Reinforce competencies and employability skills of the national workforce in sustainable way through the setting-up of a network of public-private sectors partnerships contributing to VET policies	Labour & Employment	No	No	107	56,957.20	Completed
2017-14	Mexico	Directorat-General for Federal Labour Inspection [Dirección General de Inspección Federal del Trabajo]	Strengthening of organisational and individual capacities of the national School for the Formation of Labour Inspectors [Apoyo a la Escuela de Formación del Cuerpo Inspectivo ...]	To professionalise the STPS labour inspectors of federal and regional entities	Labour & Employment	No	No	14	-	Stopped
2017-15	Colombia	Social Prosperity Fund [Prosperidad Social]	Assessment of the architecture and data management for the Sub-Directorate-General for the Elimination of Poverty [Asesoría de arquitectura y gobierno de datos en la SGSP]	To improve the SGSP flow of information, identifying the owners and beneficiaries from different entities	Labour & Employment	No	No	79	48,575	Completed

Code	Country	Partner Institution	Title	General Objective	Area of work	Gender Relevant	Inclusive Disability Relevant	Total Effective Working Days	Expenditure [in C]	Status
2017-16	Colombia	Institute for Social Economy [Instituto para la Economía Social] (IPES)	Strengthening innovation, entrepreneurship and formation of informal sector vendors [Mejorar el modelo de Intervención, Emprendimiento y Formación para el Empleo de los vendedores informales]	To establish relevant training and entrepreneurship, tailored to the educational profile and availability of beneficiaries, as well as for the targeted population.	Labour & Employment	No	No	116	70,919	Completed
2017-17	Mexico	Institute of Social Security of the State of Guanajuato (ISSEG)	Start-up of the National Organisation of State Social Security Institutes ONIESS - and its Technical Secretariat	Implement decisions regarding the constitution of ONIESS and its governing bodies (Assembly, Permanent Commission and Technical Secretariat)	Social Protection	No	No	79	54,680	Completed
2017-18	St. Lucia	Ministry of Health and Wellness	Development of a national social health insurance system	To enable access to care that is equitable, appropriate and geared towards healthy living, recovery and or rehabilitation to ensure increased productive activity and quality of life.	Social Protection	No	No	82	45,314	Completed
2017-19	Togo	Conférence Interafricaine de la Prévoyance Sociale (CIPRES)	Support to the International Forum on Health Coverage in the "Conférence Interafricaine de la Prévoyance Sociale" (CIPRES)	The International Forum on Health Coverage in the CIPRES area helps to determine the terms and conditions for the establishment and management of effective health coverage of the population.	Social Protection	No	No	10		Stopped
2017-20	Cameroon	Ministry of Labour and Social Affairs [Ministère du travail et de la sécurité sociale] (MINTSS)	Training on transition to formality of workers in the informal economy, and Social Protection of internal migrant workers [Atelier sur la formalisation des travailleurs du secteur informel et sur...]	Enhance capability of stakeholders to better design programmes dedicated improving living and working conditions of informal sector workers and access to social and legal protection	Labour & Employment	No	No	30	16,069	Completed
2017-21	Kenya	Ministry of Labour, Social Security and Services	Labour Market Information Expert Meeting	The international high-level meeting with international LMI experts aims to address the major issues that Kenya and African countries are facing with respect to the implementation of efficient LMI sys	Labour & Employment	No	No	19	12,485.94	Completed
2017-22	Cabo Verde	Ministry of Finances, National Directorate of Public Administration [Direcção Nacional da Administração]	Developing of a policy for occupational health and safety in the public administration [Sistema Integrado de Segurança e Saúde Ocupacional no sector da Administração Pública]	Promote an occupational risk prevention policy aimed at eliminating occupational accidents and diseases and at reducing the costs of operation.	Labour & Employment	No	No	13	4994	Stopped

Code	Country	Partner Institution	Title	General Objective	Area of work	Gender Relevant	Inclusive Disability Relevant	Total Effective Working Days	Expenditure [in €]	Status
		Publica, Ministério das Finanças]								
2017-23	Colombia	Municipality of La Estrella - Public Employment Services [Agencia Pública de Gestión y Colocación de Empleo]	Design and implementation of local employment policy [Asistencia técnica para el diseño e implementación de políticas de empleo]	Narrow the gaps between labour market demand and workforce supply	Labour & Employment	No	No	48	32,765.65	Completed
2017-24	Colombia	Foundation for Social and Integral Development of the Pacific [Fundación para el Desarrollo Social e Integral del Pacífico]	Project proposal on drugs addiction prevention [Propuesta Proyecto sobre prevención a la drogadicción en Buenaventura]	N.a.	Social Protection	No	No	0		Non-eligible
2017-25	Colombia	Public Employment Services [Unidad del Servicio Público de Empleo] (UAESPE)	Strengthening of entrepreneurial capacities [Innovación y fortalecimiento de las capacidades de gestión empresarial]	Enhance UAESPE capacity to provide quality support and services to the employers & entrepreneurs in order to better match labour market demand with supply offer.	Labour & Employment	No	No	95	66,014.69	Completed
2017-26	Colombia	Institute for Social Economy [Instituto para la Economía Social] (IPES)	Social Protection coverage in the informal economy	Formulate a comprehensive care model including inclusion and Social Protection strategies that contribute to the improvement of the living conditions of the informal economy actors	Social Protection	Yes	No	142	84,813.43	Completed
2017-27	Zimbabwe	Ministry of Health and Child Care	Social Health Protection Reform	To provide a Social Protection framework that increases access to healthcare services in the form of a NHI scheme that is built on innovative healthcare financing mechanisms	Social Protection	Yes	Yes	100	66,086	Completed
2017-28	Vietnam	Institute for Labour Science and Social Affairs	Enlarging the scope of the social policy analysis conducted by the Institute of Labour Sciences and Social Affairs (ILSSA)	To improve Social Protection systems design, monitoring and evaluation, and implementation in Vietnam	Social Protection	No	No	62	32,387	Completed
2017-29	Vietnam	Institute for Labour Science and Social Affairs	Strengthening Social Protection of people with disabilities in Vietnam	To improve Social Protection systems design, monitoring and evaluation, and implementation in Vietnam	Social Protection	No	Yes	0		Cancelled
2017-30	Peru	Ministry of Labour and Employment Promotion [Ministerio	Technical assistance for the extension of Social Protection coverage	Acknowledge innovative experiences oriented to extend the social security	Social Protection	No	No	50	27,851.54	Completed

Code	Country	Partner Institution	Title	General Objective	Area of work	Gender Relevant	Inclusive Disability Relevant	Total Effective Working Days	Expenditure [in €]	Status
		de Trabajo y Promoción del Empleo]		coverage of vulnerable groups						
2017-31	Gabon	Public Employment Services [Office national de l'emploi] (ONE)	ICT tools development [Accompagnement de l'Office National de l'Emploi (ONE) dans le déploiement de son site internet et de son application métier]	Support the ONE in the validation and appropriation of a new digital tool designed to improve the services provided to Gabonese users (workers, employers and jobseekers)	Labour & Employment	No	No	29	18,471	Stopped
2017-32	Panama	Ministry of Social Development [Ministerio de Desarrollo Social]	Strategic goals according to the Multidimensional Poverty Index in Panama	Reduce multidimensional poverty by placing special emphasis on the main shortcomings of the Panamanian population	Social Protection	No	No	137	90,587.88	Completed
2017-33	Colombia	Municipality of Girardota - Public Employment Services [Agencia Pública de Gestión y Colocación de Empleo]	Assessment of local employment policy in Girardota Municipality [Asesoría Profesional en la realización de la política pública de empleo del Municipio de Girardota]	Formulate a decent work public policy in order to reduce skills mismatches and bottlenecks in labour market at municipality level	Labour & Employment	No	No	107	70,378.58	Completed
2017-34	Benin	National Agency Employment [Agence Nationale pour l'emploi] (ANPE)	Capacity building for better employment services, strategy and planning for youth employment [Renforcer les capacités de l'ANPE...]	To support and to develop the promotion of Employment for occupational integration of youth	Labour & Employment	No	No	58	10,112	Ongoing
2017-35	Guinea	Guinea Agency for the Employment Promotion	Organisational review for the improvement of youth integration in labour market [Audit organisationnel de l'AGUIPE pour une amélioration de ces interventions dans l'insertion des jeunes]	Contribute to increase efficiency and visibility of AGRUIPE intervention in order to address the high rate of youth unemployment, especially among the graduated youth and those who benefitted from vocational training.	Labour & Employment	No	No	102	49,296.66	Completed
2017-36	Swaziland	Ministry of Labour & Social Security	Development of a Social Protection policy	To contribute to the development of a broader Social Protection policy framework to ensure coherent national responses to reduce exposure and vulnerability to life-time risks faced by all in Swaziland	Social Protection	No	No	0		Objected
2017-37	Mexico	Reinserta A.C.	Closing session of the 1st International Forum on International Delinquency organised by REINSERTA	Establish some good practice guidelines for adolescents in conflict with the law	Social Protection	No	No	0		Non-eligible
2017-38	Armenia	Ministry of Labour and Social Affairs	Introduction of a human-rights based approach to disability assessment and eligibility rules	Strengthened capacity to introduce new policy and methodology for disability assessment and eligibility determination based on	Social Protection	No	Yes	131	95,299	Completed

Code	Country	Partner Institution	Title	General Objective	Area of work	Gender Relevant	Inclusive Disability Relevant	Total Effective Working Days	Expenditure [in €]	Status
				WHO ICF approach and in line with UNCRPD						
2017-39	Togo	National Health Insurance Institute [Institut National d'Assurance Maladie du Togo] (INAM)	Improving technical management tools available to INAM	Strengthen the technical capacity of INAM to enable it to play its role of regulator and manager of the health risk as part of the process of development of health insurance	Social Protection	No	Yes	128	72,858.49	Completed
2017-40	Ghana	Ministry of Employment and Labour Relations (MELR)	Job Impact Assessment of Public Investments	Strengthening the coordination framework of all employment opportunities at the national level and at supporting the MELR in the assessment process	Labour & Employment	No	No	24	11,392	Stopped
2017-41	Uganda	Kampala Capital City Authority, Employment Services Bureau	Develop an online job matching database to improve employment service delivery at Kampala Capital City authority	Improving access of youth jobseekers to employment opportunities by implementing a digital platform	Labour & Employment	No	No	0		Cancelled
2018-01	Argentina	Ministry of Labour, Employment and Social Security (MTEySS)	International Seminar: ¿Suficiencia y Sustentabilidad Previsional: los retos de la Seguridad Social?	To create a high-level technical exchange and debate environment on the sufficiency and sustainability challenges of the Social Security Systems	Social Protection	No	No	8		Completed
2018-02	Malawi	Ministry of Labour, Youth, Sports and Manpower Development	Support to the Implementation of an Employment Injury Insurance System for Malawi	The establishment of an effective workers compensation system that is based on social insurance principles (...)	Social Protection	No	No	87	53,028.43	Completed
2018-03	Kenya	National Social Protection Secretariat	Contribution to the National Social Security Policy Round Table in Kenya	To implement an evidence-based national dialogue on Social Protection that will help move the Kenyan social security agenda forward based on a renewed commitment by key stakeholders on actionable area	Social Protection	No	No	11	6389	Stopped
2018-04	Cambodia	Ministry of Economy and Finances	Advise on financial regulation of Social Protection (social insurance)	To acquire knowledge on the design, setup, and management of the function of financial supervision Social Protection (social insurance)	Social Protection	No	No	88	41,667.19	Completed

Code	Country	Partner Institution	Title	General Objective	Area of work	Gender Relevant	Inclusive Disability Relevant	Total Effective Working Days	Expenditure [in €]	Status
2018-05	Peru	Ministry of Labour and Employment Promotion [Ministerio de Trabajo y Promoción del Empleo]	Labour Insertion of Vulnerable Groups	Assist the Peruvian Government in improving labour insertion of vulnerable groups, such as women victims of violence, single mothers, elderly adults, people with disabilities, displaced persons and	Labour & Employment	Yes	No	0		Cancelled
2018-06	Peru	Ministry of Labour and Employment Promotion [Ministerio de Trabajo y Promoción del Empleo]	M&E tools for the Vocational Counselling and Occupational Information Service (SOVIO)	Widen the coverage of vocational and professional training services with the incorporation of new services providers to youth, both from public and private sectors	Labour & Employment	No	No	160	74,117.81	Ongoing
2018-07	Peru	Ministry of Labour and Employment Promotion [Ministerio de Trabajo y Promoción del Empleo]	Supporting the development of work-linked training facilities and opportunities (metodología dual)	Promote new job training alternatives to workers with low formal education, giving them greater access to the dual training modality in order to increase formal youth employment {Promover nuevas alter	Labour & Employment	No	No	182	71,759.50	Ongoing
2018-08	Peru	Ministry of Labour and Employment Promotion [Ministerio de Trabajo y Promoción del Empleo]	Soft skills policies development [capacitación técnica para la formulación de políticas públicas en materia de competencias blandas]	Improve the youth employability through strengthening the training facilities in soft skills development toward employment	Labour & Employment	No	No	115	31,433.00	Ongoing
2018-09	Peru	Ministry of Labour and Employment Promotion [Ministerio de Trabajo y Promoción del Empleo]	Evaluation and monitoring instruments for public policies and national guidelines on Vocational Training [Capacitación técnica para el diseño de instrumentos de evaluación ...]	To establish an M&E system of the implementation of vocational training regional policies according to indicators of achievement and of quality	Labour & Employment	No	No	85	57,866.26	Ongoing
2018-10	Congo, the Democratic Republic of	Provincial Health Division of North Kivu [Division provinciale de la Santé, Nord-Kivu]	Feasibility study on the introduction of mandatory health insurance in North Kivu	Improve financial accessibility to health care in North Kivu province	Social Protection	No	No	0		Cancelled
2018-11	Lao PDR	Ministry of Health	The role of a national health insurance institution in ensuring quality of services	Support NHIB to institutionalise a transparent and accountable process for developing and adjusting a benefit package for all its members under an integrated NHI scheme	Social Protection	No	No	114	72,686	Completed

Code	Country	Partner Institution	Title	General Objective	Area of work	Gender Relevant	Inclusive Disability Relevant	Total Effective Working Days	Expenditure [in €]	Status
2018-12	Colombia	Local Government - Valle de Aburra Metropol, Antioquia [Area Metropolitana del Valle de Aburra]	Capacity development for Strategic on Employment [Diagnostico, capacitación, diseño e implementación de estrategias relacionadas con temas de empleabilidad]	To reduce skills mismatch and bottlenecks in labour market at regional level (Aburrá Valley), through an efficient labour intermediation, assertive communication and design of strategies in accordance	Labour & Employment	No	No	90	59,850	Completed
2018-13	China	Ministry of Human Resources and Social Security	Sharing of International Experience for a National PES Reforms	Chinese National PES Conference aimed at addressing the major issues faced by the MOHRSS with respect to the implementation of efficient employment services.	Labour & Employment	No	No	11	10,725	Completed
2018-14	Colombia	Institute for Social Economy [Instituto para la Economía Social] (IPES)	E-Commerce for informal vendors of Bogota [Comercio electrónico para los vendedores de la economía informal de Bogota]	To strengthen the Partner Institution capacity in designing and implementing an e-commerce project, targeting workers in the informal sector of Bogota	Labour & Employment	No	No	0		Cancelled
2018-15	Mexico	Institute of Security and Social Services of Workers of Campeche [Instituto de Seguridad y Servicios Sociales de los Trabajadores del Estado de Campeche] (ISSSTECAM)	Regulations of the Law of the Institute of Security and Social Services of Workers of the State of Campeche	Elaborate the necessary regulations for the ISSSTECAM to make operative the Law of Security and Social Services of the Workers of the State of Campeche	Social Protection	No	No	108	44,694.46	Completed
2018-16	Chile	National Training and Employment Services [Servicio Nacional de Capacitación y Empleo] (SENCE)	Information technologies for job-matching and orientation	To elaborate a strategy to improve the quality of the Labour Intermediation Services designed by the SENCE through a strategy relying on the use of TIC	Labour & Employment	No	No	0		Cancelled
2018-17	Chile	National Training and Employment Services [Servicio Nacional de Capacitación y Empleo] (SENCE)	Organisational capacity building for job-matching and orientation services	To elaborate a strategy to improve the quality of the Labour Intermediation Services designed by the SENCE through capacity building activities and creation of tools enhancing the services provided	Labour & Employment	No	No	0		Cancelled
2018-18	Mexico	Institute of Social Security of the State of Guanajuato (ISSEG)	Design of a work plan for the elaboration of a general diagnosis of social security in Mexico	Design a work plan for the elaboration of a general diagnosis of social security in Mexico	Social Protection	No	No	129	65,554.94	Completed
2018-19	Mexico	National Organisation of State Social Security Institutions [Organización	Preparation of a first draft of the General Social Security Law	Prepare a draft of a General Social Security Law based on an	Social Protection	No	No	0		Merged

Code	Country	Partner Institution	Title	General Objective	Area of work	Gender Relevant	Inclusive Disability Relevant	Total Effective Working Days	Expenditure [in €]	Status
		Nacional de Instituciones Estatales de Seguridad Social] (ONIESS)		assessment of social security in Mexico						
2018-20	Mexico	National Organisation of State Social Security Institutions [Organización Nacional de Instituciones Estatales de Seguridad Social] (ONIESS)	Design of a comprehensive training plan for State Social Security Institutions	Design a comprehensive training plan for State Social Security Institutions members of ONIESS	Social Protection	No	No	78	43,043.88	Completed
2018-21	Burkina Faso	Ministry of Women, National Solidarity and The Family [Ministère de la femme, de la solidarité nationale et de la famille]	Towards an Inclusive Census: Collecting and Analysing Disaggregated Data for People with Disabilities in Burkina Faso	Strengthen the capacity of public institutions to collect, analyse, dispose of and use disaggregated data related to people living with disabilities through the training of actors involved i	Social Protection	Yes	Yes	0		Cancelled
2018-22	Côte d'Ivoire	Ministry of Employment and Social Protection [Ministère de l'Emploi et de la Protection Sociale] (MEPS)	Promotion of employment among vulnerable groups [Promotion de l'emploi des couches vulnérables]	To contribute to strengthen the employability of vulnerable groups and to promote their professional insertion	Labour & Employment	Yes	Yes	146	62,557.79	Ongoing
2018-23	Peru	Ministry of Labour and Employment Promotion; Directorate for Promotion of Employment for Workers with Disabilities	Promotion of employment among people living with disabilities [Promoción del empleo para personas con discapacidad]	Promotion of employability and labour insertion for people with disabilities	Labour & Employment	No	Yes	210	72,885.02	Ongoing
2018-24	Burkina Faso	Ministry of Youth, Vocational Training and Integration [Ministère de la Jeunesse, de la Formation et de l'Insertion Professionnelles]	Strengthening of staff capacities of the Ministry of Vocational Training and Entrepreneurship [Formation du personnel du Ministère de la Jeunesse et de la promotion de l'entreprenariat des jeunes]	To improve the staff capacities of the Ministry through the setting-up of a capacity building plan.	Labour & Employment	Yes	No	111	68,541.57	Ongoing
2018-25	Togo	Conférence Interafricaine de la Prévoyance Sociale (CIPRES)	2nd International Forum on Pensions in the CIPRES zone	To deepen the reflections on the establishment of complete protection (horizontal and vertical extension) against age risk through sharing experiences and good practices.	Social Protection	No	No	9	5254	Completed

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2018-26	Togo	Ministry of Public Function, Labour, Administrative Reform and Social Protection [Ministère de la Fonction Publique du Travail et de la Réforme Administrative]	Support to the revision of legislative and regulatory texts in the fields of Labour and Public Services	To fill current gaps and identified deficiencies in the application of Labour code and in the civil servant regulations of Togo	Labour & Employment	No	No	57	15,200	Stopped
2018-27	Tanzania	Ministry of Empowerment, Social Welfare, Youth, Women and Children	Implementation of the Management Information System (MIS) of the Zanzibar Universal Pension Scheme (ZUPS)	To accompany the development, implementation and roll-out of the Management Information System (MIS) of the Zanzibar Universal Pension Scheme (ZUPS) with quality assurance, technical expertise and M&E	Social Protection	No	No	84	59,055	Completed
2018-28	Cambodia	Ministry of Economy and Finances	Advice on sustainability and investment of pension funds	To develop the institutional and individual capacities of MEF / NSPC staff on the issue of financial sustainability of pension funds, in view of the projected introduction of a pension scheme in Cambo	Social Protection	No	No	88	39,655.93	Completed
2018-29	Chad	Ministry of Youth, Sports and Employment [Ministère de la Promotion des Jeunes, des Sports et de l'Emploi]	Green Jobs promotion by Public Employment Services [L'implication des Services Publics de l'Emploi dans les Emplois Verts]	Transfer of knowledge and experience between Public Employment Services, International Organisations, NGOs and experts involved in the promotion and creation of green jobs.	Labour & Employment	No	No	9	6510.54	Completed
2018-30	Tanzania	East and Central Africa Social Security Association (ECASSA)	Capacity building of ECASSA's members	To empower ECASSA to become a regional centre of excellence in knowledge sharing and dissemination	Social Protection	No	No	31	15,005	Stopped
2018-31	Brazil	Labour Inspection Secretariat [Secretaria de Inspeção do Trabalho] (SIT)	Decent work, labour inspection and duty of care in value chains [Promoção de trabalho decente nas cadeias de valor por meio da Inspeção do Trabalho]	Ensure decent work conditions and human rights in value chains of national and international companies operating in Brazil.	Labour & Employment	No	No	0		Cancelled
2018-32	Togo	Conférence Interafricaine de la Prévoyance Sociale (CIPRES)	Support to the International Forum on health coverage in the CIPRES area	Identify the conditions for the establishment and the management of an effective health coverage in the member states of the CIPRES	Social Protection	No	No	20	8971	Completed
2019-01	Peru	Ministry of Labour and Employment Promotion [Ministerio	Assessing viability of microfinance for creating	Ensure greater Social Protection coverage for vulnerable groups to	Social Protection	No	No	148	58,909.71	Completed

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		de Trabajo y Promoción del Empleo]	opportunities for Social Protection coverage of atypical workers	contribute to the formalisation of the labour market in the medium term.						
2019-02	Colombia	Institute for Social Economy [Instituto para la Economía Social] (IPES)	Consolidation of the strategy	Consolidate and implement the guiding axes of the Social Protection component of the	Social Protection	No	No	150	67,756.75	Stopped
2019-03	Gabon	Pension and Family Benefits Fund for State Agents [Caisse des Pensions et des Prestations Familiales des Agents de l'Etat] (CPPF)	Actuarial studies for feasibility of pension schemes and family benefits	N.a.	Social Protection	No	No	26	18,309	Non-feasible
2019-04	Gabon	Pension and Family Benefits Fund for State Agents [Caisse des Pensions et des Prestations Familiales des Agents de l'Etat] (CPPF)	Audit of the existing sectors and job descriptions at the CPPF	Set a reference framework for human resources management	Social Protection	No	No	62	34,003.58	Completed
2019-05	Gabon	Pension and Family Benefits Fund for State Agents [Caisse des Pensions et des Prestations Familiales des Agents de l'Etat] (CPPF)	Professional risks in the public sector	Effective management of occupational risks (reparation and prevention) of State agents	Social Protection	No	No	100	50,284.53	Completed
2019-06	Côte d'Ivoire	Ministry of Modernisation of Administration and Innovation of Public Services [Ministère de la Modernisation de l'administration et de l'innovation du service public]	Capacity development in Results-Based Management, evaluation of public investment programmes	Capacity building for Results-based Management	Labour & Employment	No	No	0		Non-eligible
2019-07	Georgia	Ministry of Internally Displaced Persons from the Occupied Territories, Labour, Health and Social Affairs	Labour Standards strengthening	Improve labour standards and labour safety and to prevent the violation of the work conditions	Labour & Employment	No	No	40	18,072.28	Stopped
2019-08	Mexico	Institute of Social Security for State Workers of Yucatan [Instituto de Seguridad Social de los Trabajadores del Estado de Yucatan] (ISSTEY)	Analysis of the Social Security Law of the State of Yucatan	To ensure the sustainability of payments and services of ISSTEY to its rightsholders	Social Protection	No	No	112	63,159.24	Completed

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2019-09	Côte d'Ivoire	Ministry of Employment and Social Protection [Ministère de l'Emploi et de la Protection Sociale] (MEPS)	Definition of a national social assistance policy	Support the definition of a National Policy of Social Action for the definition of the National Strategy for Social Protection after 2020, in order to improve the quality of the service offer	Social Protection	No	No	170	83,291.59	Completed
2019-10	Côte d'Ivoire	Ministry of Employment and Social Protection [Ministère de l'Emploi et de la Protection Sociale] (MEPS)	Set up of the national project in support to the elderly (PNAPA)	N.a.	Social Protection	No	No	0		Merged
2019-11	Côte d'Ivoire	Ministry of Employment and Social Protection [Ministère de l'Emploi et de la Protection Sociale] (MEPS)	Definition of a national social security policy	Definition of a document Social security policy in the context of the definition Social National Protection Programme post-2020 and in accordance with international principles and norm	Social Protection	No	No	110	55,721.52	Completed
2019-12	Guinea	National Agency for Economic and Social Inclusion [Agence Nationale d'inclusion économique et sociale] (ANIES)	Support in establishing Data Governance structure.	N.a.	Social Protection	No	No	0		Non-relevant
2019-13	Nigeria	Lagos State Safety Commission	Development of Occupational Safety and Health in Nigeria	To promote and support the development of a preventative safety and health culture in the workplace	Social Protection	No	No	89	50,187.32	Ongoing
2019-14	Peru	Ministry of Labour and Employment Promotion [Ministerio de Trabajo y Promoción del Empleo]	Measurement and information system for the design of active policies for promoting green jobs, with emphasis on youth [Medición y sistema de información sobre empleos verdes...]	Better design, implementation, monitoring and evaluation of public policies Green employment promotion, with emphasis on young people.	Labour & Employment	No	No	0		Non-relevant
2019-15	Peru	Ministry of Labour and Employment Promotion [Ministerio de Trabajo y Promoción del Empleo]	Coordination mechanism and private public articulation for the promotion of employment and self-employment of women at risk and/or women victims of violence [diseño de un mecanismo de coordinación...]	Promotion of employment and self-employment aimed at the adequate employment insertion of women, mainly those affected by situations of violence	Labour & Employment	Yes	No	0		Cancelled
2019-16	Togo	National Agency for the Promotion of Employment [Agence Nationale pour l'Emploi] (ANPE)	Green Jobs Programme development [Renforcement des capacités de l'Agence Nationale Pour l'Emploi du Togo pour la promotion des Emplois verts parmi les jeunes.	Promote decent employment respecting the environment through the development of an active	Labour & Employment	No	No	78	15,455.51	Ongoing

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2019-17	Mauritania	Public Employment Services [Agence Nationale de Promotion de l'Emploi des Jeunes] (ANAPE)	Conference on public employment services and migration [Conference AMSEP:	N.a.	Labour & Employment	No	No	0		Objected
2019-18	Uruguay	Ministry of Labour and Social Security [Ministerio del Trabajo y la Seguridad Social]	Green job opportunities for the youth [Empleos Verdes: Una oportunidad para los jóvenes]	Promote and encourage new opportunities for green jobs for young people, under a tripartite approach, in order to contribute to a greater insertion of youth in the labour market and to reduce the g	Labour & Employment	No	No	14	7212.00	On-hold
2019-19	Kyrgyz Republic	[The] Union of people with disabilities - RAVENSKO [Equality]	Strengthening employment opportunities for people living with disabilities	Strengthen employment opportunities for PLWDs through inclusion in higher education and better links between education and employment sector	Labour & Employment	Yes	Yes	16	6568.27	Approved
2019-20	Jordan	Ministry of Social Development (MoSD)	Support to the implementation of the National Social Protection Strategy 2019-25	Contribute to support social sector reforms and the development of an equitable and inclusive society in Jordan	Social Protection	Yes	Yes	0		Withdrawn
2019-21	Thailand	Department of Labour Protection and Welfare (DLPW)	Promotion of Decent Employment for informal workers	Informal workers in Thailand enjoy decent employment, legal protection, and access to Social Protection and other public services	Labour & Employment	No	No	36	6300	Ongoing
2019-22	Ghana	Ministry of Employment and Labour Relations (MELR)	Labour Inspection Manual development	Institutional capacity building of the Ministry of Employment in enforcement of labour legislations and ILO Conventions and to render more effective labour and work-related services	Labour & Employment	No	No	14	6882.04	On-hold
2019-23	Ghana	Ministry of Employment and Labour Relations (MELR)	Training of the Labour Inspector and Development of a Occupational Hygiene Inspection Manual	To develop and improve the Institutional Capacity of the Department of the Factories Inspection render more effective Labour and Work-related Services	Labour & Employment	No	No	0		On-hold
2019-24	Palestine	Ministry of Social Development (MoSD)	Vulnerability assessment of the CTP beneficiaries	Assess the social impact of the Cash Transfer Programme (CTP) in the West Bank and Gaza in the framework of the PEGASE programme	Social Protection	Yes	Yes	31	16,318.61	On-hold
2019-25	Palestine	Ministry of Social Development (MoSD)	Strengthening of the monitoring and evaluation system at the Ministry of Social Development	To establish an effective social sector M&E system	Social Protection	No	No	88	33,018.21	Completed

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2019-26	Cambodia	Ministry of Economy and Finances	Drafting guideline and legal documents for the Regulation and Supervision on Social Security Fund	To build an efficient and financially sustainable Social Protection system for the country.	Social Protection	No	No	116	60,075.75	Completed
2019-27	Haiti	Ministry of Social Affairs and Labour [Ministère des Affaires Sociales et du Travail] (MAST)	Formulation of a National Policy on Social Protection and Welfare [Formulation de la Politique Nationale de Protection et de Promotion Sociales]	Formulation of PNPPS, through recommendations on the mechanisms identified in axis 2 and support the Ministry in formulating a MAST reinforcement plan	Labour & Employment	Yes	Yes	0		On-hold
2019-28	Togo	Ministry of Public Function, Labour, Administrative Reform and Social Protection [Ministère de la Fonction Publique du Travail et de la Reforme Administrative]	Establishment of universal health insurance [Appui à la mise en place d'un système d'assurance maladie universelle]	tbcc - Having a legislative and regulatory framework adapted to the establishment of a universal health insurance system.	Social Protection	No	No	0		Non-relevant
2019-29	Togo	Ministry of Public Function, Labour, Administrative Reform and Social Protection [Ministère de la Fonction Publique du Travail et de la Reforme Administrative]	Support for the modernisation and renovation of the National Council for Social Dialogue [Appui à la modernisation et à la rénovation du Conseil National du Dialogue Social]	Making the Social Dialogue more inclusive in Togo	Labour & Employment	Yes	No	0		In formulation
2019-30	Togo	Ministry of Public Function, Labour, Administrative Reform and Social Protection [Ministère de la Fonction Publique du Travail et de la Reforme Administrative]	Enforcement of legislation and labour standards [Appui et accompagnement dans l'application de la législation et des normes du travail au Togo]	Promote the application of labour legislation and standards - Institutional capacities of employment, labour and Social Protection institutions are strengthened and reinforced	Labour & Employment	Yes	No	0		In formulation
2019-31	Suriname	Ministry of Labour	Enhancing capacity for public employment services activities: outreach to employers, speed dating, job fairs and supervision of private employment agencies.	To upgrade the capacity of the Suriname PES to serve employers (Institutional capacities of employment, labour and Social Protection institutions are strengthened and reinforced)	Labour & Employment	No	No	0		In formulation
2019-32	Benin	Ministry of Small and Medium Enterprises, and Employment Promotion [Ministère des Petites et Moyennes Entreprises et de la Promotion de l'Emploi]	Capacity building on entrepreneurship promotion [Formation à la Direction Générale de la Promotion de l'Entrepreneuriat et de l'Emploi (DGPEE)]	Améliorer la performance de Direction Générale de la promotion de l'entrepreneuriat et de l'Emploi à travers la mise en œuvre d'un plan de formation du personnel.	Labour & Employment	No	No	0		In formulation

Code	Country	Partner Institution	Title	General Objective	Area of work	Gender Relevant	Inclusive Disability Relevant	Total Effective Working Days	Expenditure [in C]	Status
2019-33	Cameroon	Natinal Employment Fund [Fond National de l'Emploi] (FNE)	Capacity building of employment advisors and job developers on soft skills [Formation des Conseillers Emploi et des 'Jobs Developer' sur le développement des..]	Improve performance of the FNE for better employability of young jobseekers [Développer la performance du FNE dans l'amélioration de l'employabilité des jeunes à la recherche d'un emploi...]	Labour & Employment	No	No	0		Ongoing
2019-34	Mexico	National System for Integral Family Development [Sistema Nacional para el Desarrollo de la Fmailia] (SNDIF)	Development of a guide for managment of abuse and protection of children by the Attorney for child and youth protection [Procaduria de Protection de Niños, Niños y Adolescentes]	Provide students with protection and support to promote the achievement of quality education, to which girls, boys and adolescents are entitled	Social Protection	No	No	50	17,500	Ongoing
2019-35	Tanzania	Workers Compensation Fund (WCF)	Technical support on rehabilitation services and capacity building	Improving the rehabilitation strategy in force at WCF	Social Protection	No	Yes	51	12,600	Ongoing
2019-36	Thailand	Department of Labour Protection and Welfare (DLPW)	Fractioned - tbc	tbc	Labour & Employment	No	No	0		Fractioned
2019-37	Thailand	Department of Labour Protection and Welfare (DLPW)	Fractioned - tbc	tbc	Labour & Employment	No	No	0		Fractioned
2019-38	Peru	Regional Government of Loreto (Gobierno Regional de Loreto)	Strategic public-private partnerships for the generation of green jobs in Loreto (Promoción de alianzas estratégicas público-privada para la generación de empleos verdes en la Región Loreto)	tbc - Develop a tripartite working mechanism that articulates private-public partnerships for the promotion of green jobs, aimed mainly at vulnerable populations	Labour & Employment	No	No	0		Fact-finding
2020-01	New Caledonia	Directorate of labour and employment [Direction du travail et de l'emploi]	Impact assesement of digitalisation on employment and skills [Étude sur l'impact du numérique sur l'emploi et les compétences]	tbc - Assessment of qualitative and quantitative impact of digitalisation on the development of employment and skills	Labour & Employment	No	No	0		Eligible
2020-02	Congo, the Democratic Republic of	Mutual Health Insurance of Catholique Schools staff [Mutuelle de Santé des Enseignants des Écoles Conventionnées Catholiques du Congo] (MUSECCO)	Development of mutual health insurance in Kasai Central province [Appui technique au déploiement de la mutuelle de sant]é dans la province du Kasai Central	tbc - Extend health insurance coverage et services utilisation for school employees	Social Protection	No	No	0		Objected
2020-03	Tanzania	East and Central Africa Social Security Association (ECASSA) Institute of Social Protection (EISP)	Organisational capacity building on Management Information Systems	Conceiving and laying the basis for the set-up of a management information system at EISP	Social Protection	No	No	40		Ongoing

Code	Country	Partner Institution	Title	General Objective	Area of work	Gender Relevant	Inclusive Disability Relevant	Total Effective Working Days	Expenditure [in €]	Status
2020-04	Cabo Verde	Observatory for labour market [Observatório do mercado de trabalho]	tbc - Organisational capacity building of the Labour Market Observatory	tbc - Improve the effectiveness of the labour market	Labour & Employment	No	No	0		Non-relevant
2020-05	Tanzania	East and Central Africa Social Security Association (ECASSA) Institute of Social Protection (EISP)	Development of a Strategic Plan for the ECASSA Institute of Social Protection (EISP)	Formulating EISP's first strategic plan	Social Protection	No	No	40		Ongoing
2020-06	Congo, the Democratic Republic of	Gouvernement provincial du Kongo Central	Feasibility study for the establishment of a compulsory voluntary health insurance mechanism in Central Congo	Support Central Congo authorities to implement compulsory health insurance	Social Protection	No	No	0		On-hold
2020-07	Tanzania	Workers Compensation Fund (WCF)	Enhancing rehabilitation capacities for WCF	To enhance the capacities on rehabilitation of workers affected by work-related injuries and/or sickness which allow WCF and its partners to fulfil its role according to its rehabilitation strategy	Social Protection	No	Yes	0		Approved
2020-08	Mauritania	Patronal Federation of Services and Self Employment [Fédération Patronale des services et professions libérales - FSPL]	Design of training structure and formalisation of a training course for young business creators in Mauritania.	Strengthen the capacities of trainers to support young entrepreneurs in Mauritania by defining a modular path and by developing training modules	Labour & Employment	No	No	0		Ongoing
2020-09	Cambodia	National Social Protection Council	Capacity building on Social Protection for persons with disability	Knowledge about concepts of Social Protection for persons with disabilities of the staff at General Secretariat for the National Social Protection Council and relevant stakeholders are increased	Social Protection	No	Yes	32	11,200	Ongoing
2020-10	Burkina Faso	Ministry of Health, Technical Secretariat in charge of Universal Health Coverage [Secrétariat Technique en charge de la Couverture Sanitaire Universelle - ST-CSU]	Reinforcement of the technical, thematic and political capacities of senior executives of Social Protection, health insurance and mutual organisations of West Africa	Strengthen the technical, thematic and political capacities of senior Social Protection, health insurance and mutual health managers in West Africa	Social Protection	No	No	0		Cancelled
2020-11	Palestine	Ministry of Social Development (MoSD)	Building of a comprehensive training system at the Ministry of Social Development	Trained and skilled human resources are in place at MoSD to implement the Social Development Sector Strategy	Social Protection	No	No	0		On-hold
2020-12	Niger	National Agency for the Promotion of Employment [Agence Nationale pour la	Support for the definition of the strategic plan of the Niger employment agency, and adaptation of the services	definition of the strategic plan of the ANPE du Niger, and services provided to companies and job seekers	Labour & Employment	No	No	0		Under consideration

Code	Country	Partner Institution	Title	General Objective	Area of work	Gender Relevant	Inclusive Disability Relevant	Total Effective Working Days	Expenditure [in C]	Status
		Promotion de l'Emploi] (ANPE)	provided to companies and job seekers							
2020-13	Gabon	Pension and Family Benefits Fund for State Agents [Caisse des Pensions et des Prestations Familiales des Agents de l'Etat] (CPPF)	Development of the consolidated risk mapping	Improve the performance of business processes	Social Protection	No	No	0		Ongoing
2020-14	Gabon	Pension and Family Benefits Fund for State Agents [Caisse des Pensions et des Prestations Familiales des Agents de l'Etat] (CPPF)	Support in the evaluation of the internal control system	Improve business process performance	Social Protection	No	No	0		Merged
2020-15	Gabon	Pension and Family Benefits Fund for State Agents [Caisse des Pensions et des Prestations Familiales des Agents de l'Etat] (CPPF)	Support in the implementation of the policy of health and social action of the CPPF for insured people	Improve the well-being of insured persons thanks to a comprehensive social offer	Social Protection	No	No	0		Ongoing
2020-16	Gabon	Pension and Family Benefits Fund for State Agents [Caisse des Pensions et des Prestations Familiales des Agents de l'Etat] (CPPF)	Wage scale organisation	Adjust salaries according to functions and on the basis of measurable variables	Social Protection	No	No	0		Non-relevant
2020-17	Côte d'Ivoire	National Frontiers Commission of Côte d'Ivoire [Commission Nationale des Frontières de la Côte d'Ivoire-CNFCI]	Development of National Policy and Strategy for Integrated Management of Ivory Coast Borders	To have a reference tool in border management for the implementation of Ivory Coast Development Policies and Strategies.	Labour & Employment	No	No	0		Non-eligible
2020-18	Colombia	Ministry of the Interior [Ministerio del Interior]	Formulation, implementation and evaluation of the public policy of informal vendors	To formulate, implement and evaluate the public policy of Informal vendors in compliance with Law 1988 of 2019	Labour & Employment	No	No	34	11,900	Fact-finding
2020-19	Tanzania	President's Office, Regional Administration, Local Government and Special Departments (PORALGSD)	Assessment of School Feeding Programme for pre-primary and primary school in Zanzibar	to assess whether the school feeding programme is being implemented in a way that is likely to result in significant health and educational benefits to pre-primary and primary school learners	Social Protection	Yes	No	0		Ongoing
2020-20	Nigeria	National Social Safety Nets Coordinating Office (NASSCO)	Strengthening the NASSCO's capacity for the development of a database of Poor and Vulnerable Households (PVHs) in shock response	Institutional capacities of employment, labour and Social Protection institutions are	Social Protection	Yes	No	0		Approved

Code	Country	Partner Institution	Title	General Objective	Area of work	Gender Relevant	Inclusive Disability Relevant	Total Effective Working Days	Expenditure [in €]	Status
				strengthened and reinforced						
2020-21	Armenia	Ministry of Labour and Social Affairs of the Republic of Armenia	Linking disability assessment to Social Protection service provision for People with Disabilities (PLWDs)	capacity building of the MLSA to promote the successful implementation of Disability Assessment Reform and establishment of the Functional Assessment System in the country	Social Protection	Yes	Yes	0		On-hold
2020-22	Nigeria	National Social Safety Nets Coordinating Office (NASSCO)	Community-based information on prevention of COVID-19 infections	Awareness and knowledge on Social Protection and decent work is increased	Social Protection	Yes	Yes	0		Ongoing
2020-23	Armenia	Ministry of Labour and Social Affairs of the Republic of Armenia	Building individual capacities on functional disability assessment	Access to employment and Social Protection is expanded to poor and vulnerable groups	Social Protection	Yes	Yes	0		On-hold
2020-24	Armenia	Ministry of Labour and Social Affairs of the Republic of Armenia	Maintenance of the disability assessment formula	Access to employment and Social Protection is expanded to poor and vulnerable groups	Social Protection	Yes	Yes	0		On-hold
2020-25	Armenia	Ministry of Labour and Social Affairs of the Republic of Armenia	Basic requirements for ICF assessments centres premises and equipment	Access to employment and Social Protection is expanded to poor and vulnerable groups	Social Protection	Yes	Yes	40	14,000	On-hold
2020-26	Mauritania	Ministry of Employment, Youth and Sports [Ministère de l'Emploi, de la Jeunesse et des Sports]	Renforcement des capacités de l'administration de l'Emploi et de son service public	tbd	Labour & Employment	No	No	38		Fact-finding
2020-27	Togo	National Agency for the Promotion of Employment [Agence Nationale pour l'Emploi] (ANPE)	tbd	tbd	Labour & Employment	No	No	0		Eligible
2020-28	Rwanda	Rwanda Workers' Trade Union Confederation (CESTRAR)	Webinar on Labour Market Information Systems for the New Decade, September 29, 2020	Awareness and knowledge on Social Protection and decent work is increased.	Labour & Employment	No	No	0	2450	Completed

Annexe G – Summaries of requests in processing

This section contains summaries of the request that are still in processing, i.e. where:

- fact-finding missions or reports are still to be validated;
- the relevance of the request is still ongoing; or,
- an RCL has been submitted and is under consideration for a non-objection from DG DEVCO.

This corresponds to the following status of SOCIEUX+ business processes:

- Request;
- Eligible;
- Relevant;
- Fact-finding;
- Fractionated; and,
- Under consideration

These are arranged by work area, alphabetical order by PC and chronologically as per their action code. Detailed information on each action and the latest ExMRs are available online through the PMT accessible to all members of the Project Steering Committee. The section does not cover requests rejected (or objected, closed and withdrawn) for which no activities have been implemented, nor for which fact-finding missions have been initiated and results of those are not yet validated. Objectives and results outlined in summaries of actions still in relevance check should be considered as provisional as per their requests.

Social Protection

None

Labour and Employment

Colombia 2020-18

Title: Formulation, implementation and evaluation of the public policy of informal vendors.

Partner Institution: Ministry of the Interior [Ministerio del Interior]

Current status: Fact-finding **Update:** 10/10/2019 **Legacy:** No

Total effective expertise days: 34 **Total mission days:** 34

Area(s) of assistance: Labour & Employment

A.20.02 - Informal Employment

Type of assistance:

A.02 Institutional capacity building

Gender relevance: No

Disability [inclusion] relevance: No

General objective:

To formulate, implement and evaluate the public policy of Informal vendors in compliance with Law 1988 of 2019.

Specific objectives:

- To develop an action plan
- To develop a diagnostic of the sector in Colombia
- To identify international experiences in the sector

Expected results:

- Evaluation plan created
 - Implementation plan elaborated
 - Public policy proposal developed
-

Activities implemented:

- 05/10/2020 - 13/11/2020
 - 0: Fact-Finding mission - 34 working days
-

State of affairs:

05-10-2020 to 15-11-2020. fact-finding mission. A fact-finding mission organised to clarify the scope of the request and elaborate a strategic and operational framework (work plan) to address the Partner's needs through short-term, peer-to-peer technical assistance.

Mauritania 2020-26

Title: Strengthening the capacity of the Employment Administration and its public services
[Renforcement des capacités de l'administration de l'Emploi et de son service au public]

Partner Institution: Ministry of Employment, Youth and Sports [Ministère de l'Emploi, de la Jeunesse et des Sports]

Current status: Fact-finding	Update: 10/10/2019	Legacy: No
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Total effective expertise days: 38	Total mission days: 0
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Area(s) of assistance: Labour & Employment

A.20 - Employment, A.25 - Employment Policy, A.35 - Employment Services

Type of assistance:

A.03.01 Organisational management (structures & functions)

Gender relevance: No

Disability [inclusion] relevance: No

General objective:

tbd.

Specific objectives:

- tbd

Expected results:

- tbd
-

Activities implemented:

- 02/11/2020 - 27/11/2020
 - 0: Fact-Finding mission - 38 working days
-

State of affairs:

06-11-2020 to 06-12-2020. A fact-finding mission (FFM) is organised to clarify the scope of the request and elaborate a strategic and operational framework (work plan) to address the Partner's needs through short terms peer-to-peer technical assistance.

New Caledonia 2020-01

Title: Impact assessment of digitalisation on employment and skills [Étude sur l'impact du numérique sur l'emploi et les compétences].

Partner Institution: Directorate of labour and employment [Direction du travail et de l'emploi]

Current status: Eligible

Update: 10/10/2019

Legacy: No

Total effective expertise days: 0

Total mission days: 0

Area(s) of assistance: Labour & Employment

A.20 - Employment, S.05 - Information And Communication Technologies, F.15.05 - Vocational Training

Type of assistance:

A.02.02 Policy development

Gender relevance: No

Disability [inclusion] relevance: No

General objective:

tbc - Assessment of qualitative and quantitative impact of digitalisation on the development of employment and skills.

Specific objectives:

- tbc - Compile recommendations for policy-makers for the inclusion of digitalisation in the future Gestion Prévisionnelle des Emplois et des Compétences (GPECT) Strategy
- tbc - Assess quantitatively and qualitatively the impact of digitalisation
- tbc - Identify sectors, jobs and skills to be impacted by the development of digitalisation

Expected results:

- tbc

Activities implemented:

- -

State of affairs:

Numerous meetings were held with the partners during 2020, to define the scope of the action and the expected results and deliverables. The partners concluded that the chosen theme was not relevant to New Caledonia's economic and political current situation. They requested that the request be cancelled to submit a new one, focusing on the green economy, more specifically on the development of governance and green industries.

Niger 2020-12

Title: Support for the definition of the strategic plan of the Niger employment agency, and adaptation of the services provided to companies and job seekers.

Partner Institution: National Agency for the Promotion of Employment [Agence Nationale pour la Promotion de l'Emploi] (ANPE)

Current status: Under consideration	Update: 10/10/2019	Legacy: No
Total effective expertise days: 0	Total mission days: 0	

Area(s) of assistance: Labour & Employment

A.20 - Employment

Type of assistance:

A.03 Organisational capacity building

Gender relevance: No

Disability [inclusion] relevance: No

General objective:

definition of the strategic plan of the ANPE du Niger, and services provided to companies and job seekers.

Specific objectives:

- Identification of gaps and needs on the labour market and recommendations
- Development of a training plan for ANPE advisers and teams
- Proposition of operational development plan for service offers to users and businesses
- Development of the organisational and systemic diagnosis of the ANPE services; as well as recommendations

Expected results:

- ANPE 3/5 year strategic plan is developed including: systemic and organisational diagnosis; operational plan for the development and adaptation of service offerings; training plan for ANPE advisers and teams; and, assessment of challenges and resources.

Activities implemented:

- 07/12/2020 - 22/01/2021
- 1: Réalisation d'un diagnostic situationnel, organisationnel, systémique et technique de l'ANPE, ass - 0 working days
- 01/02/2021 - 01/02/2021
- 2 : Définition et formalisation d'un plan de formation des conseillers à partir des besoins recensés - 0 working days
- 01/04/2021 - 01/04/2021
- 3 : Renforcement de capacités des conseillers des agences ANPE - 0 working days
- 01/06/2021 - 01/06/2021
- 4: Identification des enjeux et les ressources liés à la mise en place d'un système d'information su - 0 working days

State of affairs:

The National Agency for the Promotion of Employment (ANPE) was created in October 2017. Placed under the technical supervision of the Ministry in charge of employment and the financial supervision of the Ministry of Finance, the ANPE provides public employment services, assisting the employers in their search for the quality workforce, as well as the job seekers in their orientation towards a sector of companies likely to appreciate their profile.

The ANPE faces many difficulties, and in this context, it is challenging to provide efficient and quality intermediation services. It has requested technical assistance from SOCIEUX+ to strengthen its Employment Counsellors' skills and know-how and thus improve the quality of intermediation services for job seekers and entrepreneurs.

The first activity will focus on carrying out a situational, organisational, systemic and technical diagnosis of the ANPE. It scheduled for December 2020.

Peru 2019-38

Title: Strategic public-private partnerships for the generation of green jobs in Loreto (Promoción de alianzas estratégicas público-privada para la generación de empleos verdes en la Región Loreto).

Partner Institution: Regional Government of Loreto (Gobierno Regional de Loreto)

Current status: Fact-finding

Update: 10/10/2019

Legacy: No

Total effective expertise days: 0

Total mission days: 0

Area(s) of assistance: Labour & Employment

A.20.15 - Green Jobs, G.25.02 - Public-Private Partnerships

Type of assistance:

A.03.05 Organisation/business strategy & planning

Gender relevance: No

Disability [inclusion] relevance: No

General objective:

tbc - Develop a tripartite working mechanism that articulates private-public partnerships for the promotion of green jobs, aimed mainly at vulnerable populations.

Specific objectives:

- tbc - Design a regional joint action tool (interinstitutional and intergovernmental) for the promotion of green and productive employment in areas of greatest vulnerability in the Loreto region (Sustainable Amazon Promotion Act No. 30977)
- tbc - Development of capacities of local governments for the identification of initiatives to promote green employment in key sectors
- tbc - Identify possibilities for business development or green ventures in productive value chains, conservation of forests that generate employment opportunities to populations in poverty and vulnerability with the collaboration of key PPP actors
- tbc - Recognise the EU's experiences on partnerships strategies for the promotion of green employment in the private, public sectors, results-oriented Social Dialogue in line with policies
- tbc - Promote the establishment of effective partnerships in the public-private sphere in dialogue with civil society.

Expected results:

- tbc - three concrete initiatives to improve value chains identified and initiated
- tbc - Partnerships formalised for the development of value chains between the District Municipality of San Juan Bautista, the Regional Government of Loreto and the representative of the communities located on the axis of the Iquitos-Nauta Highway.
- tbc - Establishment of tripartite (inter-institutional-intergovernmental-private) work mechanism for the promotion of green jobs

Activities implemented:

- 09/11/2020 - 18/12/2020
- 0: Fact-finding mission - 0 working days

State of affairs:

09-11-2020 to 18-12-2020. A fact-finding mission organised to clarify the scope of the request and elaborate a strategic and operational framework (work plan) to address the Partner's needs through short-term, peer-to-peer technical assistance.

Thailand 2019-36

Title: Fractioned - tbc.

Partner Institution: Department of Labour Protection and Welfare (DLPW)

Current status: Fractioned

Update: 10/10/2019

Legacy: No

Total effective expertise days: 0

Total mission days: 0

Area(s) of assistance: Labour & Employment

Type of assistance:

A.00 Capacity building

Gender relevance: No

Disability [inclusion] relevance: No

General objective:

tbc.

Specific objectives:

- tbc

Expected results:

- tbc

Activities implemented:

- -

State of affairs:

Action resulting from fraction of request 2019-21 THA

Thailand 2019-37

Title: Fractioned - tbc.

Partner Institution: Department of Labour Protection and Welfare (DLPW)

Current status: Fractioned

Update: 10/10/2019

Legacy: No

Total effective expertise days: 0

Total mission days: 0

Area(s) of assistance: Labour & Employment

Type of assistance:

A.00 Capacity building

Gender relevance: No

Disability [inclusion] relevance: No

General objective:

tbc.

Specific objectives:

- tbc

Expected results:

- tbc

Activities implemented:

- -

State of affairs:

Action resulting from fractioning of 2019-21 THA

Togo 2020-27

Title: tbd.

Partner Institution: National Agency for the Promotion of Employment [Agence Nationale pour l'Emploi] (ANPE)

Current status: Eligible

Update: 10/10/2019

Legacy: No

Total effective expertise days: 0

Total mission days: 0

Area(s) of assistance: Labour & Employment

A.20 - Employment, A.35 - Employment Services, F.15.03 - Training of Trainers

Type of assistance:

tbd

Gender relevance: No

Disability [inclusion] relevance: No

General objective:

tbd.

Specific objectives:

- tbd

Expected results:

- tbd

Activities implemented:

- -

State of affairs:

Annexe H – Summaries of actions in preparation

This section contains summaries of the actions that are still in formulation *after the relevance check of a request and were not objected* to by DG DEVCO, but activities have not yet started. This corresponds to the following status of SOCIEUX+ business processes:

- In formulation;
- Submitted; and,
- Approved.

These are arranged by work area, alphabetical order by PC and chronologically as per their action code. Detailed information on each action and the latest ExMRs are available online through the PMT accessible to all members of the Project Steering Committee. The section does not cover requests rejected (objected, closed and withdrawn) for which no activities have been implemented, nor for which fact-finding missions have been initiated, and results of those are not yet validated. Objectives and results outlined in summaries of actions still in relevance check should be considered as provisional as per their requests.

Social Protection

Nigeria 2020-20

Title: Strengthening the NASSCO's capacity to develop a database of Poor and Vulnerable Households (PVHHs) in shock response.

Partner Institution: National Social Safety Nets Coordinating Office (NASSCO)

Current status: Approved

Update: 10/10/2019

Legacy: No

Total effective expertise days: 0

Total mission days: 0

Area(s) of assistance: Social Protection

V.00 - Research, U.00 - Statistics, S.00 - Technology

Type of assistance:

A.03 Organisational capacity building

Gender relevance: Yes

Disability [inclusion] relevance: No

General objective:

Institutional capacities of employment, labour and Social Protection institutions are strengthened and reinforced.

Specific objectives:

- To base policy and decision making and service delivery for poor and vulnerable groups on poverty data analysis and management
- To improve existing national administrative and delivery structures of Social Protection systems and their responsiveness to shocks

Expected results:

- Knowledge of poverty dynamics for profiling Poor and Vulnerable Households (PVHHs) is strengthened
- Institutional capacities across the Social Protection-humanitarian nexus regarding the implementation of relief operations in the medium- and long-term are strengthened.
- NASSCO's individual capacities on data analytics for Social Protection systems and the related humanitarian relief response are strengthened.

Activities implemented:

- 01/12/2020 - 31/01/2021
- 1.1: Pre-training assessment on existing individual technical capacities on knowledge management - D - 0 working days
- 01/02/2021 - 01/02/2021
- 1.2: Training sessions for technical staff focusing on knowledge management for informing policies f - 0 working days
- 01/02/2021 - 01/02/2021
- 2: a methodology for enhancing the M&E capacity of NASSCO in tracking staff performance on the job aft - 0 working days
- 01/04/2021 - 01/04/2021
- 3: Develop a guidance document for strengthening NASSCO's MIS, focusing on security and data protect - 0 working days

State of affairs:

Tanzania 2020-07

Title: Enhancing rehabilitation capacities for WCF.

Partner Institution: Workers Compensation Fund (WCF)

Current status: Approved

Update: 10/10/2019

Legacy: No

Total effective expertise days: 0

Total mission days: 0

Area(s) of assistance: Social Protection

E.10.02 - (Employment) Accident Benefits, E.15.01 - Access to health, F.15.01 - Management Development

Type of assistance:

A.01 Individual capacity building (human resources development)

Gender relevance: No

Disability [inclusion] relevance: Yes

General objective:

To enhance the rehabilitation of workers affected by work-related injuries and/or sickness, WCF and its partners fulfil its role according to its rehabilitation strategy.

Specific objectives:

- To strengthen WCF and its partners' capacities in the field of labour medicine
- To enhance WCF case managers capacities in rehabilitation management
- To provide WCF staff with an introduction on rehabilitation management

Expected results:

- WCF and its partners' capacities with regards to proceedings and assessment of occupational diseases are enhanced
 - WCF case managers' capacities in the field of rehabilitation management are enhanced
 - WCF staff overall understanding of rehabilitation issues is enhanced
-

Activities implemented:

- 07/12/2020 - 18/12/2020
 - 1: Training on rehabilitation management. Basics / Overview. Training modules 1, 2 and 3 - 0 working days
 - 11/01/2021 - 11/01/2021
 - 2.1: Advanced training on rehabilitation management. Training modules 4 and 6 - 0 working days
 - 15/03/2021 - 15/03/2021
 - 2.2: Advanced training on rehabilitation management. Training modules 6 and 7 - 0 working days
 - 23/11/2020 - 23/11/2020
 - 3: Training on rehabilitation management. Basics / Overview. Training modules 8 & 9 - 0 working days
-

State of affairs:

Action formulation resulting from fact-finding mission in January 2020

Labour and Employment

Benin 2019-32

Title: Capacity building on entrepreneurship promotion [Formation à la Direction Générale de la Promotion de l'Entrepreneuriat et de l'Emploi (DGPEE)].

Partner Institution: Ministry of Small and Medium Enterprises, and Employment Promotion [Ministère des Petites et Moyennes Entreprises et de la Promotion de l'Emploi]

Current status: In formulation

Update: 10/10/2019

Legacy: No

Total effective expertise days: 0

Total mission days: 0

Area(s) of assistance: Labour & Employment

A.35 - Employment Services, H.35 - Enterprises, F.15 - Training

Type of assistance:

A.02 Institutional capacity building

Gender relevance: No

Disability [inclusion] relevance: No

General objective:

Améliorer la performance de Direction Générale de la promotion de l'entrepreneuriat et de l'Emploi à travers la mise en oeuvre d'un plan de formation du personnel.].

Specific objectives:

- Améliorer les capacités opérationnelles de prestation des services existantes en matière de développement de l'entrepreneuriat et de promotion de l'emploi en organisant des formations des formateurs
- Améliorer les capacités managériales au sein de la DGPEE et du MPMEPE en organisant des sessions de formation des cadres sur les thématiques retenues
- Identifier les besoins de formation des cadres du personnel de la DGPEE

Expected results:

- Des formations de formateurs destinés aux acteurs de la promotion de l'entrepreneuriat et des services de l'emploi sont organisés
- Les capacités managériales au sein de la DGPEE et du MPMEPE sont améliorées sur les thématiques retenues dans des sessions de formation des cadres
- La DGPEE est accompagnée dans l'identification et la hiérarchisation de ses besoins en expertise et outils nécessaires à améliorer sa performance

Activities implemented:

- 15/12/2020 - 15/02/2021
- 1. Réaliser un état des lieux des besoins de formation de la DGPEE, incluant une feuille de route po - 0 working days
- 16/02/2021 - 16/02/2021
- 2. Mise en ?uvre d'ateliers de formation visant à renforcer les capacités managériales dans les thém - 0 working days
- 16/04/2021 - 16/04/2021
- 3. Mise en ?uvre d'ateliers de formation des formateurs pour la promotion de l'entrepreneuriat et des - 0 working days

State of affairs:

This action aims at supporting the Directorate-General for the Promotion of Entrepreneurship and Employment (DGPEE) in improving its performance, managerial capacity and ability to deliver efficient and effective services in the field of entrepreneurship and employment promotion.

First, the activity will focus on analysing specific needs and gaps in terms of training and expertise and existing structures and functions within the DGCEE and key actors. The activity (act1) will focus on drawing up an inventory and a roadmap that will form the basis of a training plan articulated around two main axes:

- To strengthen the managerial and organisational capacities of decision-makers in charge of drawing up and implementing employment policies (Activity 2); and,
- To contribute to capacity development at the 'operational' level of the different key actors involved in promoting entrepreneurship and employment services. This will be achieved through the organisation of training of trainers (Activity 3).

The first activity will take place in December 2020.

Kyrgyz Republic 2019-19

Title: Strengthening employment opportunities for people living with disabilities.

Partner Institution: [The] Union of people with disabilities - RAVENSKO [Equality]

Current status: Approved

Update: 10/10/2019

Legacy: No

Total effective expertise days: 16

Total mission days: 5

Area(s) of assistance: Labour & Employment

A.20 - Employment, P.20.09 - People living with disabilities (PwD)

Type of assistance:

A.02 Institutional capacity building

Gender relevance: Yes

Disability [inclusion] relevance: Yes

General objective:

Strengthen employment opportunities for PLWDs through inclusion in higher education and better links between education and the employment sector.

Specific objectives:

- To analyse the employment situation of persons with disabilities, concerning their qualifications and the accommodations facilities offered to them
- To set-up reliable assessment tools to identify potential, shortcomings and limitations of persons with disabilities
- To support the development of an information centre to increase labour insertion of people with disabilities
- To conduct a study visit to Finland to share experiences and strengthen the capacity of employment services of Kyrgyz Republic.

Expected results:

Activities implemented:

- 12/11/2019 - 19/11/2019
 - 0: FFM to clarify the scope of the Request and to outline a strategic and operational framework to a - 16 working days
 - 15/12/2020 - 15/12/2020
 - 1: Assessing the latest developments of existing policies and instruments - 0 working days
-

State of affairs:

A fact-finding mission (FFM) took place in November 2019 to clarify the scope of the request and outline a strategic and operational framework (work plan) to address the Partner's needs using

short-term-peer-to-peer technical assistance.

Following the endorsement of the work plan by the partners, a first activity was prepared in early 2020. Unfortunately, due to the COVID-19 situation, the national partners asked to implement the first activity to be postponed for several months. A new calendar was established, the mission should start at the beginning of December 2020.

Suriname 2019-31

Title: Enhancing capacity for public employment services activities: outreach to employers, speed dating, job fairs and supervision of private employment agencies.

Partner Institution: Ministry of Labour

Current status: In formulation	Update: 10/10/2019	Legacy: No
Total effective expertise days: 0	Total mission days: 0	

Area(s) of assistance: Labour & Employment

A.35 - Employment Services, A.45 - Labour Market

Type of assistance:

A.03.01 Organisational management (structures & functions)

Gender relevance: No

Disability [inclusion] relevance: No

General objective:

To upgrade the capacity of the Suriname PES to serve employers (Institutional capacities of employment, labour and Social Protection institutions are strengthened and reinforced).

Specific objectives:

- To supervise and monitor private employment agencies' registration to public registry and their compliance with the law.
- To respond to employers' needs for efficient and effective recruitment and labour market intermediation services

Expected results:

- The capacities of the PES Unit to supervise and monitor the activities of private employment agencies are strengthened
- The PES Unit capacity to deliver more efficient and effective services to employers is enhanced
- A sustainable and reliable service delivery, including basic labour market intermediation services, organisation of job fairs and speed dating activities is developed

Activities implemented:

- 01/02/2021 - 31/03/2021
- 1. Conduct an assessment of the current status - 0 working days
- 01/04/2021 - 01/04/2021
- 2. Conduct trainings for PES staff - 0 working days
- 01/06/2021 - 01/06/2021
- 3. Develop guidelines for PES staff - 0 working days
- 01/08/2021 - 01/08/2021
- 4. Organise a final follow-up workshop - 0 working days

State of affairs:

This Action builds on previous technical support provided by the ILO Caribbean, which consisted of capacity building for the staff and social partners, notably to enforce Conventions n.88 and 181 and develop a data management software tool for labour administration. This support resulted in the definition of a concerted strategic operational plan for the 2018-2020 period. This Action will therefore complement and follow up on the work already done by the collaborating institution, notably on building the capacities of staff to enhance the outreach to employers and better control over the work of private sector agencies.

Action has been put on hold following the partner request. We expected the first activity to start in February 2020. In fact, the PI requested the first activity to be implemented in February 2021 as they are currently implementing another parallel project with the Caribbean Development Bank. Both the PI and the supporting institution ILO strongly recommend that the activities are conducted on site due to precarious IT infrastructures.

Preferred institutions: the Belgian ACTIRIS and VDAB and the Dutch UWV.

Togo 2019-29

Title: Support for the modernisation and renovation of the National Council for Social Dialogue [Appui à la modernisation et à la rénovation du Conseil National du Dialogue Social].

Partner Institution: Ministry of Public Function, Labour, Administrative Reform and Social Protection [Ministère de la Fonction Publique du Travail et de la Reforme Administrative]

Current status: In formulation	Update: 10/10/2019	Legacy: No
Total effective expertise days: 0	Total mission days: 0	

Area(s) of assistance: Labour & Employment

C.25 - Social Dialogue, E.15 - Social Services

Type of assistance:

A.02.02 Policy development

Gender relevance: Yes

Disability [inclusion] relevance: No

General objective:

Making the Social Dialogue more inclusive in Togo.

Specific objectives:

- Decree n°2007-012/PR of 13 March 2007 setting the organisation and operating procedures of the CNDS amended by all stakeholders
- relaunch and strengthen the process of tripartite Social Dialogue within the National Council for Social Dialogue (CNDS)

Expected results:

- Decree n°2007-012/PR of 13 March 2007 is revised and/or amended or supplemented by other legislative or regulatory measures.
- A consensus on the principles and innovations to be brought to the National Council for Social Dialogue (CNDS) has been reached.
- The Social Dialogue process and the conflict prevention and management capacities of the different actors are strengthened.

Activities implemented:

- 01/12/2020 - 31/01/2021
- 1. Conduire un état des lieux des outils, des capacités et des enjeux préexistants - 0 working days
- 16/02/2021 - 16/02/2021
- 2. Organiser des ateliers thématiques - 0 working days
- 16/04/2021 - 16/04/2021
- 3. Rédiger une feuille de route destiné aux décideurs - 0 working days
- 16/06/2021 - 16/06/2021
- 4. Réviser et proposer des amendements agréés au décret n°2007-012/PR du 13 mars 2007 - 0 working days

State of affairs:

The activity of the Social Dialogue will not cover all the topics of Social Dialogue. The main partner's need is to improve the organisation and functioning of the (CNDS) in order to meet the objectives of development and inclusion.

A first activity is scheduled in December 2020 to assess existing tools, capacities and issues related to Social Dialogue, and the role of the CNDS as a mediator and key player in the management of negotiation, conflict prevention, and resolution.

Togo 2019-30

Title: Enforcement of legislation and labour standards [Appui et accompagnement dans l'application de la législation et des normes du travail au Togo].

Partner Institution: Ministry of Public Function, Labour, Administrative Reform and Social Protection [Ministère de la Fonction Publique du Travail et de la Reforme Administrative]

Current status: In formulation	Update: 10/10/2019	Legacy: No
Total effective expertise days: 0	Total mission days: 0	

Area(s) of assistance: Labour & Employment

A.15 - Decent Work, A.20 - Employment, A.00 - Work

Type of assistance:

A.00 Capacity building

Gender relevance: Yes

Disability [inclusion] relevance: No

General objective:

Promote the application of labour legislation and standards - Institutional capacities of employment, labour and Social Protection institutions are strengthened and reinforced.

Specific objectives:

- S.4: To build the capacities of labour inspectors on Social Dialogue and collective bargaining in view of intervening in informal economy units.
- S.3: To build the capacities of labour inspectors on the principles and fundamental rights at work in informal economy units
- S.2: To modernise and strengthen the capacities of labour inspectors in view of extending OSH to segments of informal economy
- S.1: To support the inclusion of informal workers into laws and measures on occupational safety and health, accident prevention and fundamental rights at work

Expected results:

- R.4: The capacities of labour inspectors are strengthened on Social Dialogue and collective bargaining in informal economy units
- R.3: The capacities of labour inspectors are strengthened on fundamental principles and rights at work in informal economy units
- R.2: The capacity of labour inspectors is strengthened on the monitoring of safety and health in informal economy units
- R.1: An inventory of the fundamental principles and rights at work and the rules on health and hygiene at work has been drawn up so as to consider their application to workers in the informal economy

Activities implemented:

- -

State of affairs:

Consultation with the IP in March-May 2020 resulted in June in an agreement on the specific objectives and expected results and deliverables.

PI recontacted in September 2020, and confirmed priorities have not changed and agreed with remote activity. A comprehensive work plan prepared. Activity implementation will start on time soon.

Annexe I – Summaries of ongoing actions

This section contains summaries of the ongoing actions for which activities are started and were still ongoing at the end of the current reporting period. These are arranged by area of work, alphabetical order by PC and chronologically as per their action code. Detailed information on each action as well as the latest ExMRs are available online through the PMT accessible to all members of the Project Steering Committee. The section does not cover requests rejected (or, objected, closed and withdrawn) for which no activities have been implemented, nor for which fact-finding missions have been initiated and results of those are not yet validated. It also does not include a description of requests still in process.

Social Protection

Cambodia 2020-09

Title: Capacity building on Social Protection for persons with disability.

Partner Institution: National Social Protection Council

Current status: Ongoing

Update: 10/10/2019

Legacy: No

Total effective expertise days: 32

Total mission days: 32

Area(s) of assistance: Social Protection

E.15.03 - Access to other basic social services, E.10.01 - Disability Benefits

Type of assistance:

A.00 Capacity building

Gender relevance: No

Disability [inclusion] relevance: Yes

General objective:

Knowledge about concepts of Social Protection for persons with disabilities of the staff at General Secretariat for the National Social Protection Council and relevant stakeholders are increased.

Specific objectives:

- Staff of GS NSPC and relevant other stakeholders have increased understanding about the state of the art of PWD Social Protection schemes from different countries.

Expected results:

- The first discussion with stakeholders on developing the Social Protection scheme for PWD in Cambodia is discussed.
-

Activities implemented:

- 15/09/2020 - 15/10/2020
 - 1: Setting the ground on disability policies - 32 working days
 - 01/12/2020 - 01/12/2020
 - 2: Mapping and assessment of Disability-inclusive Social Protection policies - DW - 0 working days
 - 16/11/2020 - 16/11/2020
 - 3: Way forward of Disability-inclusive Social Protection policies in Cambodia - 0 working days
-

State of affairs:

Gabon 2020-13

Title: Development of the consolidated risk mapping.

Partner Institution: Pension and Family Benefits Fund for State Agents [Caisse des Pensions et des Prestations Familiales des Agents de l'Etat] (CPPF)

Current status: Ongoing

Update: 10/10/2019

Legacy: No

Total effective expertise days: 0

Total mission days: 0

Area(s) of assistance: Social Protection

N.00 - Government And Public Administration

Type of assistance:

A.03 Organisational capacity building

Gender relevance: No

Disability [inclusion] relevance: No

General objective:

Improve the performance of business processes.

Specific objectives:

- Strengthen the capacities of auditors in the implementation of risk management.
- Ensure proper control of activities

Expected results:

- R1 : Des processus de contrôle interne pour assurer une gestion adéquate des risques au niveau des régimes de la CPPF sont en place
- R2 : Les capacités des auditeurs internes sont développées afin d'assurer une gestion adéquate des risques au niveau des régimes CPPF

Activities implemented:

- 01/11/2020 - 31/01/2021
- 1.1-1.2: Analyse du mécanisme de gestion des risques et Recommendations - 0 working days
- 01/02/2021 - 01/02/2021
- 2: Renforcement des capacités des auditeurs de la CPPF en matière de cartographie, gestion et évalu - 0 working days

State of affairs:

Gabon 2020-15

Title: Support in implementing the policy of health and social action of the CPPF for insured people.

Partner Institution: Pension and Family Benefits Fund for State Agents [Caisse des Pensions et des Prestations Familiales des Agents de l'Etat] (CPPF)

Current status: Ongoing

Update: 10/10/2019

Legacy: No

Total effective expertise days: 0

Total mission days: 0

Area(s) of assistance: Social Protection

E.00 - Social Protection

Type of assistance:

A.02 Institutional capacity building

Gender relevance: No

Disability [inclusion] relevance: No

General objective:

Improve the well-being of insured persons thanks to a comprehensive social offer.

Specific objectives:

- Define the PPSS (Politique d'Action Sanitaire et Sociale) approach by beneficiary categories

Expected results:

- Living conditions of families improved and access to social services promoted

Activities implemented:

- 01/12/2020 - 31/01/2021
- 1: Exemples et enseignements d'une politique d'action sanitaire et sociale pour les agents de l'Etat - 0 working days
- 01/02/2021 - 01/02/2021
- 2: Orientations pour la mise en place d'une politique d'action sanitaire et sociale - 0 working days

State of affairs:

Mexico 2019-34

Title: Development of a guide for management of abuse and protection of children by the Attorney for child and youth protection [Procuraduría de Protección de Niñas, Niños y Adolescentes].

Partner Institution: National System for Integral Family Development [Sistema Nacional para el Desarrollo de la Familia] (SNDIF)

Current status: Ongoing	Update: 10/10/2019	Legacy: No
Total effective expertise days: 50	Total mission days: 50	
Area(s) of assistance: Social Protection		
L.35 - Rights Of The Child		
Type of assistance:		
A.02.02 Policy development		
Gender relevance: No	Disability [inclusion] relevance: No	
General objective:		
Provide students with protection and support to promote quality education, to which girls, boys and adolescents are entitled.		
Specific objectives:		
<ul style="list-style-type: none">• 2. To provide to the Procuradurías the guidelines for the protection of the rights of children and adolescents from school bullying and violence, as well as measures and mechanisms for the protection and restitutions of the rights of children and ado• 1. To provide information to officers of the Procuradurías for the protection of the rights of children and adolescents, for them to be able to identify cases of bullying and violence in schools and to protect children and adolescents		
Expected results:		
<ul style="list-style-type: none">• 1. Guidelines for tackling bullying and violence in schools by officers of the Procuradurías for the protection of children and adolescents, inclusive of concrete mechanisms, responsibilities, conceptual tools, and linked to the international and nat		
Activities implemented:		
<ul style="list-style-type: none">• 01/10/2020 - 30/11/2020• 1: Context analysis and draft Guidelines - 50 working days• 01/12/2020 - 01/12/2020• 2: Finalisation of Guidelines - 0 working days		
State of affairs:		
A major change in DIF executives and staff happened in mid-October 2020. For the time being, the PI involvement is confirmed.		

Nigeria 2019-13

Title: Development of Occupational Safety and Health in Nigeria.

Partner Institution: Lagos State Safety Commission

Current status: Ongoing

Update: 10/10/2019

Legacy: No

Total effective expertise days: 89

Total mission days: 35

Area(s) of assistance: Social Protection

E.10.02 - (Employment) Accident Benefits, Q.25 - Occupational Safety And Health

Type of assistance:

A.01 Individual capacity building (human resources development)

Gender relevance: No

Disability [inclusion] relevance: No

General objective:

To promote and support the development of a preventative safety and health culture in the work-place.

Specific objectives:

- To train OSH professionals (belonging to the Lagos State Safety Commission and the Safety Advocacy and Empowerment Foundation) as trainers of trainers

Expected results:

- OSH professionals would have undergone train the trainers workshop
-

Activities implemented:

- 09/07/2019 - 13/07/2019
 - 1: Definition of the Partner's training needs - 24 working days
 - 30/09/2019 - 30/09/2019
 - 2.1: Training on OSH ? Modules 1 - 39 working days
 - 27/10/2019 - 27/10/2019
 - 2.2: Training on OSH ? Module 2 - 26 working days
 - 27/01/2020 - 27/01/2020
 - 3: Study-visit to DGUV installations (Germany) in order to learn from advanced OSH administration an - 0 working days
 - 12/10/2020 - 12/10/2020
 - 4.1: Training on OSH ? Module 3 - 0 working days
 - 01/01/2021 - 01/01/2021
 - 4.2: OSH module 4 - Road Safety - 0 working days
-

State of affairs:

The first activity, implemented beginning of July, has allowed the PI's staff to assess the capacity gaps and outline a training plan consisting of four modules to be implemented in the framework of two distinct activities. A study-visit of six PI's members to DGUV's premises in Germany is planned to take place in March 2021.

Nigeria 2020-22

Title: Community-based information on prevention of COVID-19 infections.

Partner Institution: National Social Safety Nets Coordinating Office (NASSCO)

Current status: Ongoing

Update: 10/10/2019

Legacy: No

Total effective expertise days: 0

Total mission days: 0

Area(s) of assistance: Social Protection

F.05 - Education

Type of assistance:

D.01 Communication and visibility

Gender relevance: Yes

Disability [inclusion] relevance: Yes

General objective:

Awareness and knowledge on Social Protection and decent work is increased.

Specific objectives:

- Strengthening of a community-based approach to COVID-19 infection prevention, control and spread

Expected results:

- NASSCO's citizens engagement and grievance redress are strengthened in view to to enhance community-based information and sensitisation on combating COVID-19 infection spread
-

Activities implemented:

- 19/10/2020 - 30/11/2020
 - 1: Development of an awareness and knowledge strategy to inform and strengthen NASSCO capacity to re - 0 working days
-

State of affairs:

Tanzania 2019-35

Title: Technical support on rehabilitation services and capacity building.

Partner Institution: Workers Compensation Fund (WCF)

Current status: Ongoing

Update: 10/10/2019

Legacy: No

Total effective expertise days: 87

Total mission days: 77

Area(s) of assistance: Social Protection

E.10.02 - (Employment) Accident Benefits, E.10.01 - Disability Benefits, Q.30 - Rehabilitation

Type of assistance:

A.00 Capacity building

Gender relevance: No

Disability [inclusion] relevance: Yes

General objective:

Improving the rehabilitation strategy in force at WCF.

Specific objectives:

- Finalise and adopt a WCF rehabilitation strategy
- Conduct a tripartite Social Dialogue (involving the WCF, the Unions' Commission and the Employers' Association) to get a mutual understanding of a rehabilitation strategy for victims of accidents and work-related sickness
- Critically review the existing draft of WCF rehabilitation strategy

Expected results:

- The final draft of a WCF rehabilitation strategy is achieved and adopted by the WCF
 - A dialogue between the WCF, the Unions' Commission and the Employers' Association in view to get a mutual understanding on the main principles and actual components of a rehabilitation strategy for victims of accidents and work-related sickness, is s
-

Activities implemented:

- 20/01/2020 - 24/01/2020
 - 0: Fact-finding Mission - 15 working days
 - 01/09/2020 - 01/09/2020
 - 1: Review of the WCF rehabilitation strategy and gathering views of relevant stakeholders - 36 working days
 - 22/01/2021 - 22/01/2021
 - 2: Proposal for a WCF rehabilitation strategy - 36 working days
-

State of affairs:

Request 2019-35 has been fragmented following FFM (2019-35 & 2020-07)

Tanzania 2020-03

Title: Organisational capacity building on Management Information Systems.

Partner Institution: East and Central Africa Social Security Association (ECASSA) Institute of Social Protection (EISP)

Current status: Ongoing

Update: 10/10/2019

Legacy: No

Total effective expertise days: 40

Total mission days: 40

Area(s) of assistance: Social Protection

S.05 - Information And Communication Technologies, V.00 - Research, F.15 - Training

Type of assistance:

A.03 Organisational capacity building

Gender relevance: No

Disability [inclusion] relevance: No

General objective:

Conceiving and laying the basis for the set-up of a management information system at EISP.

Specific objectives:

- To identify the technical components of a management information system to be introduced at EISP
- To elaborate a strategic policy document on the set-up, functions and use of a management information system at EISP

Expected results:

- The technical components of a management information system to be developed at EISP are identified
 - EISP adopts a strategic policy approach relating to the introduction and the use of a management information system
-

Activities implemented:

- 01/10/2020 - 30/11/2020
 - 1: Outline of a Management Information System (MIS) for EISP - 40 working days
 - 01/12/2020 - 01/12/2020
 - 2: Formulation of technical specifications Management Information System (MIS) for EISP - 0 working days
-

State of affairs:

Request fragmented into two Actions after conversations and agreement with the Partner: 2020-03 & 2020-05

Tanzania 2020-05

Title: Development of a Strategic Plan for the ECASSA Institute of Social Protection (EISP).

Partner Institution: East and Central Africa Social Security Association (ECASSA) Institute of Social Protection (EISP)

Current status: Ongoing

Update: 10/10/2019

Legacy: No

Total effective expertise days: 40

Total mission days: 0

Area(s) of assistance: Social Protection

V.00 - Research, F.15 - Training

Type of assistance:

A.03.05 Organisation/business strategy & planning

Gender relevance: No

Disability [inclusion] relevance: No

General objective:

Formulating EISP's first strategic plan.

Specific objectives:

- To draft and adopt EISP's first strategic plan
- To set-up a consultative process involving EISP's board and members and aiming to the elaboration of EISP's first strategic plan

Expected results:

- EISP's first strategic plan is drafted and adopted
- The effective involvement of the different EISP's parties for the draft and adoption of the EISP's first strategic plan is ensured

Activities implemented:

- 01/09/2020 - 31/10/2020
- 1: Participatory outline of a EISP's strategic plan - 40 working days
- 15/11/2020 - 15/11/2020
- 2: Formulation of technical specifications Management Information System (MIS) for EISP - 0 working days

State of affairs:

Request fragmented into two Actions following conversations and agreement with the Partner: 2020-03 & 2020-05.

Tanzania 2020-19

Title: Assessment of School Feeding Programme for pre-primary and primary school in Zanzibar.

Partner Institution: President's Office, Regional Administration, Local Government and Special Departments (PORALGSD)

Current status: Ongoing

Update: 10/10/2019

Legacy: No

Total effective expertise days: 0

Total mission days: 0

Area(s) of assistance: Social Protection

E.15 - Social Services

Type of assistance:

A.03 Organisational capacity building

Gender relevance: Yes

Disability [inclusion] relevance: No

General objective:

to assess whether the school feeding programme is being implemented in a way that is likely to result in significant health and educational benefits to pre-primary and primary school learners.

Specific objectives:

- To recommend what systems level strengthening and enabling environment interventions are required to support scale up of the school feeding programme
- To determine general and/or contextual operational bottlenecks to the efficient running of the programme and outline variations of implementation
- To outline the current school feeding supply chain, administrative and organisational structure and roles and responsibilities of different stakeholders
- To assess and recommend the optimal capitation grant for school

Expected results:

- A set of recommendations that contribute directly to the upcoming formulation of guidelines for the pre-primary and primary school feeding programme as well as recommendations to support its operational efficiency

Activities implemented:

- 15/10/2020 - 15/12/2020
- 1: Systemic assessment of the operational management of the Zanzibar's School Feeding Programme - 0 working days
- 18/01/2021 - 18/01/2021
- 2: Assessment of the quality and nutritional value of the meals provided to pre-primary - 0 working days

State of affairs:

Labour and Employment

Benin 2017-34

Title: Capacity building for better employment services, strategy and planning for youth employment [Renforcer les capacités de l'ANPE....

Partner Institution: National Agency Employment [Agence Nationale pour l'emploi] (ANPE)

Current status: Ongoing

Update: 10/10/2019

Legacy: No

Total effective expertise days: 58

Total mission days: 38

Area(s) of assistance: Labour & Employment

A.35 - Employment Services, A.45 - Labour Market

Type of assistance:

A.03 Organisational capacity building

Gender relevance: No

Disability [inclusion] relevance: No

General objective:

To support and to develop the promotion of Employment for occupational integration of youth.

Specific objectives:

- To reinforce the MTFPAS capacity to implement operationally the National Plan of Employment promotion 2017-2015 (governability, employment, VET/ entrepreneurship), in a framework of ?integrated 'services for the promotion of employment

Expected results:

- MTFPAS services for Vocational training as well as for entrepreneurship development have now upgraded capabilities for operational deployment and contextualisation of their interventions
- MTFPAS relies on a strategic Plan for the National Agency for Employment Promotion and capacities and competencies of its advisers are upgraded
- MTFPAS can develop an operational system of governance at strategical, technical and pilot levels, as well as to carry out an operational deployment and to adapt the employment services

Activities implemented:

- 01/04/2019 - 05/04/2019
- 1: Réalisation d'un diagnostic situationnel, organisationnel, systémique et technique de l'ANPE - 34 working days
- 13/01/2020 - 13/01/2020
- 2: Definition and formalisation of a training plan for advisers (jobseekers / companies / entrepreneurs - 24 working days
- 07/09/2020 - 07/09/2020
- 3: Renforcement capacités conseillers des agences ANPE axées sur appropriation des techniques et des - 0 working days
- 18/01/2021 - 18/01/2021
- Assurer la viabilité à long terme du plan de formation par le biais de Formation des formateurs - 0 working days

State of affairs:

Fractioned action from the previous action 2017-01. fact-finding mission by TEL in September 2017.

Final outcomes of act2 were the following:

1. A mapping of the skills needed to perform labour intermediation activities; 2. A training plan for ANPE counsellors and managers completed and submitted to the ANPE.

The Planned training programme is articulated on several rubrics: 1. Curriculum to manage the placement and integration of job seekers; 2. Training actions to manage relations with companies; 3. Curriculum for ANPE Managers including branch managers; 4. Curriculum for Soft Skills Coaching; 5. Curriculum for all PES actors

A third activity is planned before the end of 2020. It will focus on the appropriation of the techniques and key skills of the job counselling professions (counselling interview)

Burkina Faso 2018-24

Title: Strengthening of staff capacities of the Ministry of Vocational Training and Entrepreneurship [Formation du personnel du Ministère de la Jeunesse et de la promotion de l'entrepreneuriat des jeunes).

Partner Institution: Ministry of Youth, Vocational Training and Integration [Ministère de la Jeunesse, de la Formation et de l'Insertion Professionnelles]

Current status: Ongoing	Update: 10/10/2019	Legacy: No
Total effective expertise days: 111	Total mission days: 58	

Area(s) of assistance: Labour & Employment

F.15.10 - Occupational Qualification, F.15.04 - Vocational Guidance, F.15.05 - Vocational Training, A.20.10 - Youth Employment

Type of assistance:

A.01 Individual capacity building (human resources development)

Gender relevance: Yes

Disability [inclusion] relevance: No

General objective:

To improve the staff capacities of the Ministry through the setting-up of a capacity building plan.

Specific objectives:

- To organise training sessions of the corporate officers on selected topics.
- To organise training of trainers relying on education of adults;
- To carry out lobbying activities to mobilise financial supports;
- To identify the training opportunities of the corporate officers;

Expected results:

- 28 sessions of training for corporate officers were completed on the selected topics.
- Two sessions of training of trainers were imparted through the education of adult process;
- Advocating activities were implemented to obtain financial supports;
- Training needs of corporate officers are identified;

Activities implemented:

- 25/02/2019 - 08/03/2019
- 1: Assessment of Training Needs - 36 working days
- 26/08/2019 - 26/08/2019
- 2: Finalisation of Training Plan and Performance of a Training - 40 working days
- 25/11/2019 - 25/11/2019
- 3: Formalisation de dispositifs de coordination, de pilotage et de suivi-évaluation du plan de forma - 35 working days
- 26/10/2020 - 26/10/2020
- 4: Assurer la viabilité à long terme du plan de formation par le biais de Formation des formateurs - 0 working days

State of affairs:

A third mission organised in November 2019 and the previous mission's continuation encompassed two main objectives. The last activity (act4) will occur in November 2020, aiming to ensure the long-term sustainability of the training plan through Training of Trainers.

The second mission, carried out in September 2019, had to adapt to a new situation: the Ministry could not validate the training policy and training plan established by a private Cabinet. The experts mobilised by SOCIEUX + were entrusted with the task of drawing up, with the help of senior staff from the Ministry, the methodology, the priorities of the training policy, a three-year training plan as well as the annual budgets and the overall budget.

Cameroon 2019-33

Title: Capacity building of employment advisors and job developers on soft skills [Formation des Conseillers Emploi et des 'Jobs Developer' sur le développement des..].

Partner Institution: Natinal Employment Fund [Fond National de l'Emploi] (FNE)

Current status: Ongoing

Update: 10/10/2019

Legacy: No

Total effective expertise days: 0

Total mission days: 0

Area(s) of assistance: Labour & Employment

A.20 - Employment

Type of assistance:

A.01 Individual capacity building (human resources development)

Gender relevance: No

Disability [inclusion] relevance: No

General objective:

Improve performance of the FNE for better employability of young job seekers [Développer la performance du FNE dans l'amélioration de l'employabilité des jeunes à la recherche d'un emploi...].

Specific objectives:

- Trainings for managers of the FNE on selected themes [Organiser les sessions de formation des cadres sur les thématiques retenues]
- Training of Trainers on soft skills [Organiser la formation des formateurs sur le développement des Soft Skills]
- Assessing training needs and opportunities of FNE managers [Identifier les opportunités de formation des cadres]
- Assessing capacities of current staff of the FNE [Evaluer l'existant afin de mesurer les écarts et les besoins]

Expected results:

- Multiple trainings for managers of the FNE are organised on selected themes [Plusieurs sessions de formation des cadres sur les thématiques retenues sont tenues]
- Two training of trainers workshops are organised [2 sessions de formation des formateurs sont tenues]
- Training needs and opportunities for FNE managers are identified [les opportunités de formation des cadres sont identifiées]
- Capacity development needs and gaps of the FNE are identified [

Activities implemented:

- 08/10/2020 - 19/11/2020
- 1: Réalisation d'un diagnostic des capacités des cadres à identifier et à valoriser les compétences - 0 working days
- 01/12/2020 - 01/12/2020
- 2: Élaboration des modules de sensibilisation et de formation des formateurs - 0 working days
- 01/01/2021 - 01/01/2021
- 3: Renforcement de capacités des cadres et des conseillers - 0 working days

State of affairs:

Results:

- Impacts in project management: the applied methodology allowed each of the actors to have a precise roadmap with the expected results and deadlines for the success of the project. This working method enabled FNE & SOCIEUX+ team to work with confidence. The weekly monitoring meetings made possible corrective measures and to respect the schedule for each deadline.

- The impact of the training: advances in soft skills and competence enabled the training participants in better understand the fundamentals of this approach and, according to the feedback, "to apply it to themselves in order to better apply it with others".
- The technical mastery of the Visio conference: SOCIEUX+'s intervention was the first FNE 's distance learning experience. The IT services deployed means but also technical relays for the smooth running of this activity. There is still room for progress, but the use of videoconferencing has generated an interest among trainers to pursue this mode of exchange in horizontal or vertical mode (from headquarters to the agencies but also between colleagues and regional agencies).

Deliverables produced during the mission are the following:

- Methodological note for project management
- The teaching material of the Train-the-Trainer modules, Powerpoint support and teaching tools (3 sheets)
- An individual questionnaire filled in by each of the participants in the pre-training modules
- It is important to emphasise that all the act1 deliverables were produced both in French and in English.

Côte d'Ivoire 2018-22

Title: Promotion of employment among vulnerable groups [Promotion de l'emploi des couches vulnérables].

Partner Institution: Ministry of Employment and Social Protection [Ministère de l'Emploi et de la Protection Sociale] (MEPS)

Current status: Ongoing	Update: 10/10/2019	Legacy: No
Total effective expertise days: 146	Total mission days: 60	
Area(s) of assistance: Labour & Employment		
A.25 - Employment Policy, O.30.01 - Vulnerable Groups		
Type of assistance:		
A.03 Organisational capacity building		
Gender relevance: Yes	Disability [inclusion] relevance: Yes	

General objective:

To contribute to strengthen the employability of vulnerable groups and to promote their professional insertion.

Specific objectives:

- Presentation of European experiences of active employment policies and programmes of employment targeting vulnerable populations
- Implementation of training plan for civil officers
- Formulation of a training plan of civil officers to improve their capacities in formulating and implementing intermediation programmes and projects for vulnerable populations
- To carry out a diagnosis of implementation of intermediation services on the labour market designed to assist vulnerable populations

Expected results:

- Appropriation of new required competencies and knowledge by the participants, to implement active employment policies for vulnerable populations
- Implementation of the training plan for the civil officers
- A training plan of civil officers, elaborated in collaboration with the PI, to strengthen their capacity considering the challenges, the priorities and the availability of target beneficiaries
- A diagnosis of operational intermediation services on the labour market for vulnerable populations

Activities implemented:

- 29/03/2019 - 30/03/2019
- 1: Réaliser un diagnostic systémique et organisationnel des services opérationnels d'interméd - 34 working days
- 16/09/2019 - 16/09/2019
- 2: Définir, planifier et formaliser un Plan de formation pour les agents du MEPS - 36 working days
- 25/11/2019 - 25/11/2019
- 3: Animer un cycle des formations au bénéfice des agents du MEPS et des structures associées - 37 working days
- 14/08/2020 - 14/08/2020
- 4: Renforcement de capacités au bénéfice des agents du MEPS et des structures associées - DW - 39 working days

State of affairs:

The first mission carried out from 25 March to 5 April 2019 in Abidjan aimed at carrying out a systemic and organisational diagnosis of the operational intermediation services on the labour market for vulnerable populations and organising a feedback workshop at the end of mission and

to identify measures to be implemented in order to promote the employment of vulnerable people better.

The second intervention, carried out in September 2019, was to define, plan and formalise a Training Plan for MEPS agents and associated structures in order to strengthen their capacity to operationalise policies for the labour insertion of vulnerable people, in accordance with the recommendations of Activity 1.1

A third short-term mission was implemented from February 17 to 28, 2020, whose objectives were to launch the capacity building plan's operationalisation phase by imparting three training and capacity building actions targetting the MEPS public officers and associated structures, especially the Women's Education Institutes (IFEF).

The Fourth and last activity of the Action was conducted remotely due to the health crisis of COVID-19, from 18 August to 17 September 2020. It led to the continuation of the operationalisation phase of the reinforcement plan through several training and capacity building actions deployed in three phases and focused on the employability of people with disabilities. Its objective was to run a series of training courses for the staff of the MEPS and associated structures, to increase employment opportunities for people with disabilities, in particular by building the capacity of intermediation services on the labour market to increase employment opportunities for people with disabilities.

Mauritania 2020-08

Title: Design of training structure and formalisation of a training course for young business creators in Mauritania..

Partner Institution: Patronal Federation of Services and Self Employment [Fédération Patronale des services et professions libérales - FSPL]

Current status: Ongoing

Update: 10/10/2019

Legacy: No

Total effective expertise days: 0

Total mission days: 0

Area(s) of assistance: Labour & Employment

A.20 - Employment

Type of assistance:

A.03 Organisational capacity building

Gender relevance: No

Disability [inclusion] relevance: No

General objective:

Strengthen the capacities of trainers to support young entrepreneurs in Mauritania by defining a modular path and by developing training modules.

Specific objectives:

- Define the stages of the development of the training path ensuring that it is adapted to the challenges, the organisation, and the operational needs of Mauritania

Expected results:

- The definition of a training programme within the framework of the SNE for young entrepreneurs, describing all the modules

Activities implemented:

- 16/11/2020 - 19/12/2020
- 1: État des lieux du parcours «?créateurs d'entreprise?» - DW - 0 working days
- 05/01/2020 - 05/01/2020
- 2: Élaboration des modules de formation des formateurs axés sur les compétences transversales - 0 working days
- 01/03/2020 - 01/03/2020
- 3: Renforcement de capacités des formateurs s sur la mise en valeur des compétences transversales - 0 working days

State of affairs:

6-11-2020 – 28-01-2021. A first activity, currently implemented, is devoted to assessing young entrepreneurs' career paths set up by the Deyahi Foundation. It will conclude with the drawing up a roadmap for strengthening training services and curriculum, with particular attention paid to soft skills.

Peru 2018-06

Title: M&E tools for the Vocational Counselling and Occupational Information Service (SOVIO).

Partner Institution: Ministry of Labour and Employment Promotion [Ministerio de Trabajo y Promoción del Empleo]

Current status: Ongoing

Update: 10/10/2019

Legacy: No

Total effective expertise days: 160

Total mission days: 60

Area(s) of assistance: Labour & Employment

F.15.10 - Occupational Qualification, F.15.05 - Vocational Training, A.75 - Workers

Type of assistance:

A.00 Capacity building

Gender relevance: No

Disability [inclusion] relevance: No

General objective:

Widen the coverage of vocational and professional training services with the incorporation of new services providers to youth, both from public and private sectors.

Specific objectives:

- Promote the mobilisation, the training, the certification, the M&E of partners institutions, introducing indicators of achievement and of quality
- Establish a mapping of potential actors and to define standards for their selection
- Carry out an analysis of the different modalities of vocational counselling and professional trainings (on-site and online)

Expected results:

- DGFPLC can rely on new tools and partners to extend the coverage of vocational counselling and professional trainings services
- DGFPLC has incorporated and professionalised new actors and public and private institutions delivering services to youths. Has it been successful in establishing partnerships with ?Direcciones y Gerencias Regionales de Trabajo y Pro
- DGFPLC has a mapping of the potential partners and makes use of new key standards for their selection
- DGFPLC can rely on the diagnosis of the different modalities of vocational counselling and professional trainings (on-site and online) as well as on new M&E indicators for its service
- DGFPLC relies on a mapping of potential actors

Activities implemented:

- 12/08/2019 - 23/08/2019
- 1: Diagnóstico de las distintas modalidades de prestación del Servicio de Orientación Vocacional e I - 38 working days
- 04/11/2019 - 04/11/2019
- 2: Un mapeo de los actores potenciales prestadores de servicios dirigidos a jóvenes y una hoja de ru - 36 working days
- 07/01/2020 - 07/01/2020
- 3.1: Incorporación de nuevos actores, formulación de indicadores y convenios de colaboración a travé - 38 working days
- 01/06/2020 - 01/06/2020
- 3.2: Seguimiento, balance y propuestas concretas nuevo SOVIO incorporando herramientas ABE - DW - 48 working days
- 23/11/2020 - 23/11/2020
- 4: Finalización del plan de acción y herramientas tras la evaluación del proyecto piloto y teniendo - 0 working days

State of affairs:

The first activity was implemented in August 2019. It focussed on a diagnosis of the Vocational Guidance and professional information service provided by the General Directorate of Vocational Training and Job Training of the Ministry of Employment of Peru. It aimed at checking the effectiveness, efficiency, sustainability, satisfaction of all parties involved in the guidance service.

The last mission (Act.5) will take place during the last quarter of 2020. The plan is to carry out a final evaluation of the results of the interventions carried out and the extension of the guidance service thanks to the collaboration between entities, to ensure the generalisation of the model of alliances with regional directorates as such as the transposition of the methodology of alliances to specific populations (people with disabilities, ninis, indigenous population, etc.).

Peru 2018-07

Title: Supporting the development of work-linked training facilities and opportunities (metodología dual).

Partner Institution: Ministry of Labour and Employment Promotion [Ministerio de Trabajo y Promoción del Empleo]

Current status: Ongoing	Update: 10/10/2019	Legacy: No
Total effective expertise days: 182	Total mission days: 98	

Area(s) of assistance: Labour & Employment

F.15.10 - Occupational Qualification, F.15.04 - Vocational Guidance, F.15.05 - Vocational Training, A.00 - Work

Type of assistance:

A.00 Capacity building

Gender relevance: No

Disability [inclusion] relevance: No

General objective:

Promote new job training alternatives to workers with low formal education, giving them greater access to the dual training modality in order to increase formal youth employment {Promover nuevas alter.

Specific objectives:

- Design instruments and operationalise M&E actions for dual training services at the regional level
- Mobilise potential actors and partners involved in the promotion of dual training in the regions - employers, training and certification services, informal workers
- Review and adjust the model of the dual training service provided in the regional directorates in the framework of decentralisation, taking into account international experiences, particularly European ones
- Carry out the diagnosis of the existing training and technical training services (dual training)

Expected results:

- Tools for M&E of dual training services in the regions
- A strategy to mobilise potential actors and partners involved in the promotion of dual training in the regions
- Drafts of regional models for the promotion of dual training, adjusted to their respective reality in terms of labour market demand and educational and professional profile of their workers
- A previous diagnosis of the dual training promotion services at the regional level

Activities implemented:

- 18/08/2019 - 30/08/2019
- 1: Realizar un diagnóstico previo de los servicios de promoción de la formación con enfoque dual a n - 38 working days
- 24/11/2019 - 24/11/2019
- 2: Elaborar varias propuestas de modelos regionales de fomento a la capacitación dual, ajustados a s - 38 working days
- 16/02/2020 - 16/02/2020
- 3.1: Formular estrategias para la selección de entidades de capacitación, y para fortalecer las acci - 38 working days
- 21/09/2020 - 21/09/2020
- 3.2: Formular estrategias que faciliten el acercamiento empresarial y la focalización - DW - 30 working days
- 23/11/2020 - 23/11/2020

- 4: Establecer herramientas para el monitoreo y evaluación de los servicios de capacitación dual en I - 38 working days

State of affairs:

Activity 3.2 was implemented online (remote activity) during September and October 2020. It focused on the formulation of strategies for promoting the CD, adjusted to the characteristics of Peru and to new international trends and best practices so that it can be effectively implemented in collaboration with the Chambers of Commerce, trade unions and business associations.

During five weeks, 16 meetings were held through the ZOOM platform, made available by SOCIEUX+, alternating between coordination meetings, with training entities, with the productive youth programme, with the regional offices of Tacna, Cusco and Callao, with companies and Dual training experts. Strategies were formulated to raise awareness of the CD in the business world so that it is included as an operational strategy within the business objectives. Providing the necessary basic knowledge to the business tutors on the rules and regulations of CDs was another concern and the reinforcement of Focalizador ability and the urgent necessity to increase the visibility of dual training opportunities. Training for facilitators and trainers in enterprises was to be organised and imparted.

The mapping of CD actors was completed, covering the whole range of actors involved in the topic, including ECAPs, CENFORPs, and regional employment services.

A regional approach was developed with a view to learning about the characteristics and training needs in a parallel and complementary way. In this case, the exciting regions worked with were Callao, Tacna and Cusco.

The next and last activity (act.4) was scheduled for November 2020. It will focus on establishing tools for the M&E of dual training services in the regions.

Peru 2018-08

Title: Soft skills policies development [capacitación técnica para la formulación de políticas públicas en materia de competencias blandas].

Partner Institution: Ministry of Labour and Employment Promotion [Ministerio de Trabajo y Promoción del Empleo]

Current status: Ongoing	Update: 10/10/2019	Legacy: No
Total effective expertise days: 115	Total mission days: 20	
Area(s) of assistance: Labour & Employment		
A.50 - Labour Policy		
Type of assistance:		
A.02.02 Policy development		
Gender relevance: No	Disability [inclusion] relevance: No	

General objective:

Improve the youth employability through strengthening the training facilities in soft skills development toward employment.

Specific objectives:

- Set up a plan for updating the model to improve the training design
- Conduct a mapping of actors involved in soft skills trainings implemented through a participatory approach
- Conduct a diagnosis of existing soft skills trainings, focussing on the achievements, profiles of beneficiaries, drop out percentages, regional disparities, etc

Expected results:

- A draft of updating plan of the soft skills training model, tailored to the regional specificities and the youth's expectations and needs
- A mapping of actors involved in soft skills trainings for youth employment
- A diagnosis of existing soft skills trainings toward youth employment

Activities implemented:

- 02/09/2019 - 13/09/2019
- 1: Realizar un diagnóstico de los servicios existentes de capacitación en Competencias Básicas - 38 working days
- 31/08/2020 - 31/08/2020
- 2: Efectuar un mapeo de competencias y actores involucrados en la ejecución de capacitación - DW - 38 working days
- 12/10/2020 - 12/10/2020
- 3: Formular una estrategia y un borrador del plan de actualización del modelo de capacitación - DW - 39 working days

State of affairs:

The General Directorate of Vocational Training and Labour Training (DGFP and CL) of the Ministry of Labour provides training in Basic and Transversal Skills (renamed employability skills) to boost young people's employability.

A first mission organised in August 2019 responded a the specific objective "to carry out a diagnosis of the existing training services in Basic and Transversal Skills for employment". The evaluation and diagnosis activities have been carried out in coordination with the DGFP.

A second mission, which took place in August and September 2020

The experts imparted a third and a fourth training sessions to share "good practices in digital skills for employability" and the "EU's skills strategy".

The experts were invited to participate in the talks that form part of the training/dissemination programme organised online by the MTPE and open to all citizens through social networks and the Ministry's website.

The third and last activity of the action 2018-8 is scheduled for November 2020 to formulate a strategy and a national draft plan to update the Skills for Employability training model adjusted to regional realities.

Peru 2018-09

Title: Evaluation and monitoring instruments for public policies and national guidelines on Vocational Training [Capacitación técnica para el diseño de instrumentos de evaluación ...].

Partner Institution: Ministry of Labour and Employment Promotion [Ministerio de Trabajo y Promoción del Empleo]

Current status: Ongoing	Update: 10/10/2019	Legacy: No
Total effective expertise days: 85	Total mission days: 41	
Area(s) of assistance: Labour & Employment		
F.15.10 - Occupational Qualification, F.15.05 - Vocational Training, A.00 - Work		
Type of assistance:		
A.03.03 Information management systems		
Gender relevance: No	Disability [inclusion] relevance: No	

General objective:

To establish an M&E system of implementing vocational training regional policies according to indicators of achievement and quality.

Specific objectives:

- Elaborate a plan of M&E mechanisms and tools to evaluate the implementation of public policies by regional governments, adapted for the Direcciones y Gerencias Regionales de Trabajo y Promoción del Empleo
- Design M&E tools to evaluate the implementation of public policies, including data processing and reliable projections
- Set-up indicators of achievement and quality to evaluate the implementation of vocational training policies by regional governments

Expected results:

- A plan of M&E mechanisms and tools to evaluate the implementation of public policies by regional governments, that can be applied by the Direcciones y Gerencias Regionales de Trabajo y Promoción del Empleo at national level
- An evaluation of the implementation of vocational training policies by one regional government
- AN M&E system for assessing the implementation of vocational training policies by the regional governments, with indicators of achievements and of quality

Activities implemented:

- 23/09/2019 - 04/10/2019
- 1: Crear un sistema de monitoreo y evaluación de la operacionalización de las políticas regionales d - 38 working days
- 25/11/2019 - 25/11/2019
- 2: Diseñar el marco de referencia para la evaluación de la implementación de las políticas regionale - 0 working days
- 01/09/2020 - 01/09/2020
- 3.1: Evaluar las condiciones de diseño, ejecución y seguimiento de la formación profesional - DW - 26 working days
- 02/11/2020 - 02/11/2020
- 3.2: Evaluar las condiciones de diseño, ejecución y seguimiento de la formación profesional a nivel - 21 working days

State of affairs:

A final mission (Act. 3.2) is scheduled for the end of November 2020, the objectives of which are

- To accompany the implementation of the Tripartite Technical Committees for training in the Ucayali and Loreto Regions (the latter Region, to be confirmed);

- To agree on an action plan and schedule of meetings for the improvement of vocational training in the Ucayali and Loreto Regions (the latter Region, to be confirmed), based on the commitments agreed by the parties (labour, education and social sectors) of the respective Technical Committees of the Regions as mentioned earlier.

Peru 2018-23

Title: Promotion of employment among people living with disabilities [Promoción del empleo para personas con discapacidad].

Partner Institution: Ministry of Labour and Employment Promotion; Directorate for Promotion of Employment for Workers with Disabilities

Current status: Ongoing	Update: 10/10/2019	Legacy: No
Total effective expertise days: 210	Total mission days: 111	
Area(s) of assistance: Labour & Employment		
A.20 - Employment, O.30.01 - Vulnerable Groups, A.75.03 - Workers With Disabilities		
Type of assistance:		
A.02.03 Sectoral planning & budgeting		
Gender relevance: No	Disability [inclusion] relevance: Yes	

General objective:

Promotion of employability and labour insertion for people with disabilities.

Specific objectives:

- To improve the services delivered to the employers, to increase labour insertion of people with disabilities
- Promote a process of ownership of this new model and its tools by BEPM professionals through training seminars.
- To question and contribute in improving the physical accessibility of people with disabilities to Employment Centres;
- To build, in line with the MTPE, a new model to improve labour insertion of people with disabilities (Person-Position Adjustment) including the updating of the format according to the WHO nomenclature;

Expected results:

- Civil officers and specialists of the Ministry of Labour and Employment Promotion and Employment Centres, trained and strengthened in labour competencies that promote the labour insertion of people with disabilities in the labour market

Activities implemented:

- 24/06/2019 - 05/07/2019
- 1: Organisational assessment of the Department of Labour Promotion of Persons with Disabilities - 37 working days
- 05/08/2019 - 05/08/2019
- 2: Fortalecimiento de las capacidades técnicas de los profesionales de la DPLPCD y de los centros de - 41 working days
- 02/12/2019 - 02/12/2019
- 3: implementación de actividades de formación y de capacitación y organización de mesas de concertac - 41 working days
- 25/05/2020 - 25/05/2020
- 4: Identificación de retos y soluciones para establecer alianzas público-privadas - DW - 50 working days
- 16/11/2020 - 16/11/2020
- 5: Consolidación del proceso de apropiación de las nuevas herramientas - DW - 41 working days

State of affairs:

The last activity (act.5) will take place in November 2020. It aims to consolidate the process of ownership of the new tools introduced in the course of the previous activities.

Thailand 2019-21

Title: Promotion of Decent Employment for informal workers.

Partner Institution: Department of Labour Protection and Welfare (DLPW)

Current status: Ongoing

Update: 10/10/2019

Legacy: No

Total effective expertise days: 18

Total mission days: 18

Area(s) of assistance: Labour & Employment

A.15 - Decent Work, A.20.02 - Informal Employment, N.10 - Labour Administration, C.00 - Labour Relations

Type of assistance:

A.03 Organisational capacity building

Gender relevance: No

Disability [inclusion] relevance: No

General objective:

Informal workers in Thailand enjoy decent employment, legal protection, and access to Social Protection and other public services.

Specific objectives:

- Support the preparation of an awareness-raising event and boost an inclusive Social Dialogue among all main stakeholders on the situation of informal employment and pathways to formality at regional level
- Provide a realistic picture of characteristics of informal employment at regional level
- Establish a mapping of relevant actors - national and local authorities, social partners and civil society organisations ? involved at regional level with informal sector workers
- Build national capacities to provide a diagnostic of informal employment at national level and in the four regions based on the wealth of existing data

Expected results:

- The capacities of the staff of the Ministry of Labour and Social Protection to carrying out informal employment diagnostic at regional level have been reinforced
 - A first regional assessment of main challenges and pathways to tackle informal employment for each region
 - Background documents are available to prepare the awareness-raising events for national and local authorities, social partners and civil society organisations about the nature and characteristics of informal employment in the four regions of Thailand
 - A rapid diagnostic showing the main characteristics of informal employment and providing a mapping of relevant actors/organisations involved with informal workers both at national and regional level
-

Activities implemented:

- 02/12/2019 - 06/12/2019
 - 0: Fact-finding Mission - 0 working days
 - 21/10/2020 - 21/10/2020
 - 1: Mapping of all relevant information available to assess the nature and characteristics of inform - 18 working days
-

State of affairs:

The first action should have been launched at the beginning of 2020, but the Ministry's endorsement of the work plan submitted in December 2019 was given in May 2020.

Irregular flow of exchange between the MOL and the SOCIEUX+ team, due to language barriers, jeopardized the smooth running of the first action. The first activity was finally planned from 21# October to 16# December 2020, but the objectives had to be changed at the last moment, as the partner department within the Ministry had changed. SOCIEUX+ mobilised a high-level expert to readjust the work plan according to our new partner department (Department of labour protection and welfare (DLPW)). Activity is currently in implementation.

Togo 2019-16

Title: Green Jobs Programme development [Renforcement des capacités de l'Agence Nationale Pour l'Emploi du Togo pour la promotion des Emplois verts parmi les jeunes..

Partner Institution: National Agency for the Promotion of Employment [Agence Nationale pour l'Emploi] (ANPE)

Current status: Ongoing	Update: 10/10/2019	Legacy: No
Total effective expertise days: 78	Total mission days: 15	
Area(s) of assistance: Labour & Employment		
A.35 - Employment Services, A.20.15 - Green Jobs, T.05 - Human Resources Management		
Type of assistance:		
A.02.02 Policy development		
Gender relevance: No	Disability [inclusion] relevance: No	

General objective:

Promote decent employment respecting the environment through the development of an active.

Specific objectives:

- Identify, in these sectors, the needs in terms of green professional skills and existing training programmes, relevant for green jobs
- Improve the knowledge of ANPE executives regarding current challenges and opportunities in green jobs in national growth sectors

Expected results:

- An overview of support programmes to strengthen the functioning of the vocational training system
- An inventory of the current knowledge of ANPE executives and a list of priorities in terms of reinforcing their capacities
- A diagnosis of Togo's progress in the transition to a green economy, from a labour market perspective

Activities implemented:

- 21/08/2019 - 06/09/2019
- 1: Analysis of the potentialities for employability of young in greening jobs - 14 working days
- 02/12/2019 - 02/12/2019
- 2: Sondage relatif à l'identification des compétences vertes manquantes - 29 working days
- 31/08/2020 - 31/08/2020
- 3: Expérience pilote d'évaluation de l'offre actuel de formation - DW - 35 working days

State of affairs:

The first activity was implemented in August 2019. It was dedicated to organising meetings involving a wide variety of interlocutors from the public and private sectors, NGOs, and international organisations. About 20 interviewed participants were organised in the interlocutors' workplace, most of them with the Director-General of the ANPE and another ANPE member. The second activity (No. 2) took place in December 2019. It aimed to take stock of the green jobs situation in Togo and identify possible skills deficits and possible gaps between the demand for new or adapted qualifications for green jobs and the current offer of vocational training. A third activity was launched on August 27th, 2020, to carry out an in-depth analysis of training offers according to the criteria of relevance, curricula, quality, duration, methods and pedagogy, the flow of learners, etc. This 3rd mission aimed to draw up an accurate inventory of training offers and initiate a dialogue with the training institutions to reach a consensus and adapt their training services to the realities and needs of Togolese organic agriculture. The final objective was to match better the demand for skills in targeted green sectors and training facilities. All the activities interventions have been completed. Final deliverables are still to be submitted.

Annexe J – Summaries of actions on hold

This section contains summaries of the ongoing actions for which activities are started, but follow-up activities were put on hold for various reasons. These are arranged by work area, alphabetical order by PC and chronologically as per their action code. Detailed information on each action and the latest ExMRs are available online through the PMT accessible to all members of the Project Steering Committee. The section does not cover requests rejected (objected, closed and withdrawn) for which no activities have been implemented, nor for which fact-finding missions have been initiated, and results of those are not yet validated. Objectives and results outlined in summaries of actions still in relevance check should be considered as provisional as per their requests.

Social Protection

Armenia 2020-21

Title: Linking disability assessment to Social Protection service provision for People with Disabilities (PdWs).

Partner Institution: Ministry of Labour and Social Affairs of the Republic of Armenia

Current status: On-hold

Update: 10/10/2019

Legacy: No

Total effective expertise days: 0

Total mission days: 0

Area(s) of assistance: Social Protection

Q.05 - Disabilities (in health), E.10.01 - Disability Benefits

Type of assistance:

A.00 Capacity building

Gender relevance: Yes

Disability [inclusion] relevance: Yes

General objective:

capacity building of the MLSA to promote the successful implementation of Disability Assessment Reform and establish the Functional Assessment System in the country.

Specific objectives:

- Establishing a monitoring system for tracking the actual provision and the quality of services PwDs are entitled to receive
- Linking disability assessment results with services provisions based on disability type, level of severity and age group, including gender considerations

Expected results:

- The provision of (non-medical) services to PwDs is sustained by the introduction and proper functioning of an M&E system for quality service delivery
 - The (non-medical) services provided to entitled PwDs are coherent with the disability assessment results and provide adequate support to the entitled person
-

Activities implemented:

- 15/12/2020 - 31/01/2021
 - 1: Joint assessment of the packages of non-medical and functional/health-related services, by category - 0 working days
-

State of affairs:

Armenia 2020-23

Title: Building individual capacities on functional disability assessment.

Partner Institution: Ministry of Labour and Social Affairs of the Republic of Armenia

Current status: On-hold

Update: 10/10/2019

Legacy: No

Total effective expertise days: 0

Total mission days: 0

Area(s) of assistance: Social Protection

Q.05 - Disabilities (in health), E.10.01 - Disability Benefits

Type of assistance:

A.01 Individual capacity building (human resources development)

Gender relevance: Yes

Disability [inclusion] relevance: Yes

General objective:

Access to employment and Social Protection is expanded to poor and vulnerable groups.

Specific objectives:

- Establishing a Team of Trainers for continuous training of assessors involved in the functional disability assessment system of MLSA

Expected results:

- A team of 20 trainers is set up and trained in view to start conducting trainings of functional disability assessors under the new system
-

Activities implemented:

- -
-

State of affairs:

Armenia 2020-24

Title: Maintenance of the disability assessment formula.

Partner Institution: Ministry of Labour and Social Affairs of the Republic of Armenia

Current status: On-hold

Update: 10/10/2019

Legacy: No

Total effective expertise days: 0

Total mission days: 0

Area(s) of assistance: Social Protection

Q.05 - Disabilities (in health), E.10.01 - Disability Benefits

Type of assistance:

A.03.03 Information management systems

Gender relevance: Yes

Disability [inclusion] relevance: Yes

General objective:

Access to employment and Social Protection is expanded to poor and vulnerable groups.

Specific objectives:

- The disability assessment formula based on ICF codes takes into account the sphere of participation of PwDs into the specific country context

Expected results:

- An adequate measurement of participation and activities of PwDs is included in the disability assessment formula based on ICF codes
-

Activities implemented:

- 15/12/2020 - 31/01/2021
 - 1: Including appropriate participation measurement into the functional disability assessment process - 0 working days
-

State of affairs:

Armenia 2020-25

Title: Basic requirements for ICF assessments centres premises and equipment.

Partner Institution: Ministry of Labour and Social Affairs of the Republic of Armenia

Current status: On-hold

Update: 10/10/2019

Legacy: No

Total effective expertise days: 40

Total mission days: 40

Area(s) of assistance: Social Protection

Q.05 - Disabilities (in health), E.10.01 - Disability Benefits

Type of assistance:

A.03.01 Organisational management (structures & functions)

Gender relevance: Yes

Disability [inclusion] relevance: Yes

General objective:

Access to employment and Social Protection is expanded to poor and vulnerable groups.

Specific objectives:

- ICF assessments centres premises are organised and equipped in a way to ensure effective and user-friendly disability assessment procedures

Expected results:

- The basic requirements for ICF assessments centres premises and their equipment are defined
-

Activities implemented:

- 10/09/2020 - 25/09/2020
 - 1: Development of a Strategic Plan for the ECASSA Institute of Social Protection (EISP) - 40 working days
-

State of affairs:

Congo, the Democratic Republic of 2020-06

Title: Feasibility study for the establishment of a compulsory voluntary health insurance mechanism in Central Congo.

Partner Institution: Gouvernement provincial du Kongo Central

Current status: On-hold

Update: 10/10/2019

Legacy: No

Total effective expertise days: 0

Total mission days: 0

Area(s) of assistance: Social Protection

E.10.04 - Health Insurance

Type of assistance:

A.02 Institutional capacity building

Gender relevance: No

Disability [inclusion] relevance: No

General objective:

Support Central Congo authorities to implement compulsory health insurance.

Specific objectives:

Expected results:

Activities implemented:

- 22/06/2020 - 10/07/2020
- 1: Analyse du contexte - 0 working days
- 24/08/2020 - 24/08/2020
- 2: Analyse financière - 0 working days
- 12/10/2020 - 12/10/2020
- 3: Analyse opérationnelle - 0 working days
- 23/11/2020 - 23/11/2020
- 4: Finalisation de l'Etude de faisabilité de l'introduction d'une assurance maladie obligatoire dans - 0 working days

State of affairs:

Palestine 2019-24

Title: Vulnerability assessment of the CTP beneficiaries.

Partner Institution: Ministry of Social Development (MoSD)

Current status: On-hold

Update: 10/10/2019

Legacy: No

Total effective expertise days: 31

Total mission days: 15

Area(s) of assistance: Social Protection

E.05.01 - Cash Transfers

Type of assistance:

A.02.03 Sectoral planning & budgeting

Gender relevance: Yes

Disability [inclusion] relevance: Yes

General objective:

Assess the social impact of the Cash Transfer Programme (CTP) in the West Bank and Gaza in the PEGASE programme framework.

Specific objectives:

- tbc - Assess how the CTP is adapted to the Humanitarian-Development Nexus, especially for Gaza
- tbc - Determine if the CTP assistance meets the needs of the recipients
- tbc - Assess the CTP impact on poverty and well-being of recipient households with a particular focus on children, women, the elderly and people living with disabilities

Expected results:

- Recommendations to the EUREP regarding its support to the CTP through the PEGASE programme with a medium-term perspective
- Recommendations concerning further improvement and development of the CTP scheme to fulfil the needs of the recipients in line with the objectives of the Ministry of Social Development 2017-2022 Social Protection sector strategy
- Dissemination workshop to discuss the results
- Identification problems and development needs concerning the targeting and management of the CTP scheme (including payment mechanism and fiscal aspects) at central and regional directorate levels, including the MoSD internal M&E of CTP
- CTP implementation process evaluation at central and regional level (including targeting, registration, recertification, data collection and analysis etc...)
- Case study on the social impact of the CTP in selected regions in the West Bank and Gaza, using both qualitative data and available statistical information
- Data collection and statistical analysis of the social and demographic profile of the CTP recipient households (using all available data: PECS, PCBS, MoSD database...);
- tbc - Evidence-based assessment on the impact of the CTP on recipient households with a particular focus on children, women, elderly and people with Disability

Activities implemented:

- 23/09/2019 - 04/10/2019
- 0: Fact-finding mission - 31 working days
- 01/11/2020 - 01/11/2020
- 1: Identifying different forms of vulnerability and multi-dimensional poverty among the beneficiaries - 0 working days
- 03/08/2020 - 03/08/2020
- 2: Tools for introducing multi-dimensional poverty in the management of the CTP - 0 working days
- 07/09/2020 - 07/09/2020
- 3: Outlining adaptation measures for addressing specific vulnerabilities and forms of multidimensional - 0 working days

State of affairs:

Fact-finding mission implemented. The outcomes of the FFM are under assessment. The evaluation concerns, first of all the feasibility of the two requested actions, and possibly the development of the respective work plans

Palestine 2020-11

Title: Building of a comprehensive training system at the Ministry of Social Development.

Partner Institution: Ministry of Social Development (MoSD)

Current status: On-hold

Update: 10/10/2019

Legacy: No

Total effective expertise days: 0

Total mission days: 0

Area(s) of assistance: Social Protection

E.00 - Social Protection

Type of assistance:

A.01 Individual capacity building (human resources development)

Gender relevance: No

Disability [inclusion] relevance: No

General objective:

Trained and skilled human resources are in place at MoSD to implement the Social Development Sector Strategy.

Specific objectives:

- Measure the return on investment in employees by measuring the impact of these training courses

Expected results:

- Recommendations in terms of human resources and organisation needed to build an efficient training system are provided
 - A capacity-building and training strategy is outlined
 - Capacities and skills requirements are assessed at the Central Ministry, district offices and Centres
-

Activities implemented:

- 01/09/2020 - 20/09/2020
 - 1.1: Brief assessment of the individual capacities of MoSD - 0 working days
 - 21/09/2020 - 21/09/2020
 - 2: Outlining a capacity-building and training strategy for MoSD - 0 working days
 - 09/11/2020 - 09/11/2020
 - 3: Outlining a capacity-building system at MoSD - 0 working days
-

State of affairs:

Labour and Employment

Ghana 2019-22

Title: Labour Inspection Manual development.

Partner Institution: Ministry of Employment and Labour Relations (MELR)

Current status: On-hold

Update: 10/10/2019

Legacy: No

Total effective expertise days: 14

Total mission days: 5

Area(s) of assistance: Labour & Employment

N.10.01 - Labour inspection, A.00 - Work, B.00 - Working Conditions

Type of assistance:

A.02.01 Legislative & regulatory framework development

Gender relevance: No

Disability [inclusion] relevance: No

General objective:

Institutional capacity building of the Ministry of Employment in enforcement of labour legislations and ILO Conventions and to render more effective labour and work-related services.

Specific objectives:

- To improve quality and comprehensiveness of the workplace Inspections and the workplace accidents information gatherings.

Expected results:

- To produce
-

Activities implemented:

- 13/02/2020 - 26/02/2020
 - 0: Fact-finding mission - 14 working days
-

State of affairs:

A fact-finding mission was scheduled for late June 2019 with one expert, but it had to be cancelled on the institutional partner's request. FFM to be fixed in January.

Ghana 2019-23

Title: Training of the Labour Inspector and Development of an Occupational Hygiene Inspection Manual.

Partner Institution: Ministry of Employment and Labour Relations (MELR)

Current status: On-hold

Update: 10/10/2019

Legacy: No

Total effective expertise days: 0

Total mission days: 0

Area(s) of assistance: Labour & Employment

N.10.01 - Labour inspection, Q.25 - Occupational Safety And Health

Type of assistance:

A.01 Individual capacity building (human resources development)

Gender relevance: No

Disability [inclusion] relevance: No

General objective:

To develop and improve the Institutional Capacity of the Department of the Factories Inspection render more effective Labour and Work-related Services.

Specific objectives:

- To improve the quality of the OHS inspection of the DFI, and to facilitate standardisation of the Inspections
- To ensure completeness and consistencies of the Inspection Reports and the Workplace Accident Reports

Expected results:

- The Inspectors are exposed to modern methods of OSH Inspection
- Labour Inspection is done in accordance with standardised guidelines
- The workplace accidents are carried out in accordance with Standardised guidelines and view of the good practice

Activities implemented:

- 01/01/2020 - 08/01/2020
- 0: Fact-finding mission - 0 working days

State of affairs:

A fact-finding mission was scheduled for late June 2019 with one expert, but it had to be cancelled on the institutional partner's request. FFM to be fixed in January.

Haiti 2019-27

Title: Formulation of a National Policy on Social Protection and Welfare [Formulation de la Politique Nationale de Protection et de Promotion Sociales].

Partner Institution: Ministry of Social Affairs and Labour [Ministère des Affaires Sociales et du Travail] (MAST)

Current status: On-hold	Update: 10/10/2019	Legacy: No
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Total effective expertise days: 0	Total mission days: 0
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Area(s) of assistance: Labour & Employment

A.55 - Livelihoods, E.05 - Social Assistance

Type of assistance:

A.02 Institutional capacity building

Gender relevance: Yes

Disability [inclusion] relevance: Yes

General objective:

Formulation of PNPPS, through recommendations on the mechanisms identified in axis 2 and support the Ministry in formulating a MAST reinforcement plan.

Specific objectives:

- Exhaustive proofreading of the strategic axis 2, particularly on the mechanisms related with training and professional integration
- Identify the content needed for a MAST reinforcement plan
- Propose an M&E framework for the PNPPS
- Final proofreading of the policy document and propose corrective measures if necessary

Expected results:

- Identification of a model and monitoring indicators for the PNPSS
 - Recommendations for establishing a MAST strengthening plan
 - Recommendations on mechanisms and their prioritisation, as well as on a mainstreaming approach targeting the social inclusion of vulnerable people
-

Activities implemented:

- 02/03/2020 - 06/03/2020
 - 0: Fact-finding mission - 0 working days
-

State of affairs:

Support for the formulation of the Strategy second axe of the document (Axe 2) solely on L&E. However, specific objectives 2 and 3, on organisational and institutional capacity building, rather seem to refer to the overall Strategy.

Maybe a good occasion for joint implementation of action across branches.

Call with PI, EUD and WFP helped to clarify issues.

1st activity is planned for 2021.

Uruguay 2019-18

Title: Green job opportunities for the youth [Empleos Verdes: Una oportunidad para los jóvenes].

Partner Institution: Ministry of Labour and Social Security [Ministerio del Trabajo y la Seguridad Social]

Current status: On-hold

Update: 10/10/2019

Legacy: No

Total effective expertise days: 14

Total mission days: 5

Area(s) of assistance: Labour & Employment

A.20.15 - Green Jobs, A.20.10 - Youth Employment

Type of assistance:

A.02 Institutional capacity building

Gender relevance: No

Disability [inclusion] relevance: No

General objective:

Promote and encourage new opportunities for green jobs for young people, under a tripartite approach, to contribute to a greater insertion of youth in the labour market and reduce the g.

Specific objectives:

- Ensure that the youth population in particular and the adult population, in general, internalise with the new concept of green jobs to move towards a strategy that allows the generation of jobs that respect the environment and decent cond
- Identify key actors in the development of these opportunities
- Inform and train young people about the opportunities for employment in the green economy in the order they can take advantage of them and thus improve their conditions of insertion into the labour market
- Promote a tripartite Social Dialogue to accompany the transition to a green economy and its subsequent changes in all economic sectors, including energy, agriculture, transport, construction, etc
- Promote exchanges of concepts and best practices to strengthen the knowledge and skills of public officers and social partners on green jobs

Expected results:

- Public servants of the MTSS it has a toolbox for the management of programmes and pilot projects aimed at the promotion of sustainable green jobs
- Public servants of the MTSS have technical assistance for the formulation of programmes and pilot projects linked to the promotion of green jobs aimed at young people in vulnerable conditions, in sectors of the forest economy, tourism and solid waste
- MTSS public servants and public actors recognise and apply key elements of the sustainable development model linked to the promotion of green jobs, aimed primarily at vulnerable populations

Activities implemented:

- 22/09/2019 - 27/09/2019
- 1: Taller sobre Empleo Verde Juvenil: Formulación de elementos claves para el desarrollo de una estr - 14 working days
- 25/11/2020 - 25/11/2020
- 2: Training workshop on specific skills for civil servants - 0 working days

State of affairs:

The first activity was implemented in August 2019. It was dedicated to organising meetings involving a wide variety of interlocutors from the public and private sectors, NGOs, and international organisations. About 20 interviewed participants were organised in the interlocutors' workplace, most of them with the Director-General of the ANPE and another ANPE member.

The second activity (No. 2) took place in December 2019. It aimed to take stock of Togo's green jobs situation and identify possible skills deficits and potential gaps between the demand for new or adapted qualifications for green jobs and the current offer of vocational training.

A third activity was launched on August 27th, 2020, to carry out an in-depth analysis of training offers according to the criteria of relevance, curricula, quality, duration, methods and pedagogy, the flow of learners, etc. This 3rd mission aimed to draw up a precise inventory of training offers and initiate a dialogue with the training institutions to reach a consensus and adapt their training services to the realities and needs of Togolese organic agriculture. The final objective was to match better the demand for skills in targeted green sectors and training facilities.

All the activity3 interventions have been completed. Final deliverables are still to be submitted.

Annexe K – Summaries of actions cancelled

This section contains summaries of cancelled actions, i.e. for which a formulation was completed or a non-objection was obtained from DG DEVCO but due to various issues activities could not be implemented, and the PI notified of the cancellation of the action in the current reporting period. Such actions had no activities implemented. FMT ensures that all measures are taken to ensure that an action can be formulated and implemented upon agreement of the objectives and expected results agreed with the PI and DG DEVCO. However, changes in framework conditions and context sometimes force the cancellation and closure of an action. In such cases, the agreement for the partner's notification is preceded by a consultation with DG DEVCO and the EUD in the PC.

All actions cancelled under SOCIEUX+ are included here.

Social Protection

Burkina Faso 2018-21

Title: Towards an Inclusive Census: Collecting and Analysing Disaggregated Data for People with Disabilities in Burkina Faso.

Partner Institution: Ministry of Women, National Solidarity and The Family [Ministère de la femme, de la solidarité nationale et de la famille]

Current status: Cancelled

Update: 10/10/2019

Legacy: No

Total effective expertise days: 0

Total mission days: 0

Area(s) of assistance: Social Protection

L.40 - Rights Of Disabled People, E.00 - Social Protection, U.10 - Social Security Statistics

Type of assistance:

A.01 Individual capacity building (human resources development)

Gender relevance: Yes

Disability [inclusion] relevance: Yes

General objective:

Strengthen public institutions' capacity to collect, analyse, dispose of and use disaggregated data related to people living with disabilities through the training of actors involved i.

Specific objectives:

- Strengthen the participation and involvement of organisations of persons with disabilities in the process of data collection and analysis.
- Sensitise national public institutions on the importance of disaggregated data on disability.
- Strengthen the administrative skills of development-oriented public planning in the area of inclusion of persons with disabilities.
- Train public officials and data collectors, and analysts of the general census of the population on the use of Washington's questions and data for the best planning of inclusive public policies.

Expected results:

- Increased understanding by public institutions of the importance of collecting, disaggregating and using disability data
- Advocacy for the inclusive and accessible census by the Government of Burkina Faso confirmed and strengthened.
- Advocacy skills of representatives of organisations of people with disabilities.
- Training of 45 trainers of collectors and analysts of data from the general population census.
- Knowledge and understanding of key disability measures, including the Washington Group Issues, increased.

Activities implemented:

- 10/10/2018 - 18/10/2018
- 1: Formation sur la collecte et analyse des données désagrégées en matière de handicap - 0 working days

State of affairs:

Despite continuous contacts with the PI and the efforts provided by the team of Bridging the Gap that sponsored the Action, the Partner was not in the capacity to organise the trainings of the censors and to mobilise the relevant personnel.

Closing letter sent on 25-04-2019

Burkina Faso 2020-10

Title: Reinforcement of the technical, thematic and political capacities of senior executives of Social Protection, health insurance and mutual organisations of West Africa.

Partner Institution: Ministry of Health, Technical Secretariat in charge of Universal Health Coverage [Secrétariat Technique en charge de la Couverture Sanitaire Universelle - ST-CSU]

Current status: Cancelled

Update: 10/10/2019

Legacy: No

Total effective expertise days: 0

Total mission days: 0

Area(s) of assistance: Social Protection

E.10.04 - Health Insurance

Type of assistance:

A.01 Individual capacity building (human resources development)

Gender relevance: No

Disability [inclusion] relevance: No

General objective:

Strengthen the technical, thematic and political capacities of senior Social Protection, health insurance and mutual health managers in West Africa.

Specific objectives:

- Create a
- Stimulate the sharing of international experiences, good practices and success factors relating to the governance of mutualist organisations
- Support senior executives in Social Protection, health insurance and mutuals in West Africa, in the development of skills in the governance of mutual organisations, in particular concerning management tools, control and evaluation of joint plans

Expected results:

- Participants to the Master-level training are equipped to develop mutual health insurance as a pillar of health insurance a
- The contents of the courses of the Master-level training in Mutual Governance are defined and developed

Activities implemented:

- -

State of affairs:

Activities will be conducted in Lomé (Togo), not in Burkina Faso. This is a piece of relevant information with regards to the initial security check.

Cambodia 2016-12

Title: Support to the implementation of cash transfers in Cambodia.

Partner Institution: Council for Agricultural and Rural Development (CARD)

Current status: Cancelled

Update: 10/10/2019

Legacy: No

Total effective expertise days: 0

Total mission days: 0

Area(s) of assistance: Social Protection

E.05 - Social Assistance, E.00 - Social Protection

Type of assistance:

A.03.01 Organisational management (structures & functions)

Gender relevance: No

Disability [inclusion] relevance: No

General objective:

Enhance effectiveness and efficiency in the delivery of social assistance in Cambodia.

Specific objectives:

- Improve the current capacities on institutional and implementation settings of cash transfers to poor pregnant women, children under-five and the elderly by encouraging debate and reflection on the most appropriate arrangement

Expected results:

- Improved capacity for the delivery of cash transfers to [poor] pregnant women, children under-five and the elderly
 - Improved understanding of the mechanisms of delivery of cash transfers to [poor] pregnant women, children under-five and the elderly
-

Activities implemented:

- -
-

State of affairs:

Following the reception of the request and the AAF approval by DG DEVCO (September October 2016). SOCIEUX+ team and the PI have identified an overwhelming obstacle, namely the inability of both partners to fund the workshop's material costs, which constituted the single activity outlined in the AAF. Both the PI and SOCIEUX+ have then contacted development partners active in Cambodia (EU-SPS, GIZ, UNICEF) to verify whether there could be options for funding the activity - but with no success. With no concrete solutions at hand, the partner has agreed to terminate the Action in May 2017.

Cambodia 2017-02

Title: Supporting the Chair of the Social Protection Working Group on monitoring, evaluation and access to social assistance programmes.

Partner Institution: Ministry of Economy and Finances

Current status: Cancelled

Update: 10/10/2019

Legacy: No

Total effective expertise days: 0

Total mission days: 0

Area(s) of assistance: Social Protection

E.05 - Social Assistance, E.00 - Social Protection, E.10 - Social Security, E.15 - Social Services

Type of assistance:

A.03.01 Organisational management (structures & functions)

Gender relevance: No

Disability [inclusion] relevance: No

General objective:

Improve the living conditions of vulnerable people, in particular elderly, disabled people, poor children and pregnant women, through better delivery of social assistance programmes in Cambodia.

Specific objectives:

- Setting up an M&E system for Social Welfare of Vulnerable People and Social Assistance Family Package Programmes including 1. Cash Scholarship 2. Cash Transfer for Pregnant Women and Children 3. Disability Grants, 4. Elder

Expected results:

- A concept of M&E of the Elderly Grants programme is in place
- A concept of M&E of the Disability Grants programmes is in place
- A concept of M&E of the Cash Transfer for Pregnant Women and Children programmes is in place
- A concept of M&E of the Cash Scholarships programmes is in place

Activities implemented:

- -

State of affairs:

Congo, the Democratic Republic of 2018-10

Title: Feasibility study on the introduction of mandatory health insurance in North Kivu.

Partner Institution: Provincial Health Division of North Kivu [Division provinciale de la Santé, Nord-Kivu]

Current status: Cancelled

Update: 10/10/2019

Legacy: No

Total effective expertise days: 0

Total mission days: 0

Area(s) of assistance: Social Protection

Q.10 - Health Policy, E.00 - Social Protection, E.10 - Social Security

Type of assistance:

A.02.02 Policy development

Gender relevance: No

Disability [inclusion] relevance: No

General objective:

Improve financial accessibility to health care in North Kivu province.

Specific objectives:

- Establish an operational plan to establish a compulsory health insurance system (if relevant and based on the elements of the feasibility study).
- Conduct a feasibility study on the implementation of a compulsory health insurance system in North Kivu

Expected results:

- An operational plan for the establishment of a compulsory health insurance system is established (if relevant and based on the elements of the feasibility study)
- A feasibility study on the implementation of a compulsory health insurance system in North Kivu is drafted

Activities implemented:

- -

State of affairs:

The Action was cancelled due to security reasons. Fortunately, our contribution allowed us to schematise and suggest experts for the ULB NGO, partner of the Provincial Division of Health of North Kivu, to take over the technical assistance.

A closing letter was sent on August first 2018.

Vietnam 2016-13

Title: Support to the Institute of Labour Science and Social Affairs in shaping Social Protection in Vietnam.

Partner Institution: Institute for Labour Science and Social Affairs

Current status: Cancelled

Update: 10/10/2019

Legacy: No

Total effective expertise days: 13

Total mission days: 5

Area(s) of assistance: Social Protection

E.00 - Social Protection, E.10.10 - Social Security Policy, U.10 - Social Security Statistics

Type of assistance:

A.01 Individual capacity building (human resources development)

Gender relevance: No

Disability [inclusion] relevance: No

General objective:

To empower ILSSA to play a substantial role in shaping Social Protection policies and mechanisms in Vietnam.

Specific objectives:

- To improve the capacities of ILSSA in monitoring the implementation of Resolution Number 15

Expected results:

- The capacities of ILSSA's staff to monitor the implementation of Resolution no. 15 are enhanced
- The monitoring process for the implementation of Resolution no. 15 is structured and in place at ILSSA

Activities implemented:

- 19/02/2017 - 25/02/2017
- 0: Fact-finding mission - 13 working days
- 18/11/2019 - 18/11/2019
- 1: Setting-up a system for monitoring the implementation of public Social Protection policies - 0 working days
- 20/01/2020 - 20/01/2020
- 2: Strengthening ILSSA staff capacities to monitor public Social Protection policies - 0 working days

State of affairs:

Fact-finding mission on 20/02/2017. Request fractioned with 2017-28 and 2017-29. Action is on-hold until now, due in part to difficulties encountered in the mobilisation of expertise, in part to limited PI availability to receive proposed missions. It was agreed that the Action should be completed and closed before the end of 2019. Unfortunately, it doesn't seem possible to implement activity one before the end of November 2019 due to selected experts' availability.

Vietnam 2017-29

Title: Strengthening Social Protection of people with disabilities in Vietnam.

Partner Institution: Institute for Labour Science and Social Affairs

Current status: Cancelled

Update: 10/10/2019

Legacy: No

Total effective expertise days: 0

Total mission days: 0

Area(s) of assistance: Social Protection

L.40 - Rights Of Disabled People, E.10 - Social Security

Type of assistance:

A.02 Institutional capacity building

Gender relevance: No

Disability [inclusion] relevance: Yes

General objective:

To improve Social Protection systems design, M&E, and implementation in Vietnam.

Specific objectives:

- Completing the implementation of the UN Convention of the Rights of People Living with Disabilities (UNCPRD)

Expected results:

- The analytical framework on disability in place at ILSSA is improved
 - The current disability policies in Vietnam are assessed
-

Activities implemented:

- 07/10/2019 - 18/10/2019
 - 1: Assessing disability policies and programmes in Vietnam - 0 working days
 - 09/12/2019 - 09/12/2019
 - 2: Equipping ILSSA for conducting policy analysis on disability - 0 working days
-

State of affairs:

Action formulated following fact-finding mission in February 2017 (TESP + ATE). Request fractioned with 2017-28 and 2016-13. Action on-hold until now, due in part to difficulties encountered in the mobilisation of expertise, limited availability of the PI to receive proposed missions. It was agreed that the Action shall be completed and closed before the end of 2019.

Labour and Employment

Brazil 2018-31

Title: Decent work, labour inspection and duty of care in value chains [Promoção de trabalho decente nas cadeias de valor por meio da Inspeção do Trabalho].

Partner Institution: Labour Inspection Secretariat [Secretaria de Inspeção do Trabalho] (SIT)

Current status: Cancelled

Update: 10/10/2019

Legacy: No

Total effective expertise days: 0

Total mission days: 0

Area(s) of assistance: Labour & Employment

N.00 - Government And Public Administration, A.00 - Work

Type of assistance:

A.02 Institutional capacity building

Gender relevance: No

Disability [inclusion] relevance: No

General objective:

Ensure decent work conditions and human rights in value chains of national and international companies operating in Brazil.

Specific objectives:

- Contribute to ensuring the durability of the acquisition of skills (training) related to the promotion of decent work standards in Labour.
- Provide the Labour Inspection and its labour inspectors with relevant tools to assess the respect of fundamental rights at work and decent work standards in value chains.
- Strengthen the capacities and competencies of the Labour Inspection in decent work promotion and its fundamental principles in value chains.

Expected results:

- Recommendations and key elements for the drafting of a bill on decent work promotion in value chains
- A methodology on the principles of promotion of decent work in the value chains for SIT and its auditors is elaborated
- The SIT gained access to, learned about, and absorbed good practices from EU and international Member States in promoting decent work standards in value chains through its supervision by the Labour Inspectorate;
- A critical review of existing federal and local mechanisms of labour inspection and their adequacy for the enforcement of the decent work standards in value chains and a road map made available to SIT

Activities implemented:

- 18/05/2020 - 29/05/2020
- 1: Review of the assessment of the labour inspection services provided by the SIT to enforce decent - 0 working days

State of affairs:

A month after the reception of the request, there was no PI feedback on the proposal of formulation for objectives, results, and deliverables. Action may be fragmented and complemented by a follow-up action to complete the entire scope of the request.

IP requested to postpone the first activity to September or October 2019.

The PI changed (from Economic Ministry to Labour Ministry).

Chile 2018-16

Title: Information technologies for job-matching and orientation.

Partner Institution: National Training and Employment Services [Servicio Nacional de Capacitación y Empleo] (SENCE)

Current status: Cancelled

Update: 10/10/2019

Legacy: No

Total effective expertise days: 0

Total mission days: 0

Area(s) of assistance: Labour & Employment

A.30 - Employment Security, A.45 - Labour Market, F.15.05 - Vocational Training

Type of assistance:

A.03.03 Information management systems

Gender relevance: No

Disability [inclusion] relevance: No

General objective:

To elaborate a strategy to improve the quality of the Labour Intermediation Services designed by the SENCE through a strategy relying on TIC use.

Specific objectives:

- To establish a progressive Action Plan to incorporate information technologies in the Public Employment Services
- To analyse the informatic system of Pôle Emploi for providing services to job seekers and employers via the internet. The objective is to identify processes that facilitate the establishment of the Bolsa Nacional de Empleo (BNE) in Chile
- To identify the types of information technology

Expected results:

- The SENCE relies on a Work plan to prioritise the role of information technologies in accordance with the local situation, the characteristics of job seekers and the demand of the entrepreneurial sector in Chile
 - Chilean job seekers benefit from a broader Access to the Employment Intermediation Services thanks incorporated information technologies which contributed to strengthening the virtual services of the Chilean Employment agency
-

Activities implemented:

- 25/03/2019 - 04/04/2019
 - 1: Auditoria de las herramientas TIC existentes - 0 working days
-

State of affairs:

Unfortunately, despite having an initial work plan, it has not been possible to meet the conditions to implement it. The action was cancelled in September 2019.

Chile 2018-17

Title: Organisational capacity building for job-matching and orientation services.

Partner Institution: National Training and Employment Services [Servicio Nacional de Capacitación y Empleo] (SENCE)

Current status: Cancelled

Update: 10/10/2019

Legacy: No

Total effective expertise days: 0

Total mission days: 0

Area(s) of assistance: Labour & Employment

A.35 - Employment Services, A.45 - Labour Market, F.15.01 - Management Development

Type of assistance:

A.03 Organisational capacity building

Gender relevance: No

Disability [inclusion] relevance: No

General objective:

To elaborate a strategy to improve the quality of the Labour Intermediation Services designed by the SENCE through capacity-building activities and creation of tools enhancing the services provided.

Specific objectives:

- To elaborate a proposal to improve the tools supporting job-matching and orientation services to establish standards and to enhance the quality of services delivered
- To design a Work plan for capacity building activities for job-matching and orientation services

Expected results:

- Objective N°2: civil officers of SENCE can rely on quality standards to provide the job-matching and orientation services
 - Objective N°1: civil officers of SENCE started imparting training to a wide range of service providers involved in job-matching and orientation services
-

Activities implemented:

- 15/04/2019 - 26/04/2019
 - 1: Balance de la situación después del diagnóstico de los servicios operativos de intermediación lab - 0 working days
-

State of affairs:

Unfortunately, despite having an initial work plan, it has not been possible to meet the conditions to implement it. The action was cancelled in September 2019.

Colombia 2018-14

Title: E-Commerce for informal vendors of Bogota [Comercio electronico para los vendedores de la economia informal de Bogota].

Partner Institution: Institute for Social Economy [Instituto para la Economia Social] (IPES)

Current status: Cancelled

Update: 10/10/2019

Legacy: No

Total effective expertise days: 0

Total mission days: 0

Area(s) of assistance: Labour & Employment

A.20 - Employment, A.35 - Employment Services

Type of assistance:

A.03 Organisational capacity building

Gender relevance: No

Disability [inclusion] relevance: No

General objective:

To strengthen the PI capacity in designing and implementing an e-commerce project, targeting workers in Bogota's informal sector.

Specific objectives:

- To identify the economic sectors and branches of activities that might benefit from e-commerce technology
- To equip target beneficiaries of IPES with basic knowledge on e-commerce
- To develop the capacities of IPES civil officers in elaborating, implementing, monitoring programmes of introduction and promotion of E-Commerce
- To increase the visibility of the economic activities of the IPES target beneficiaries

Expected results:

- Selection of the service providers to create the e-commerce platform and assessment and validation of their proposals
- Design of the training models for both civil officers and informal sector vendors
- An Action Plan with a schedule of tasks
- A diagnosis of the model, a study of the feasibility, the identification of the prerequisites to be successful

Activities implemented:

- -

State of affairs:

Since IPES didn't have the resources to finance the numerical platform, the request was stopped on September 12, 2019.

Pakistan 2017-04

Title: Development of an employability strategy for youth (Linking TVET systems and policies to Labour Market and employment outcomes).

Partner Institution: Punjab Social Protection Authority

Current status: Cancelled

Update: 10/10/2019

Legacy: No

Total effective expertise days: 0

Total mission days: 0

Area(s) of assistance: Labour & Employment

A.20 - Employment, A.00 - Work, A.20.10 - Youth Employment

Type of assistance:

A.02.02 Policy development

Gender relevance: No

Disability [inclusion] relevance: No

General objective:

Assist the Punjab Social Protection Authority (PSPA) in defining its roadmap and development plan on Employment, TVET issues and especially for strengthening youth employment and qualification.

Specific objectives:

- Assessment of labour-market, TVET and Social Protection policies, strategies and programmes targeting the youth was lacking formal education and vocational skills.

Expected results:

- Effective and relevant synergies between all the governmental initiatives facilitating youth access to decent work opportunities.
- A diagnosis and a systemic analysis of TVET and other facilities, especially the non-formal training modalities, is planned to establish a roadmap for the IP (PSPA).

Activities implemented:

- -

State of affairs:

Action cancelled after several unsuccessful attempts to directly contact PI upon departure of the contact person at GIZ.

Peru 2018-05

Title: Labour Insertion of Vulnerable Groups.

Partner Institution: Ministry of Labour and Employment Promotion [Ministerio de Trabajo y Promoción del Empleo]

Current status: Cancelled

Update: 10/10/2019

Legacy: No

Total effective expertise days: 0

Total mission days: 0

Area(s) of assistance: Labour & Employment

A.35 - Employment Services, A.25.02 - Promotion of Employment, O.30.01 - Vulnerable Groups

Type of assistance:

A.00 Capacity building

Gender relevance: Yes

Disability [inclusion] relevance: No

General objective:

Assist the Peruvian Government in improving the labour insertion of vulnerable groups, such as women victims of violence, single mothers, elderly adults, people with disabilities, displaced persons, etc.

Specific objectives:

- Identify the actors already involved with the vulnerable groups and their types of intervention to articular interventions with the PES to ensure adequate attention to target beneficiaries
- Elaborate a strategy to adapt PES services to vulnerable groups needs and expectations
- Establish a mapping of the vulnerable groups potentially beneficiaries of the Public Employment Services

Expected results:

- A census of the actors already working with the target-beneficiaries and a detailed description of their respective interventions to allow a coordination and complementarity with the PES actions
- A strategy and an Action Plan to adjust the PE Services according to the needs and shortcomings of vulnerable groups and the interventions of other stakeholders
- A mapping of the vulnerable groups, potential beneficiaries of the Public Employment Services, disaggregated by age groups, sex and area, as well as strategic information on their socio-economic and cultural situation and employment status

Activities implemented:

- -

State of affairs:

This request targeting the insertion of vulnerable populations into the labour market was drafted by the previous team, which is now partly renewed. The new Director-General of Employment Services considered that:

- It was inappropriate because it did not meet the priorities of its management and was not in line with the Department's new policy line;
- The greatest challenge of its management was the inadequacy of Employment Services to businesses' needs and expectations. Only 7% of Peruvian companies use the PES. Its primary objective was to reform the PES.
- A new request will be submitted, aiming at overcoming these deficiencies. It will focus on mobilising expertise capable of benchmarking the different European SEPs. It will also support the SEP in exchanging experiences and good practices, reflecting on the alternatives available to it to improve its services to employers and thus reduce the gap with national companies.

Peru 2019-15

Title: Coordination mechanism and private-public articulation to promote employment and self-employment of women at risk and/or women victims of violence [diseño de un mecanismo de coordinación...].

Partner Institution: Ministry of Labour and Employment Promotion [Ministerio de Trabajo y Promoción del Empleo]

Current status: Cancelled	Update: 10/10/2019	Legacy: No
Total effective expertise days: 0	Total mission days: 0	
Area(s) of assistance: Labour & Employment		
A.20 - Employment, A.25 - Employment Policy		
Type of assistance:		
A.03.01 Organisational management (structures & functions)		
Gender relevance: Yes	Disability [inclusion] relevance: No	

General objective:

Promotion of employment and self-employment aimed at the adequate employment insertion of women, mainly those affected by violence situations.

Specific objectives:

- Design a strategy for implementing the institutional mechanism that mouth private public action for the promotion of employment and self-employment of women, mainly affected by violence situations.
- Develop a proposal for an institutional mechanism that mouth private-public action to promote women's employment and self-employment, mainly affected by gender-based violence situations.
- Map initiatives in sectors public and private sectors aimed at promoting and generating employment and self-employment for women, mainly affected by violence.
- Identify and analyse good practices of Corporate Social Responsibility (CSR) for promoting employment and/or addressing gender-based violence against women.
- Identify the EU's experiences on the implementation of public-private institutional networks that promote employment and self-employment for women victims of violence, analysing their processes and impacts.
- Identify successful experiences in the EU and Latin America, and the Caribbean linked to the implementation of active policies to promote employment and self-employment of women victims of gender-based violence.
- Have a mechanism that mouth private-public action to promote employment and self-employment aimed at the adequate employment insertion of women, mainly those affected by violence situations.

Expected results:

- Strategy for the implementation of the institutional mechanism that mouth private-public action for the promotion of employment and self-employment of women, mainly those affected by situations of violence, designed; That includes a Plan of Action.
- Private public Network for the promotion of employment and self-employment of women, which provides special attention to those affected by situations of gender-based violence, designed.

Activities implemented:

- -

State of affairs:

Many changes and appointments within the Department of Employment Promotion have hampered the organisation of activities. After several unsuccessful attempts to define the interventions, Action was stopped in October 2019.

Uganda 2017-41

Title: Develop an online job matching database to improve employment service delivery at Kampala Capital City Authority.

Partner Institution: Kampala Capital City Authority, Employment Services Bureau

Current status: Cancelled

Update: 10/10/2019

Legacy: No

Total effective expertise days: 0

Total mission days: 0

Area(s) of assistance: Labour & Employment

A.35 - Employment Services, A.45 - Labour Market, A.70 - Unemployment, A.00 - Work

Type of assistance:

A.03 Organisational capacity building

Gender relevance: No

Disability [inclusion] relevance: No

General objective:

Improving access of young jobseekers to employment opportunities by implementing a digital platform.

Specific objectives:

- Increase the number of youth beneficiaries of the employment services provided by the KCCA Employment Service Bureau at Kampala level
- Support employers in the identification of jobseekers through numerical facilities
- Contribute to capturing reliable data on job seekers and labour demand

Expected results:

- A needs assessment has been conducted, and shortcomings, challenges and priorities have been identified
- KCCA Employment Service Bureau can rely on a set of specifications to start establishing an online job register and a job matching database

Activities implemented:

- -

State of affairs:

A consensus was established with the Ugandan partner concerning the organisation of the first activity. Still, the implementation conditions have not been met to carry out on the spot the first activity.

The action should be cancelled once EUD and DG DEVCO were contacted and consulted.

Annexe L – Dashboard of key performance indicators

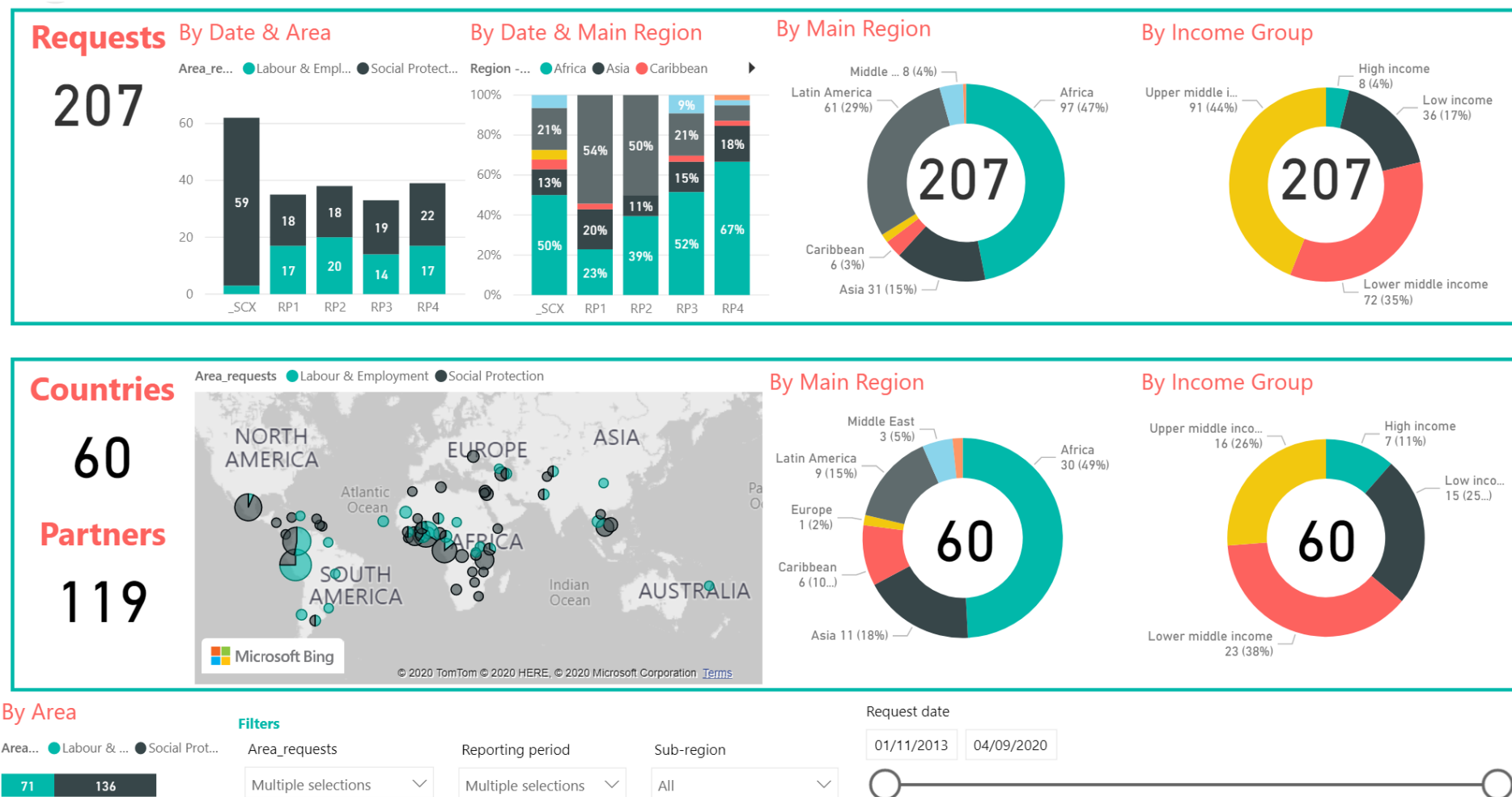


Figure 18: Number and share of requests received by SOCIEUX and SOCIEUX+ until the end of the fourth reporting period (September 2020) by reporting period, area of work, region and income group

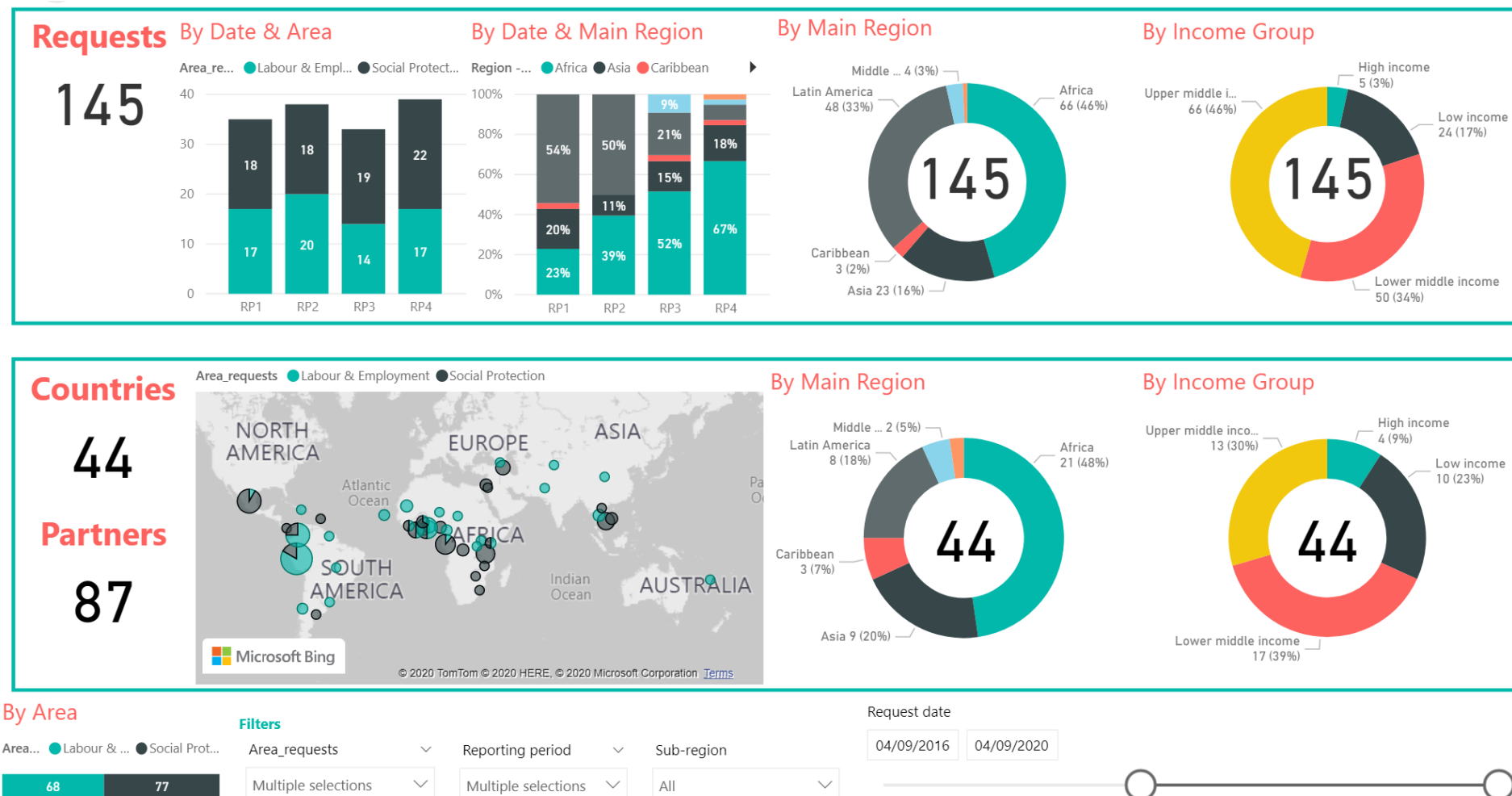


Figure 19: Number and share of requests received by SOCIEUX+ until the end of the fourth reporting period (September 2020) by reporting period, area of work, region and income group

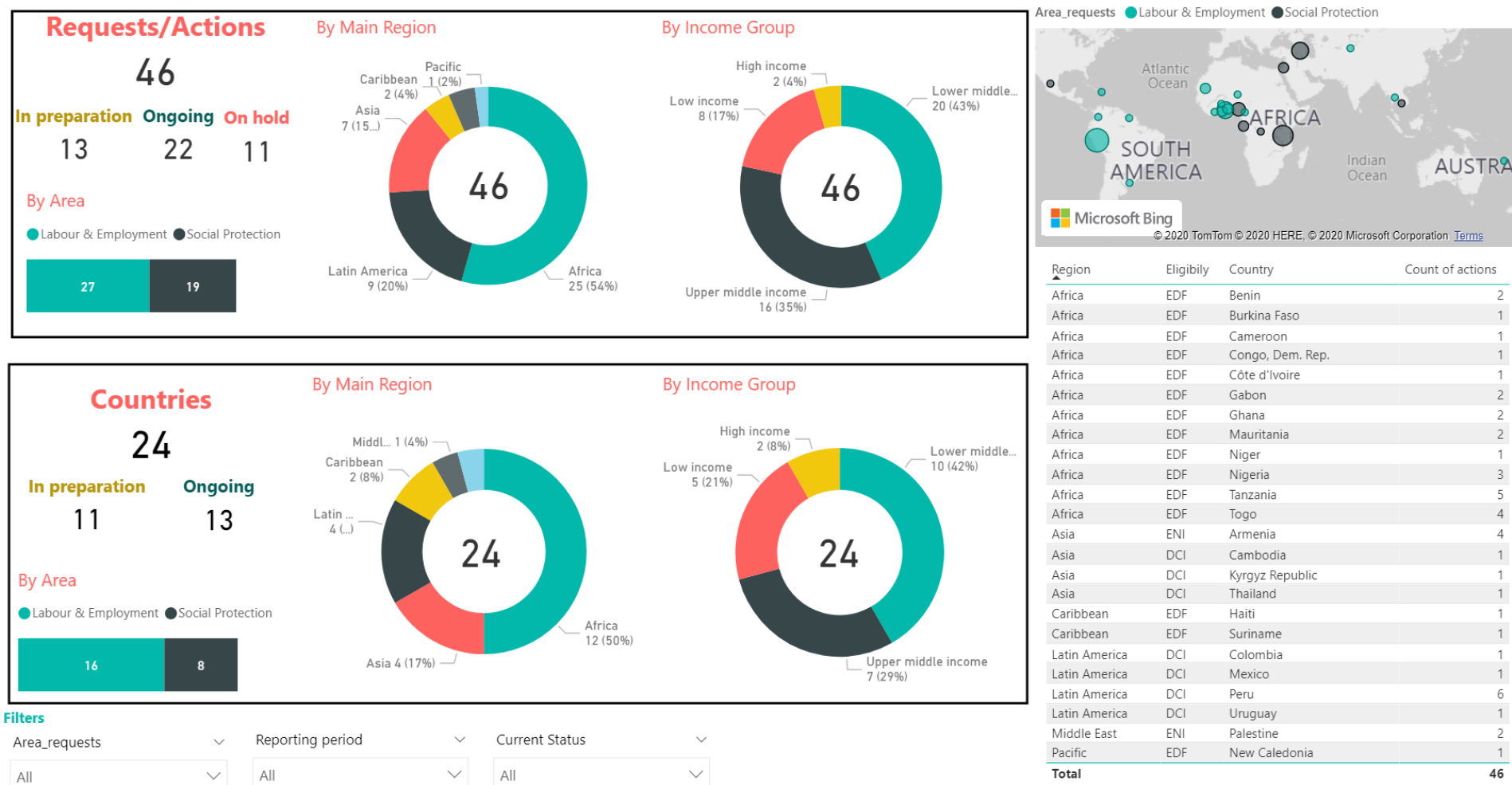


Figure 20: Number and share of requests and actions in processing by SOCIEUX+ until the end of the fourth reporting period (September 2020) by reporting period and status, area of work, region and income group

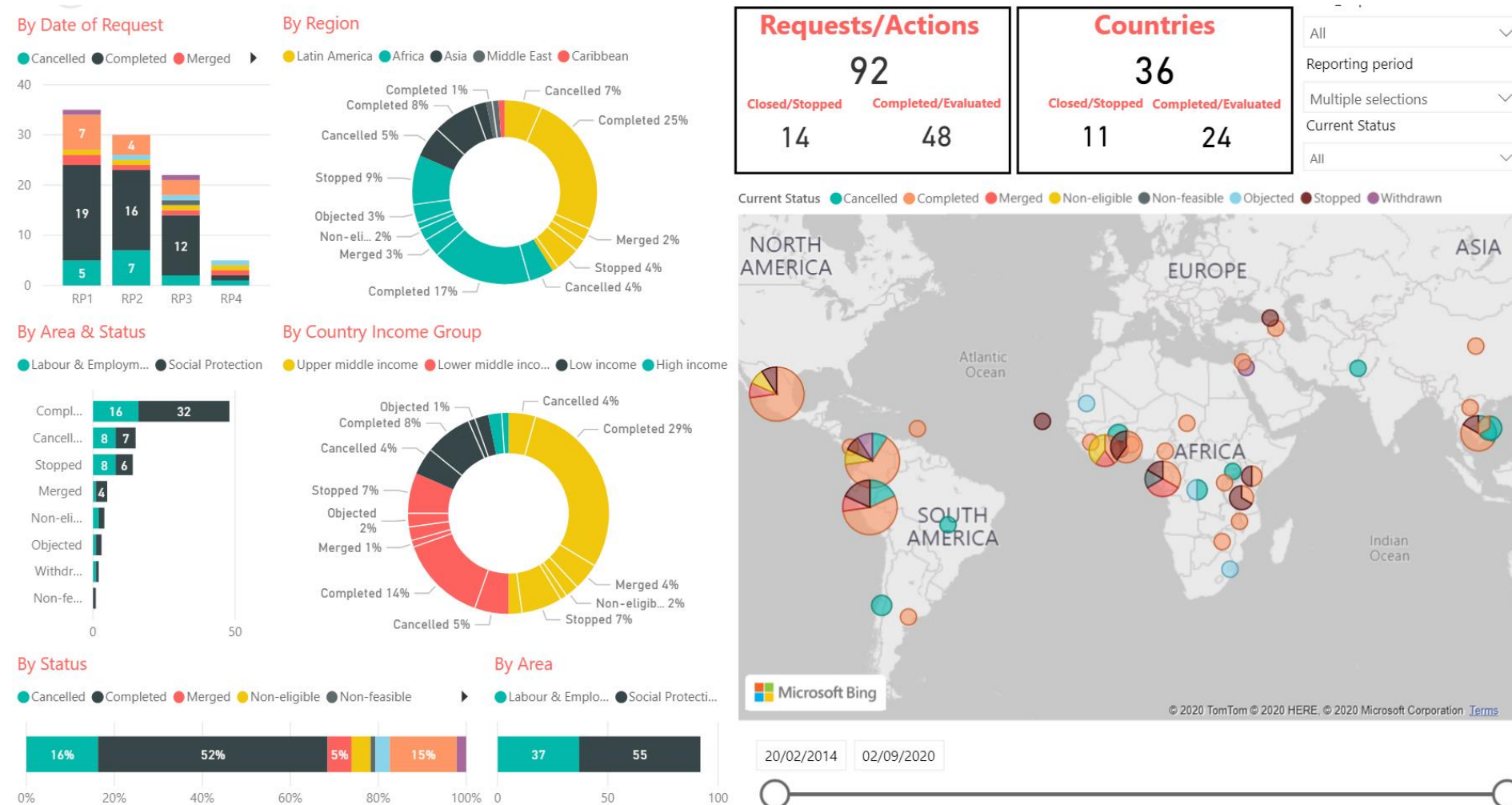


Figure 21: Number and share of requests and actions processed by SOCIEUX+ until the end of the fourth reporting period (September 2020, including requests received under SOCIEUX) by reporting period and status, area of work, region and income group

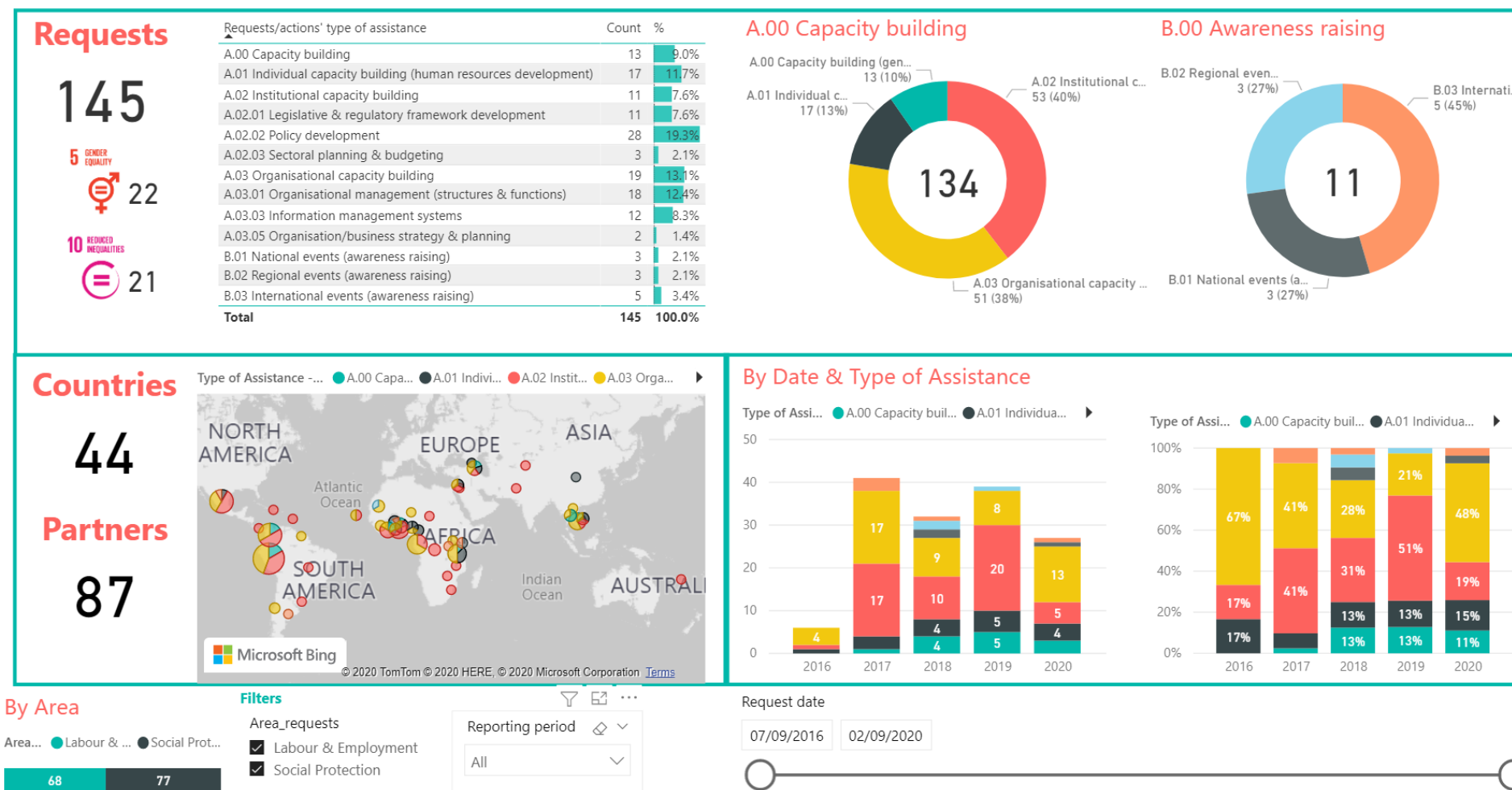


Figure 22: Number of SOCIEUX+ requests received by area of work and different levels of the type of assistance (including merged but excluding fractioned actions), until the end of the fourth reporting period (September 2020)

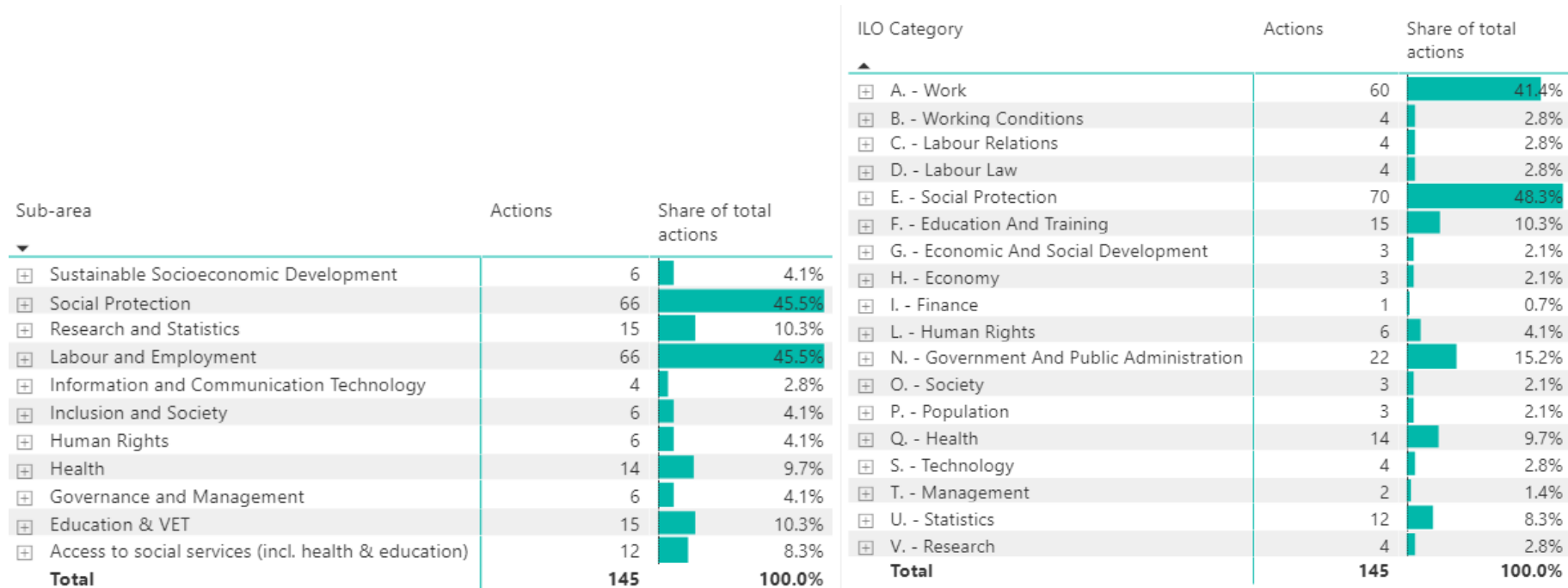


Figure 23: SOCIEUX+ action on Social Protection, labour and employment by sub-area of work and field of intervention (categorised according to the International Labour Organization Taxonomy) until the end of the fourth reporting period (September 2020)

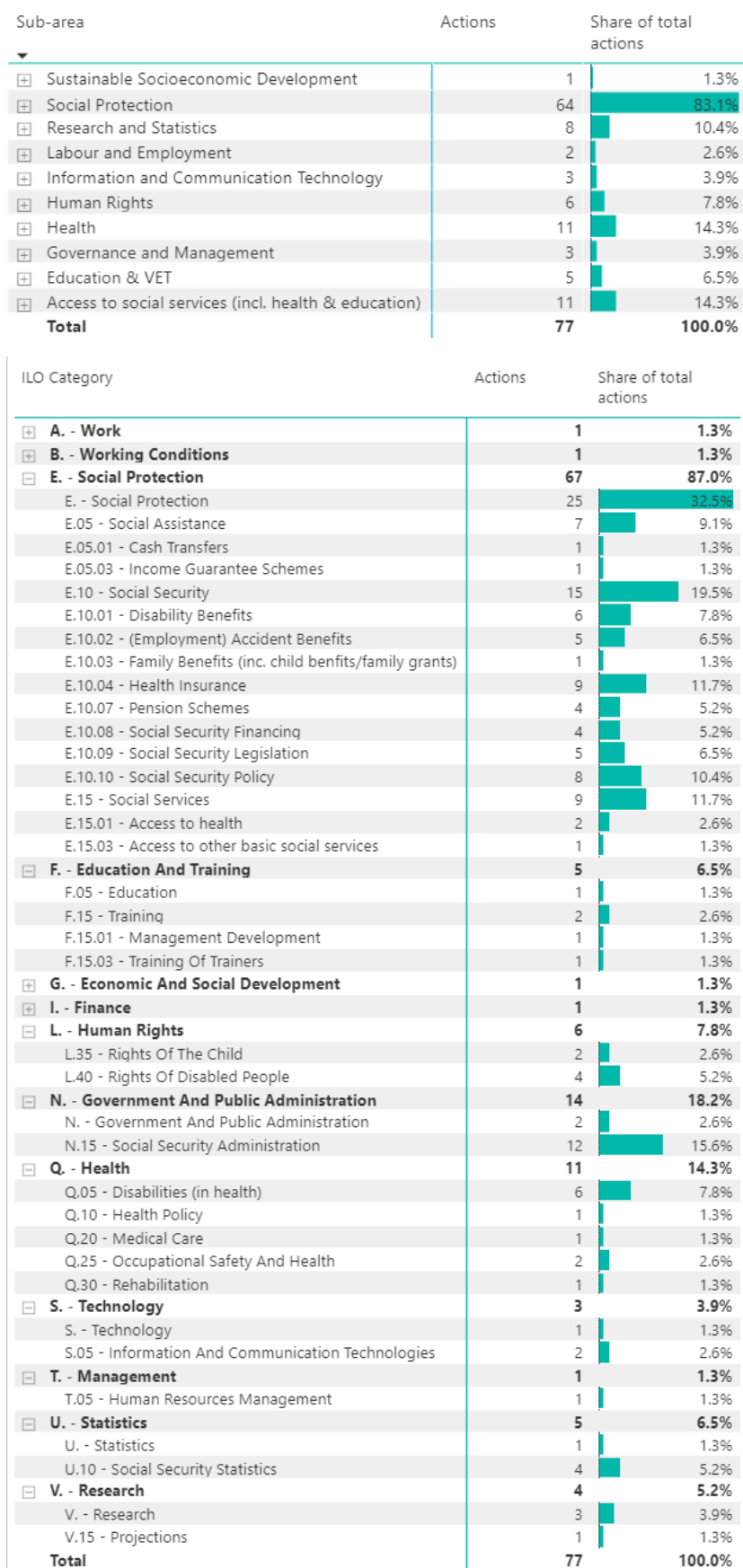


Figure 24: SOCIEUX+ action under the Social Protection branch by sub-area of work and field of intervention (categorised according to the International Labour Organization Taxonomy) until the end of the fourth reporting period (September 2020)

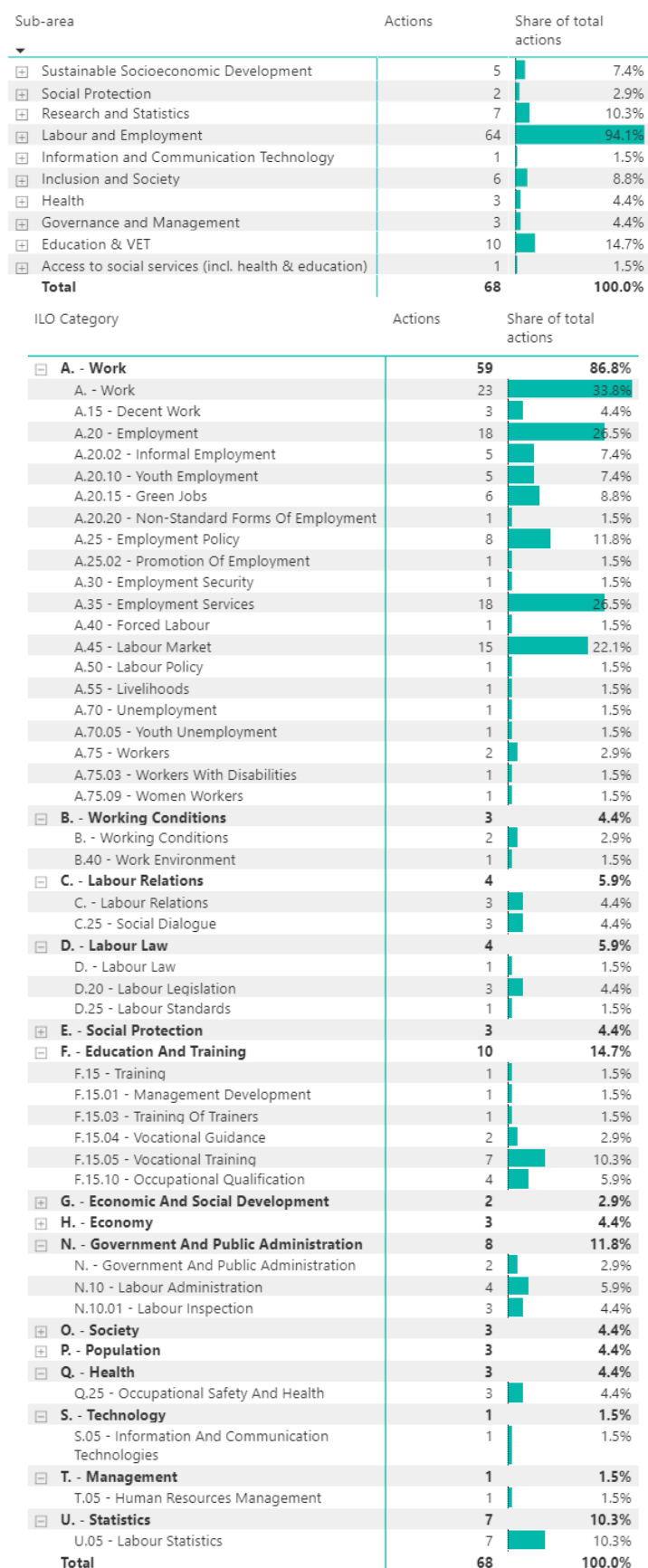


Figure 25: SOCIEUX+ action under the labour and employment branch by sub-area of work and field of intervention (categorised according to the International Labour Organization Taxonomy) until the end of the fourth reporting period (September 2020)

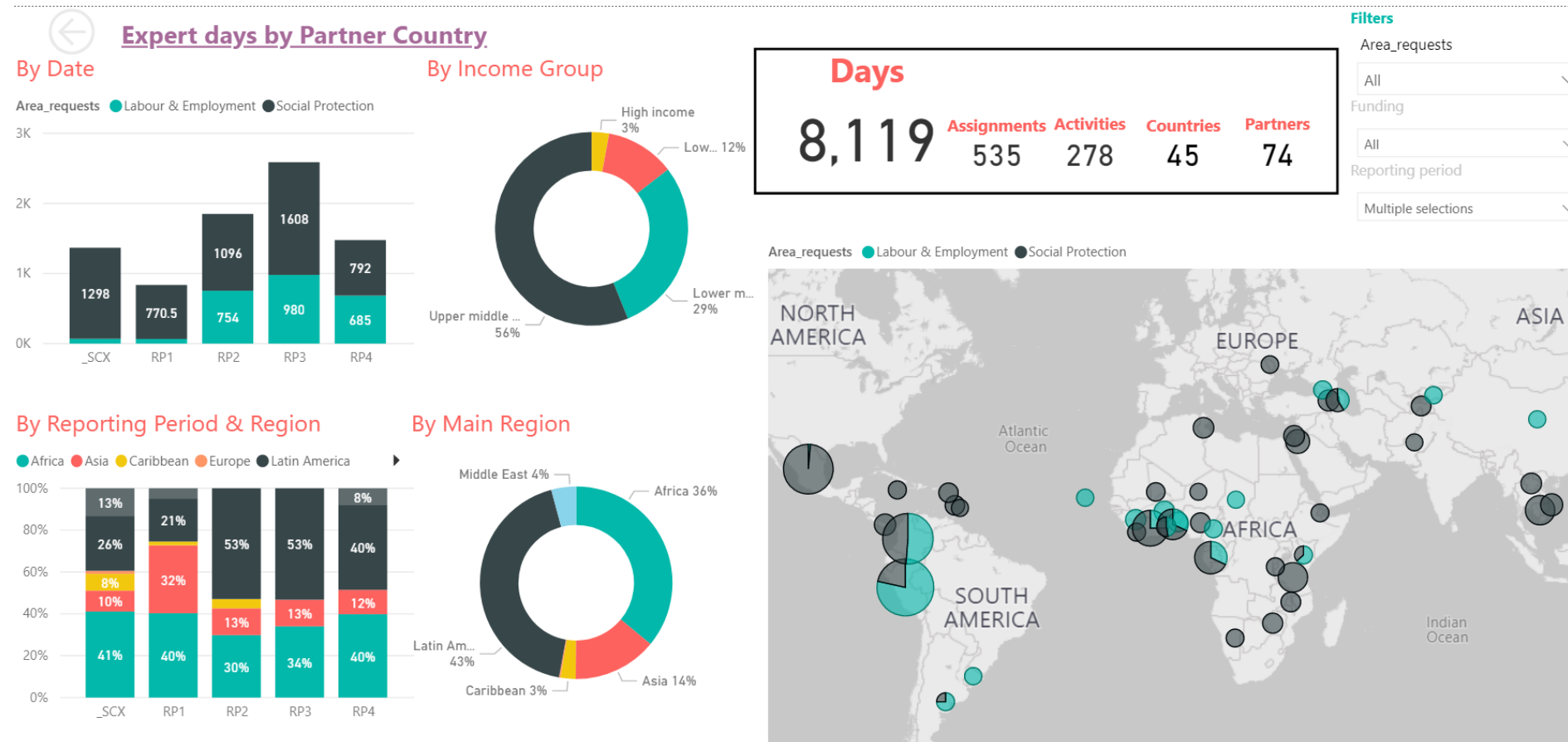


Figure 26: Number and share of expert working days until the end of the fourth reporting period (September 2020) by Partner Country, reporting period, area of work, region and income group

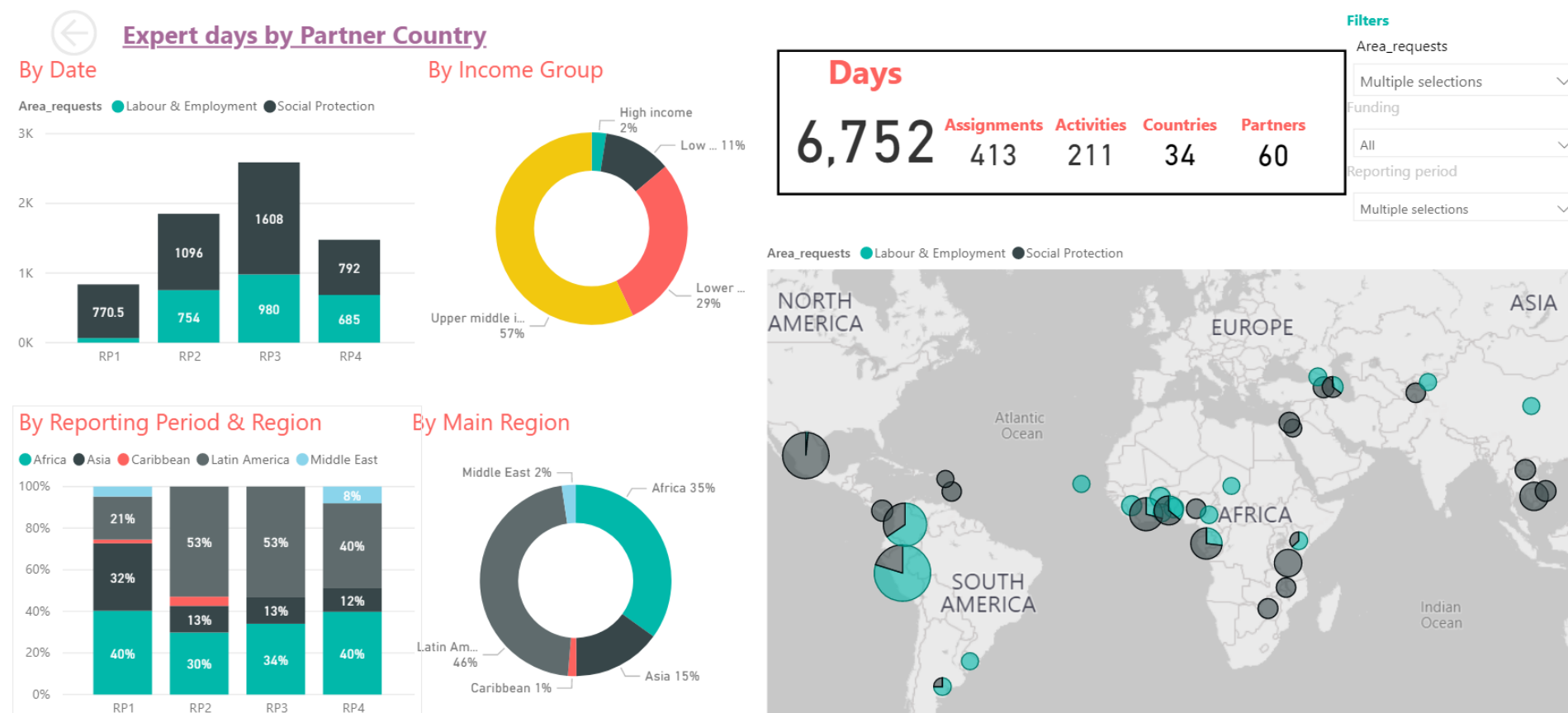


Figure 27: Number and share of expert working days implemented only under SOCIEUX+ until the end of the fourth reporting period (from September 2016 to September 2020) by Partner Country, reporting period, area of work, region and income group

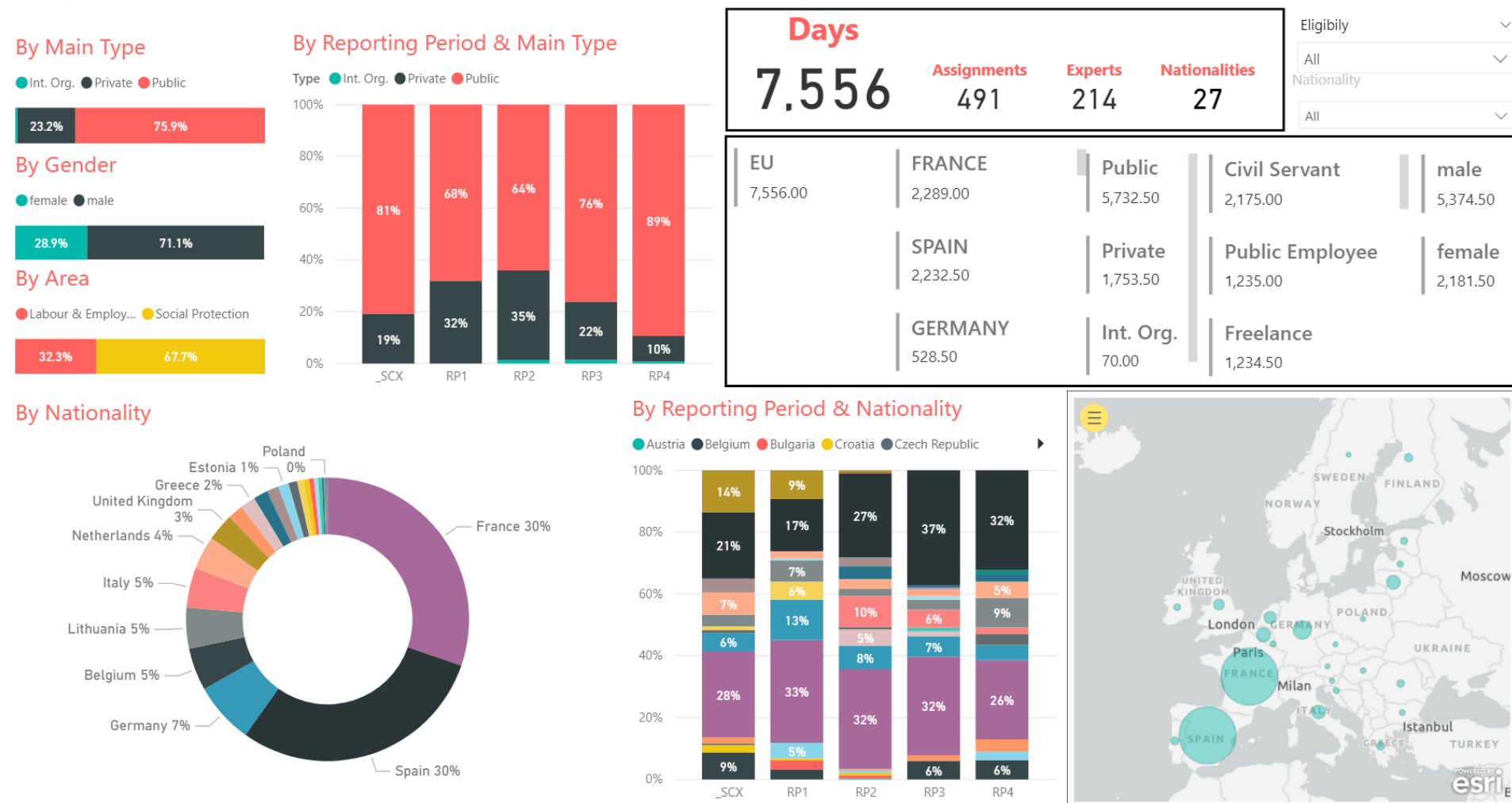
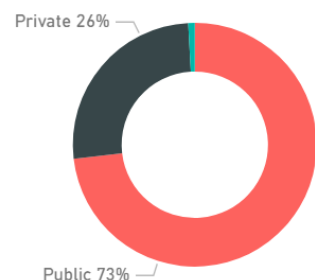


Figure 28: Number and share of expert working days until the end of the fourth reporting period (September 2020) by reporting period, area of work, main sector, gender, area of eligibility and nationality

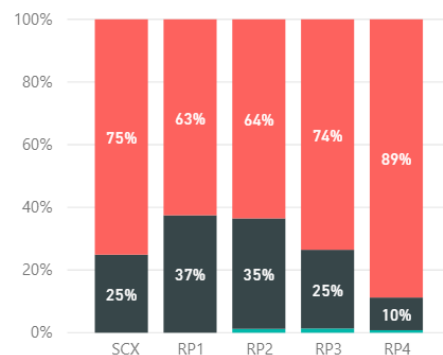
By Main Type

Public Private Int. Org.



By Reporting Period & Main Type

Type Int. Org. Private Public



Days

8,119

Assignments
532

Experts
242

Nationalities
90

Eligibility

All

Nationality

All

EU

7,556.00

FRANCE

2,289.00

Public

5,938.50

Civil Servant

2,232.00

male

5,752.50

PC

555.50

SPAIN

2,232.50

Private

2,110.00

Freelance

1,483.00

female

2,366.00

Non-Eligible

7.00

GERMANY

528.50

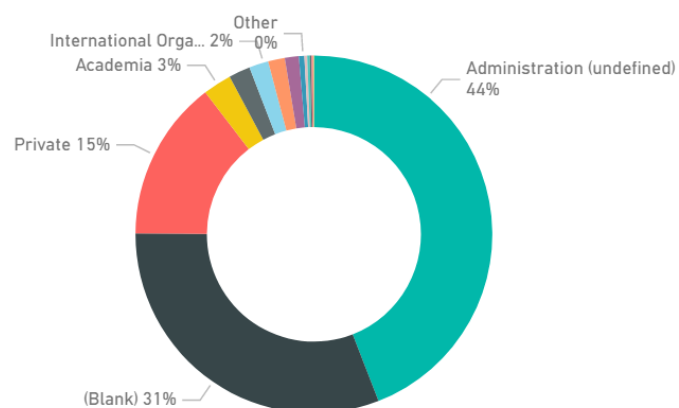
Int. Org.

70.00

Retired-Public (Ci...)

1,300.00

By Main Type & Type



By Reporting Period & Type

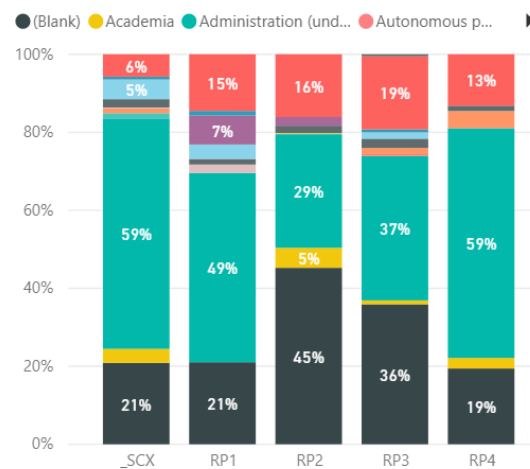


Figure 29: Number and share of expert working days until the end of the fourth reporting period (September 2020) by reporting period, main type and type of organisation

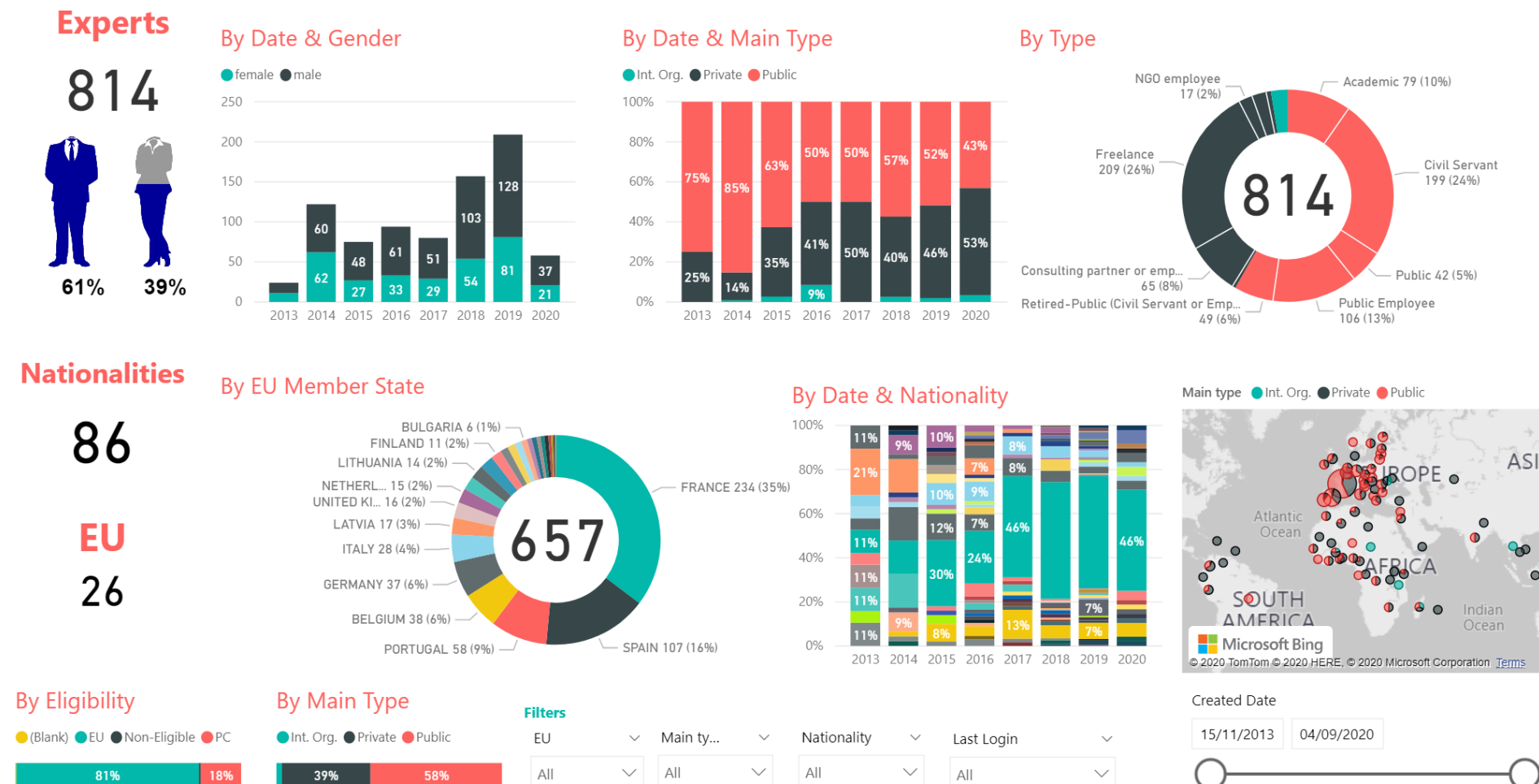


Figure 30: Share of SOCIEUX and SOCIEUX+ experts in Project Management Tool (PMT) by main sector, area of eligibility, gender and EU Member States nationality, by the end of the fourth reporting period (September 2020)

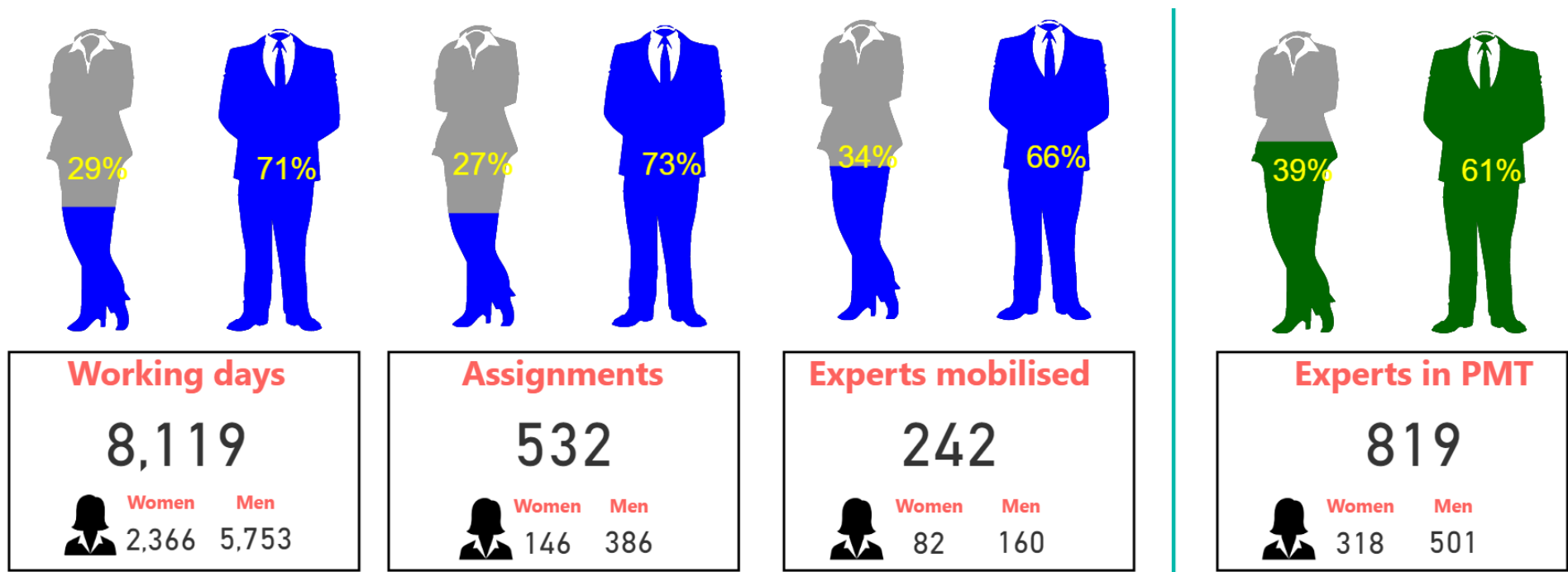
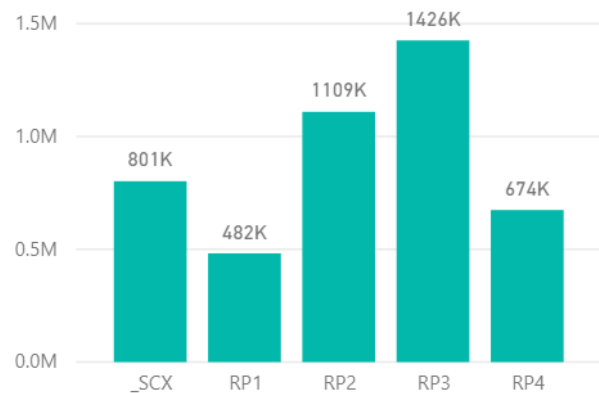
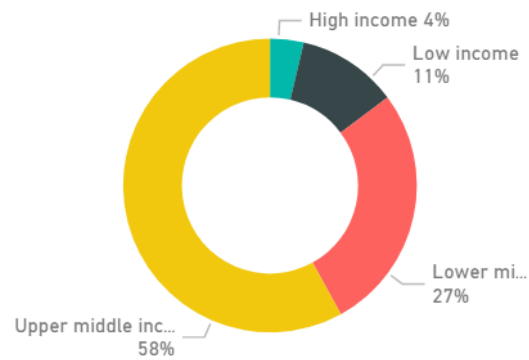


Figure 31: Experts gender distribution by number of SOCIEUX and SOCIEUX+ working days, assignments, experts mobilised and experts in Project Management Tool (PMT), by the end of the fourth reporting period (September 2020)

By Date



By Income Group



Total €

4.52M

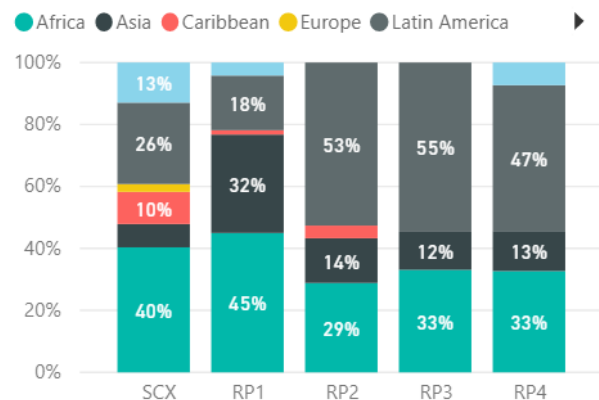
SOCIEUX+

3.48M

SOCIEUX

1.03M

By Reporting Period & Region



By Main Region

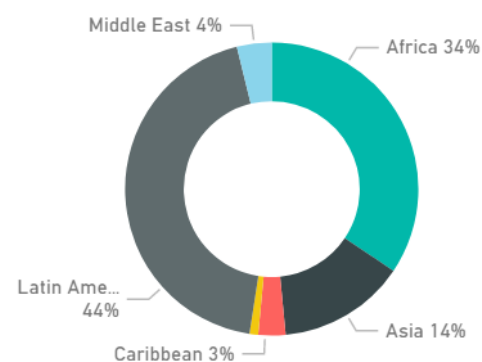


Figure 32: Share of SOCIEUX+ expenditure per expert days until the end of the fourth reporting period (September 2020) by reporting period, area of work, main sector, gender, area of eligibility and nationality

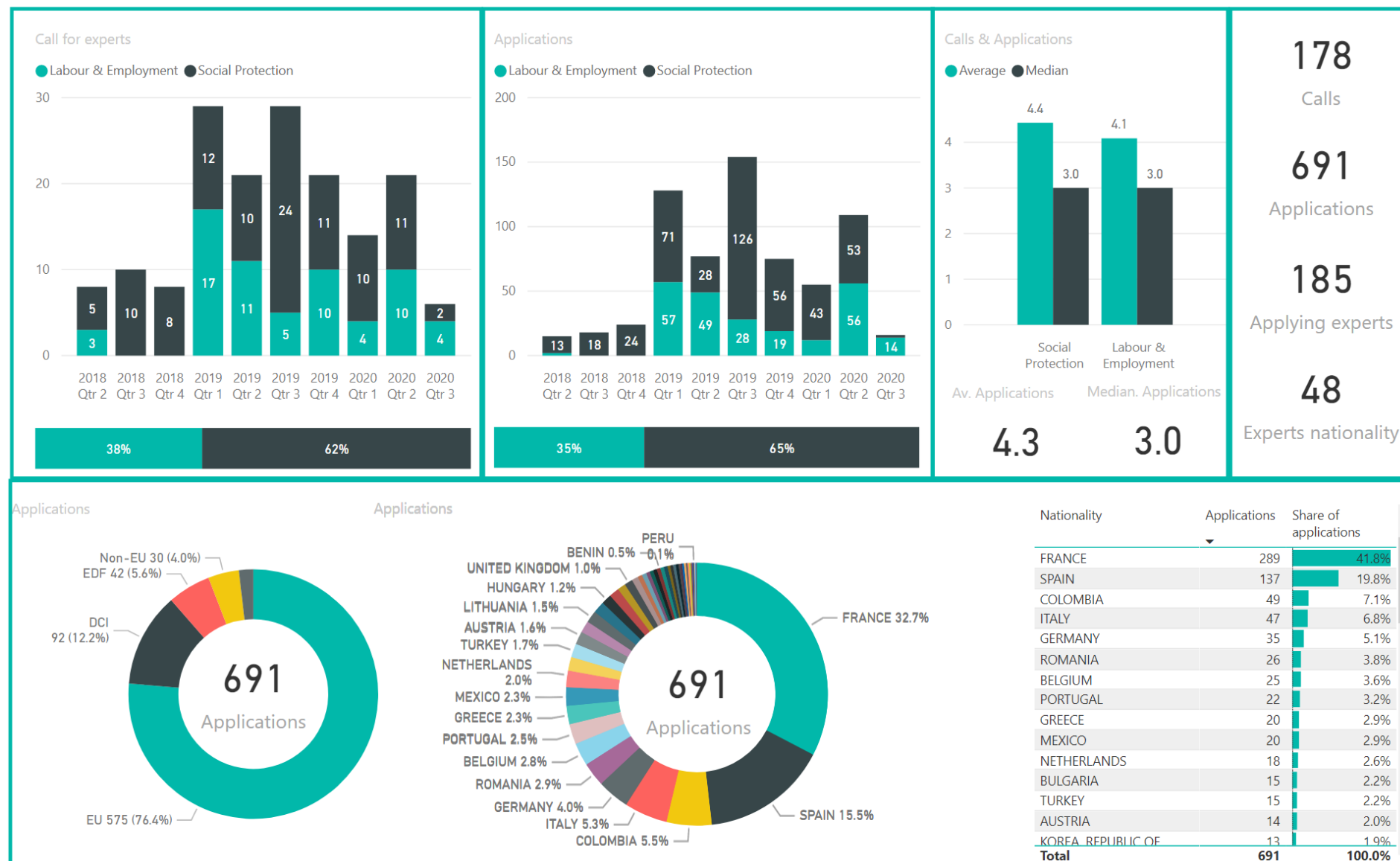


Figure 33: Characteristics of publication and applications to calls for experts in SOCIEUX+ Project Management Tool, until the end of the fourth reporting period (September 2020)

Annexe M – Feedback questionnaires results

Table 29: Partner Institutions feedback questionnaire main quantitative questions

Question
Q.01 - To what extent was/were this/these SOCIEUX+ Activity/activities relevant to the needs of your Institution?
Q.04 - How do you assess the design of this SOCIEUX+ Action and Activity/activities?
Q.05 - How do you assess the overall performance of the Expert(s Team) mobilised for the Activity/activities?
Q.06 - How do you assess the knowledge/expertise of the Principal expert (Mission Team Leader) mobilised?
Q.07 - How do you assess the knowledge/expertise of the other expert(s) mobilised?
Q.13 - Are you considering future collaborations with SOCIEUX+?
Q.14 - Would you recommend a collaboration with SOCIEUX+ to other peer organisations in your network, region or country?

Partner Institutions' Feedback (Update: September 21, 2020)

Assessed activities

98

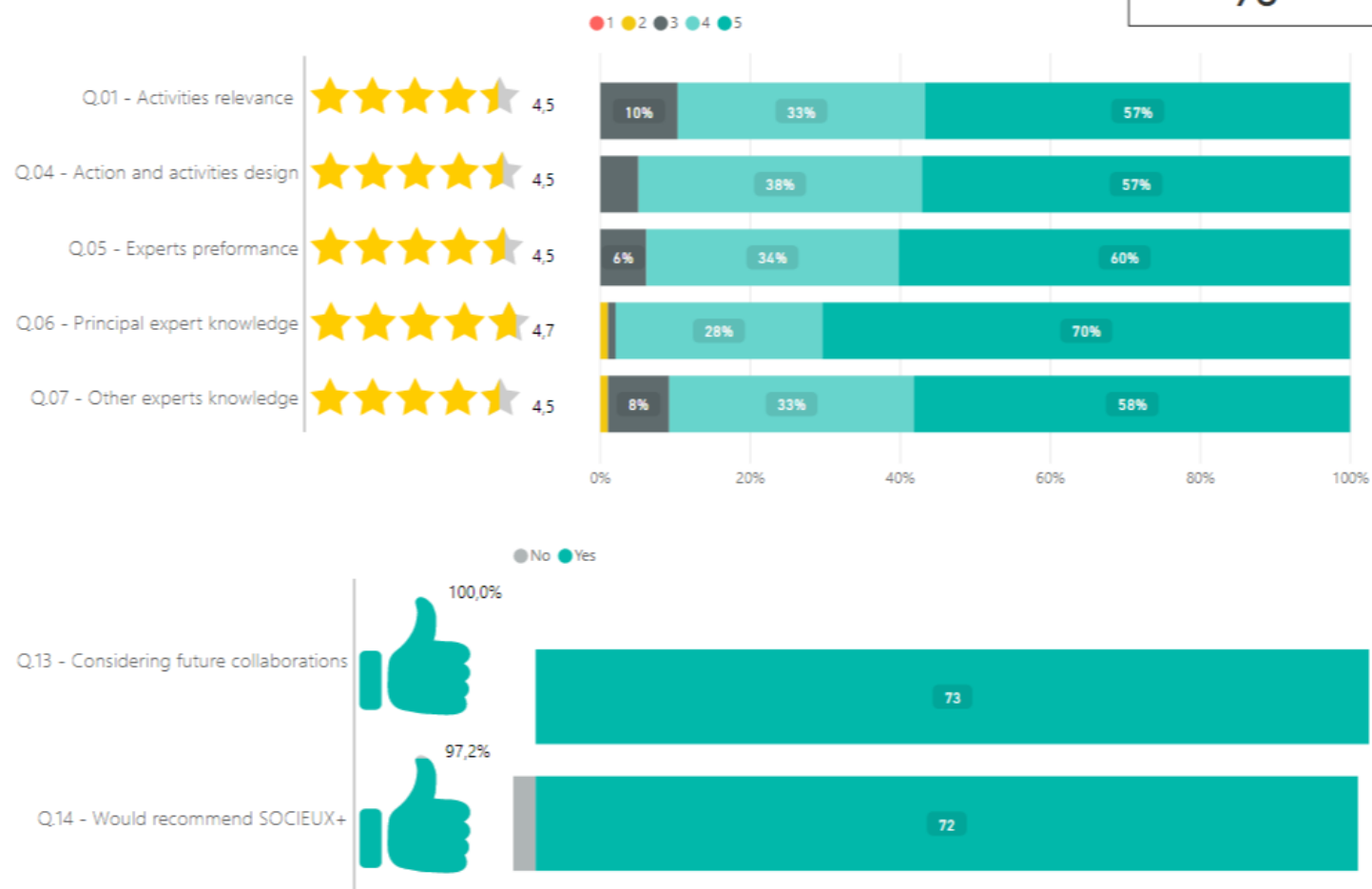


Figure 34: Results of Partner Institutions feedback questionnaire (PIF) over 98 activities assessed, until the end of the fourth reporting period (September 2020)

Table 30: Expert feedback questionnaire main questions by domain

<p>How much do you [expert] agree with the following statements?</p> <p>Relevance of action/activity: Q.02 - The action and its activities respond to the needs and gaps that you encountered during the mission. Q.03 - The partner is nationally legitimate to address the objectives and expected results of the action.</p> <p>Ownership of action/activity by Partner Institution: Q.04 - The Partner Institution's staff participated in the formulation and preparation of the mission/activity. Q.05 - The Partner Institution contributed to the implementation of the mission/activity. Q.06 - The Partner Institution contributed in the production of the deliverables of the mission/activity. Q.07 - The Partner Institution steered and coordinated the mission/activity.</p> <p>Inclusion of cross-cutting issues in action/activity implementation: Q.08 - Gender equality was considered at some point during the activity. Q.09 - Good governance was considered at some point during the activity. Q.10 - Environmental sustainability was considered at some point during the activity. Q.11 - Human rights (including rights of children, people living with disabilities, vulnerable groups and minorities) were considered at some point during the activity. Q.12 - [Social and economic] inclusion of vulnerable groups was considered at some point during the activity.</p> <p>Complementarity of action/activity: Q.13 - The Partner Institution has maintained an inclusive and transparent participatory approach during the implementation of the activity. Q.14 - The EU Delegation and EU funded programmes or initiatives active in the sector and country were supportive of the mission/activity. Q.15 - The action and its activities did not duplicate interventions from other stakeholders. Q.16 - International cooperation and development partners active in the sector and country were informed of the mission/activity. Q.17 - International cooperation and development partners active in the sector and country were supportive of the mission/activity.</p> <p>Adequacy and efficiency of action/activity: Q.18 - During the implementation of the action, you contributed to the refinement of activities. Q.19 - The profiles of the other expert team members were adequate to ensure the success of the action. Q.20 - The experts team size and number of working days were adequate to ensure the success of the action. Q.21 - The short-term mission approach of the action was adequate to respond to the needs and gaps of Partner Institution. Q.24 - The peer-to-peer short-term exchanges approach of the mission/activity was adequate to respond to the needs and gaps of Partner Institution.</p> <p>Likely impact of action/activity: Q.22 - The Partner Institution and/or national stakeholders will make use of the outputs and deliverables of the mission/activity. Q.23 - The deliverables and the results of the action can contribute to further development of the sector at national, regional or local level.</p> <p>Benefit of participation to action/activity for mobilised experts Q.25 - Your institution is regularly active in international cooperation. Q.26 - Your participation in the mission/activity was supported by your institution. Q.27 - You gained knowledge and experience during the mission/activity that will be beneficial to you and/or your institution. Q.28 - The financial compensation and travel support offered by SOCIEUX+ were adequate. Q.29 - You are willing to participate in another SOCIEUX+ action. Q.30 - You are willing to recommend the participation in SOCIEUX+ actions to your professional network and institution.</p>
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Experts' Feedback (Update: September 21, 2020)

Activities assessments

224

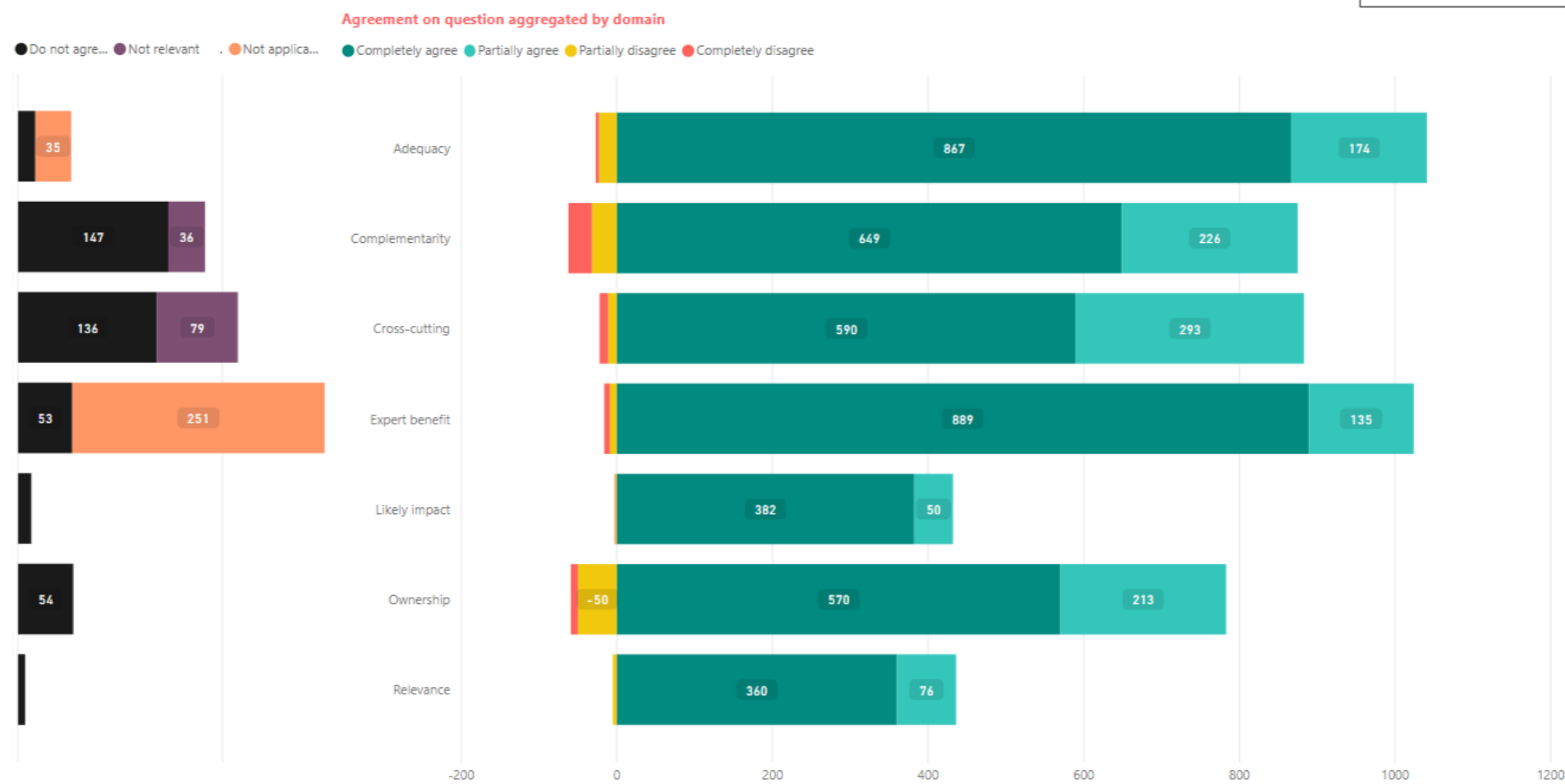


Figure 35: Results of Experts feedback questionnaire (EXF) aggregated by dimension assessed, over 224 activities assessed, until the end of the fourth reporting period (September 2020)

Experts' Feedback (Update: September 21, 2020)

Activities assessments

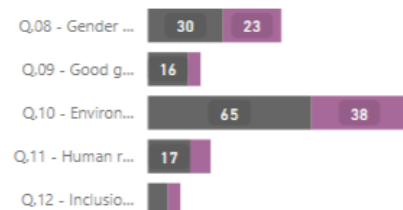
224



Figure 36: Results of Experts feedback questionnaire (EXF) on relevance and ownership over 224 activities assessed, until the end of the fourth reporting period (September 2020)

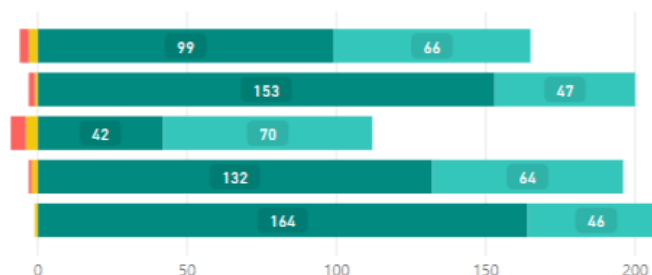
Experts' Feedback (Update: September 21, 2020)

● Do not agree nor disagree ● Not relevant



Inclusion of cross-cutting issues

● Completely agree ● Partially agree ● Partially disagree ● Completely disagree

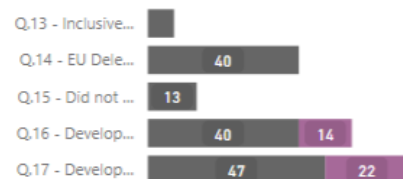


Activities assessments

224

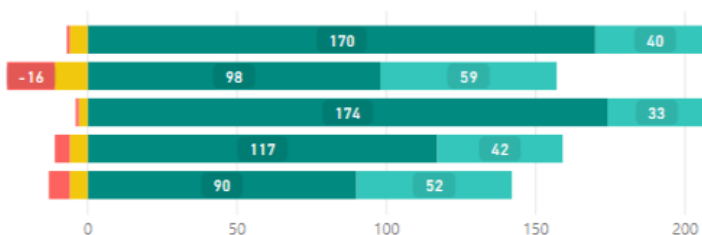
Q.08 - Gender equality
Q.09 - Good governance
Q.10 - Environmental sustainability
Q.11 - Human rights
Q.12 - Inclusion of vulnerable groups

● Do not agree nor disagree ● Not relevant



Complementarity

● Completely agree ● Partially agree ● Partially disagree ● Completely disagree



Q.13 - Inclusive and transparent processes
Q.14 - EU Delegation and programme
Q.15 - Did not duplicate other international initiatives
Q.16 - Development partners information
Q.17 - Development partners support

● Do not agree nor disagree



Efficiency & adequacy

● Completely agree ● Partially agree ● Partially disagree ● Completely disagree



Q.18 - Contributed to the refinement of the mission
Q.19 - Profiles of experts were adequate
Q.20 - Team size and number of experts
Q.21 - Short-term mission approach
Q.24 - P2P exchanges respond to needs

Figure 37: Results of Experts feedback questionnaire (EXF) on adequacy, cross-cutting and complementarity, over 224 activities assessed, until the end of the fourth reporting period (September 2020)

Experts' Feedback (Update: September 21, 2020)

Activities assessments

224

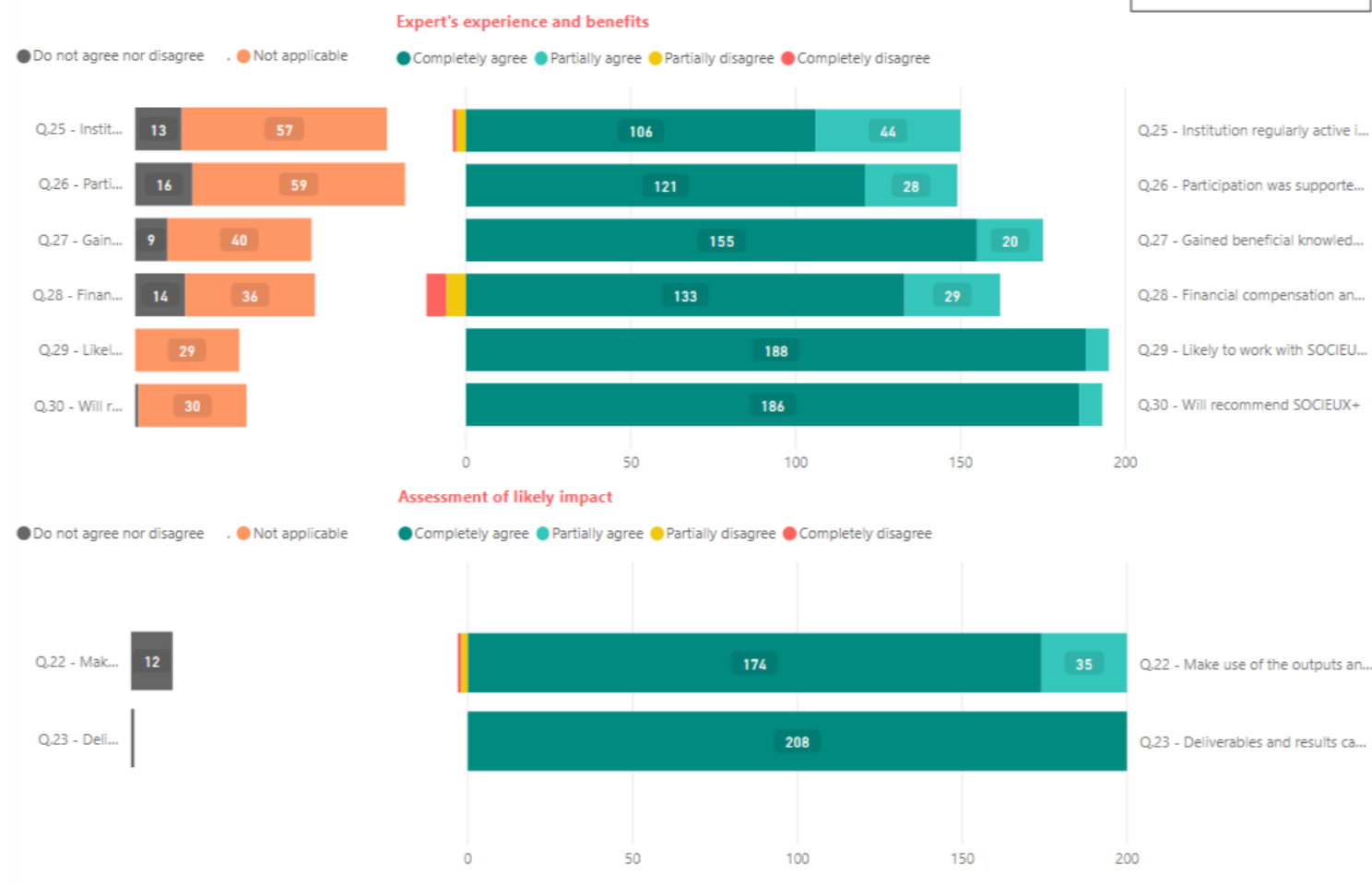


Figure 38: Results of Experts feedback questionnaire (EXF) on the experience of experts and likely impact of the activity, over 224 activities assessed, until the end of the fourth reporting period (September 2020)

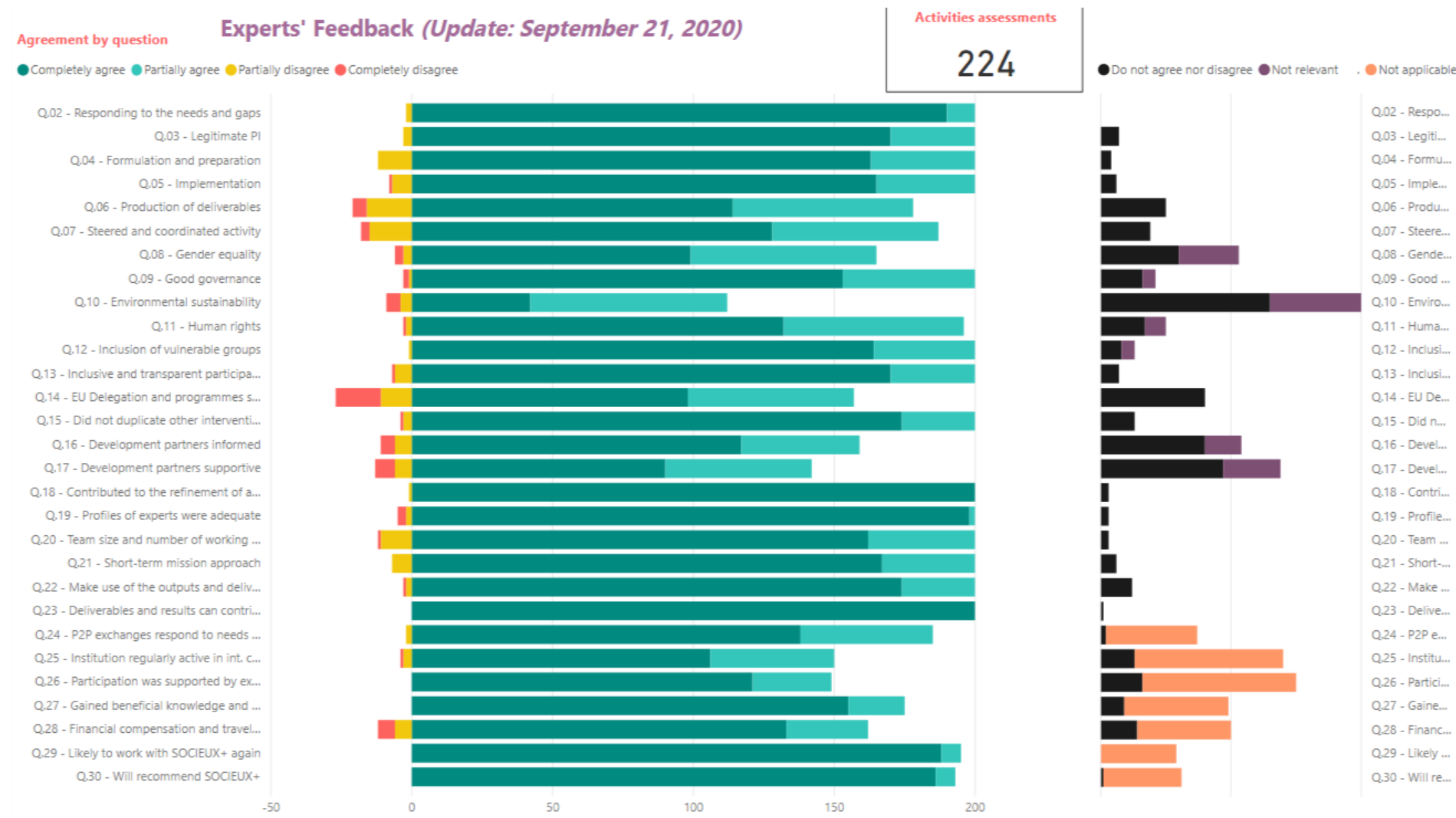


Figure 39: Overall results of all questions of the Experts feedback questionnaire (EXF) over 224 activities assessed, until the end of the fourth reporting period (September 2020)

Table 31: Participants feedback questionnaire main questions by domain

How much do you [expert] agree with the following statements?
Relevance of action/activity: Q.02 - This activity was relevant to your current or future tasks and duties at your institution.
Adequacy and efficiency of action/activity: Q.03 - The objectives and expectations of the activity were clear. Q.04 - The methodology and format of the activity was adequate to build your capacities. Q.05 - The knowledge and skills of the experts mobilised were adequate for the objectives and expectations of the activity. Q.06 - Exchanges with the experts mobilised were an added value to the activity. Q.07 - The experience from European Union Member States and their institutions was relevant to the needs of your institution or country. Q.10 - The logistics of the activity were appropriate to enable your effective participation.
Inclusion of cross-cutting issues in action/activity implementation: Q.11 - Gender equality was considered at some point during the activity. Q.12 - Good governance was considered at some point during the activity. Q.13 - Environmental sustainability was considered at some point during the activity. Q.14 - Human rights (including rights of children, people living with disabilities, vulnerable groups and minorities) were considered at some point during the activity. Q.15 - [Social and economic] inclusion of vulnerable groups was considered at some point during the activity.
Likely impact of action/activity: Q.08 - You acquired new knowledge and skills useful for your duties and institution. Q.09 - You are likely to use the knowledge and capacities acquired in this activity in your duties and institution.

Participants' Feedback (Update: September 21, 2020)

Respondents

151

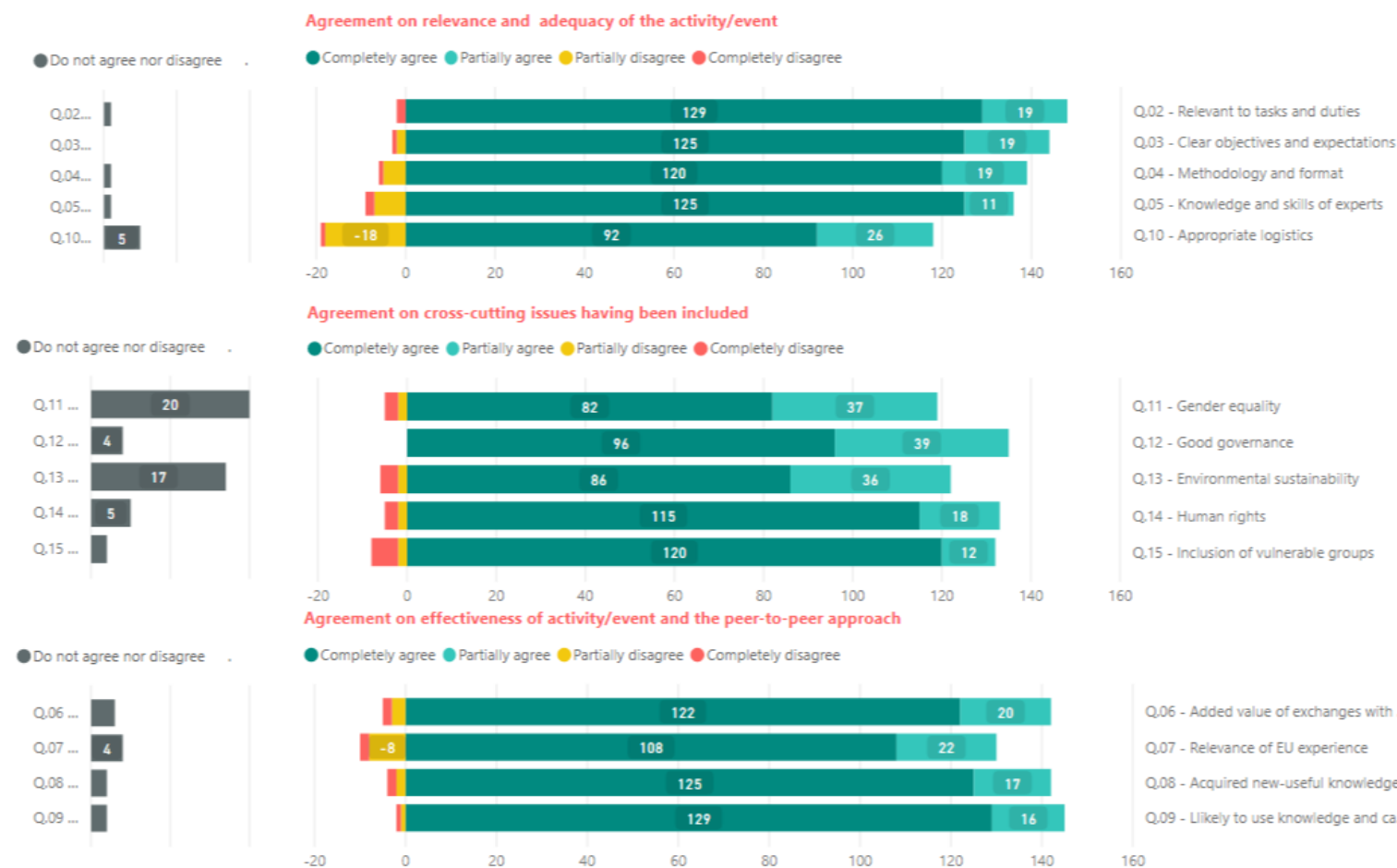


Figure 40: Results of Participants feedback questionnaire (PAF) based on 151 respondents, until the end of the fourth reporting period (September 2020)

Annexe N – Feedback questionnaires

All questionnaires are available in English, French and Spanish. Only English versions are reproduced here.

Experts feedback questionnaire

Respondent information

Family name:

Given name:

Activity details

SOCIEUX+ Action Code (e.g. 2018-01):

SOCIEUX+ Activity number (e.g. #3.1):

Your role in the activity:

- ☒ Principal expert
- ☐ Technical expert
- ☐ Speaker
- ☐ Facilitator or moderator
- ☐ Trainer
- ☐

Instructions

For each of the following statements, please provide your level of agreement or disagreement, unless otherwise indicated. A specific section addresses questions to public experts (academics, civil servants, public employees, etc) and social partners. A single open question is asked, at the end of the questionnaire.

Relevance

How much do you agree with the following statements?

	Completely agree	Partially agree	Do not agree nor disagree	Partially disagree	Completely disagree
The action and its activities respond to the needs and gaps that you encountered during the mission.	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The partner is nationally legitimate to address the objectives and expected results of the action.	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Ownership of the activity by the Partner Institution

How much do you agree with the following statements?

	Completely agree	Partially agree	Do not agree nor disagree	Partially disagree	Completely disagree
The Partner Institution's staff participated in the formulation and preparation of the mission/activity.	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Partner Institution contributed to the implementation of the mission/activity.	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Partner Institution contributed in the production of the deliverables of the mission/activity.	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Partner Institution steered and coordinated the mission/activity.	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Inclusion of cross-cutting issues

How much do you agree with the following statements?

	Completely agree	Partially agree	Do not agree nor disagree	Partially disagree	Completely disagree	Not relevant
Gender equality was considered at some point during the activity.	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Good governance was considered at some point during the activity.	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Environmental sustainability was considered at some point during the activity.	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Human rights (including rights of children, people living with disabilities, vulnerable groups and minorities) were considered at some point during the activity.	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
[Social and economic] inclusion of vulnerable groups was considered at some point during the activity.	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Complementarity

How much do you agree with the following statements?

	Completely agree	Partially agree	Do not agree nor disagree	Partially disagree	Completely disagree
The Partner Institution has maintained an inclusive and transparent participatory approach during the implementation of the activity.	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The EU Delegation and EU funded programmes or initiatives active in the sector and country were supportive of the mission/activity.	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The action and its activities did not duplicate interventions from other stakeholders.	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

How much do you agree with the following statements?

	Completely agree	Partially agree	Do not agree nor disagree	Partially disagree	Completely disagree	Not relevant
International cooperation and development partners active in the sector and country were informed of the mission/activity.	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
International cooperation and development partners active in the sector and country were supportive of the mission/activity.	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Efficiency and adequacy

How much do you agree with the following statements?

	Completely agree	Partially agree	Do not agree nor disagree	Partially disagree	Completely disagree
During the implementation of the action, you contributed to the refinement of activities.	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The profiles of the other expert team members were adequate to ensure the success of the action.	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The experts team size and number of working days were adequate to ensure the success of the action.	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The short-term mission approach of the action was adequate to respond to the needs and gaps of Partner Institution.	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Likely impact

How much do you agree with the following statements?

	Completely agree	Partially agree	Do not agree nor disagree	Partially disagree	Completely disagree
The Partner Institution and/or national stakeholders will make use of the outputs and deliverables of the mission/activity.	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The deliverables and the results of the action can contribute to further development of the sector at national, regional or local level.	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Public experts mobilisation

This section is intended at public experts and social partners only. Private expert should respond "not applicable" to all questions.

How much do you agree with the following statements?

	Completely agree	Partially agree	Do not agree nor disagree	Partially disagree	Completely disagree	Not applicable
The peer-to-peer short-term exchanges approach of the mission/activity was adequate to respond to the needs and gaps of Partner Institution.	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Your institution is regularly active in international cooperation.	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Your participation in the mission/activity was supported by your institution.	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
You gained knowledge and experience during the mission/activity that will be beneficial to you and/or your institution.	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The financial compensation and travel support offered by SOCIEUX+ were adequate.	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
You are willing to participate in another SOCIEUX+ action.	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
You are willing to recommend the participation in SOCIEUX+ actions to your professional network and institution.	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Thank you for your feedback.

We are almost done...

SOCIEUX+ and the Partner Institutions greatly benefit from your contributions, commitment and feedback. In a last step, we would very much appreciate if you could summarise in less than 100 words your experience in collaborating with SOCIEUX+ and the Partner Institution, and what this collaboration has brought to you (professionally and/or personally) and/or your institution.

Thank you again! The SOCIEUX+ Team looks forward to working with you again.

Please visit us at:

Partner Institutions feedback questionnaire on activities

1. Please provide the name of your institution

2. Please provide your name and position in your institution

3. Please provide your email address:

4. Please provide the code of the SOCIEUX+ Action being assessed, e.g., 2017-01

5. Please provide the number of the SOCIEUX+ Activity/activities being assessed, e.g., 2; 2-3 2 & 4, etc.

6. To what extent was/were this/these SOCIEUX+ Activity/activities relevant to the needs of your Institution?



7. What has your Institution gained from this/these SOCIEUX+ Activity/activities?

8. How will your Institution apply the outcomes/knowledge acquired within the framework of this/these SOCIEUX+ Activity/activities?



9. How do you assess the design of this SOCIEUX+ Action and Activity/activities?



10. How do you assess the overall performance of the Expert(s) Team mobilised for the Activity/activities?



11. How do you assess the knowledge/expertise of the Principal expert (Mission Team Leader) mobilised?



12. How do you assess the knowledge/expertise of the other expert(s) mobilised?

13. Which constraints did you encounter in implementing this/these Activity/activities?

14. What recommendations do you have to improve activities [based on peer exchanges] such as the one(s) implemented with your institution?

15. What recommendations do you have to improve the support provided by SOCIEUX+?

16. What would you recommend as possible SOCIEUX+ follow-on activities for the evaluated action/activity/activities implemented?

17. Do you have any other comments or remarks to share with the SOCIEUX+ team?

18. Are you considering future collaborations with SOCIEUX+?



Yes



No

19. Would you recommend a collaboration with SOCIEUX+ to other peer organisations in your network, region or country?



Yes



No

20. Which organisations and people in your network could you recommend us to contact to offer our support?

21. Could you summarise in less than 100 words your assessment and feedback on your collaboration with SOCIEUX+ and mobilised experts, and what this collaboration has brought to your institution?

Participants feedback on capacity building activities

Contact details of the respondent

This form can be filled anonymously. However, and only if you wish to, you may provide your contact details for further feedback.

Family name:

Given name:

Institution:

Position:

Email address:

Activity details

If you do not know or have doubts on the correct SOCIEUX+ code of the activity to which you participated, please ask the principal expert that led the activity.

SOCIEUX+ Action Code (e.g. 2018-01):

SOCIEUX+ Activity number (e.g. #3.1):

Type of activity:

☒

Training

☐

Seminar

☐

Workshop

☐

Roundtable

☐

Instructions

For each of the following statements, please provide your level of agreement or disagreement, unless otherwise indicated. One multiple choice answer has been added. Four open questions have also been added to enable you to provide more context to your answers. Responding to these questions is optional. We would however appreciate your feedback on these, if you wish so.

Activity assessment

How much do you agree with the following statements?

	Completely agree	Partially disagree	Do not agree nor disagree	Partially disagree	Completely disagree
This activity was relevant to your current or future tasks and duties at your institution.	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The objectives and expectations of the activity were clear.	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The methodology and format of the activity was adequate to build your capacities.	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The knowledge and skills of the experts mobilised were adequate for the objectives and expectations of the activity.	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Exchanges with the experts mobilised were an added value to the activity.	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The experience from European Union Member States and their institutions was relevant to the needs of your institution or country.	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
You acquired new knowledge and skills useful for your duties and institution.	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
You are likely to use the knowledge and capacities acquired in this activity in your duties and institution.	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The logistics of the activity were appropriate to enable your effective participation.	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Inclusion of cross-cutting issues

How much do you agree with the following statements?

	Completely agree	Partially agree	Do not agree nor disagree	Partially disagree	Completely disagree
Gender equality was considered at some point during the activity.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Good governance was considered at some point during the activity.	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Environmental sustainability was considered at some point during the activity.	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Human rights (including rights of children, people living with disabilities, vulnerable groups and minorities) were considered at some point during the activity.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
[Social and economic] inclusion of vulnerable groups was considered at some point during the activity.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Recommendations and feedback

The following open questions have been added to enable you to provide more context to your answers. Responding to these questions is optional. We would however very much appreciate your feedback.

11

Which additional methodologies and approaches would you have like the organisers to use?

12

How do you think your institution or/and you can make use the knowledge and capacity gained from this activity (maximum 150 words)?

13

Which experiences and lessons learned from the EU Member States institutions were the most relevant (maximum 150 words)?

14

If you experienced a serious constraint with the logistics of the activity, we would be most obliged if you could share your experience with us.

Thank you for your feedback.

We are almost done...

15

SOCIEUX+ and the mobilised experts greatly benefit from your feedback. We would very much appreciate if you could in a last step provide us a summary in two sentences of your overall experience and of what you or your institution gained from this capacity building activity.

Thank you again! The SOCIEUX+ Team looks forward to working with you again.

Please visit us at: www.socieux.eu

Annexe O – Results-Based Monitoring – Follow-up

Table 32: Conclusion of the 2018 Results-Based Monitoring Mission of SOCIEUX+

Conclusions	
Number	Conclusions
C1	Relevance: The distribution of roles and responsibilities between EF and FIIAPP is not integrated in a coherent plan of intervention that can integrate M&E and KD as horizontal functions across all levels of project implementation. The intervention logic presented in the logical framework does not support the elaboration of a common understanding between the partners of the results and added value that can realistically be expected from SOCIEUX+.
C2	Efficiency: There is room to improve efficiency in managing the requests and actions. The current setting sees limited economies of scale and an amount of staff inputs for preparing the action dossiers that tends to generate bottlenecks and would not support the expected increase in the volume of requests and actions and the associated workload. For the same reason, the current level of staff inputs is insufficient to focus on those components that need to be further developed, i.e. the promotion of the Facility in new countries, the engagement of more EU MS and the development of the Network of focal points, together with the pool of public experts.
C3	Efficiency: The project progress in the use of financial resources shows significant levels of underspending. In March 2018, at 40% of the implementation period, 22% of the total costs had been spent. Progress is especially low for per diem and travel (18%) and Human Resources (23%). FIIAPP has a total volume of expenditures of 18% of its budget, due to low spending on the website and the KD component, that will likely improve, and for experts' fees, which will unlikely be recovered until the end of the contract: only 15% of costs correspond to public experts (12.750 EUR) and zero for Other experts (whose involvement no longer corresponds to FIIAPP role in SOCIEUX+). Similarly, expenditures for Travel are 6% of the total costs.
C4	Effectiveness: If the KD component will be implemented to its full potential, the project could contribute to the much-needed global knowledge about aspects of its implementation model, reflected in global policy instruments, including the European Consensus for Development. For instance, evidence-based knowledge is largely missing on using public sector expertise in development cooperation and about the place for short-term, demand-driven, peer-to-peer support to public reform processes in Partner Countries, in the wider framework of technical assistance interventions. Evidence is in general needed on the pros and cons of key implementation principles for SOC+ (national sovereignty and leadership, peer-to-peer approach, the exploitation of complementarities between different EU instruments). Moreover, a more thorough understanding about the benefits for EU MS administrations of participating in external actions would substantially support efforts to enlarge the Network of FPs.
C5	Sustainability: By design, SOCIEUX+ is expected to complement larger-scale support projects funded by the EU but also, when relevant, to lay the foundations for future programmes supported by the EU or other donors. While the attention paid in SOC+ to the future projection of its actions may be more systematic and focused, the continuation of the flow of benefits generated by the actions of the Facility is in some cases directly linked to the exploitation of complementarities with other projects and programmes (funded by the EU or other donors) and the availability of follow-up support.
C6	Sustainability: To this date, debriefing meetings with the EUDs are not regularly organised at the end of each activity or action. The organisation of debriefing meetings would ensure that the experts involved in implementing an action have the opportunity to present their experience, possible lessons learned and need for discussing further support with/for the beneficiary. On a case by case basis, the connection with the EUDs could be crucial to identify the specific frameworks of policy, dialogue and intervention in which further support can be granted or the actions' results could be put at work. Considering that in most countries the project is positively received by government institutions, more regular transfers of substantial information to the EUDs could also facilitate their institutional dialogue with the governments. In general, SOC+ can be more clearly exploited to bridge a gap between short-, medium- and long-term EC support and other donors' initiatives.

Table 33: Recommendations and follow-up measures to the 2018 Results-Based Monitoring Mission of SOCIEUX+²⁹

Recommendations	
<i>Number</i>	<i>Recommendation</i>
R1	<p>EF and partners: Revise the project logical framework with a view to develop an intervention logic that is in line with the size and scope of the Facility and its actions. Develop a solid M&E framework with indicators of achievement that can support (i) the systematic collection and aggregation of action-based results at overall project level, (ii) the identification of relevant lessons and in general, the development of evidence-based knowledge for Partner Countries and development partners. Consider adding indicators concerning the number of participating EU MS, actions per country and region, registered EU public experts; at action level, the number of new institutions involved in the reform process; local experts involved, including those appointed by beneficiary institutions; collaborations with other projects. (related to Conclusion C1).</p> <p>FMT's proposed measures:</p> <ul style="list-style-type: none"> • A logical framework review is based on the methodological note developed following the review of the current logical framework by a consulting team. A draft reviewed LF is to be presented to the PSC for consideration. • Based on the reviewed logical framework, new processes of M&E shall be proposed to account for points (i) to (iii) of the above recommendation (R1). • The recruitment of an M&E Officer and an operational methodology for implementing the new processes will be proposed to the PSC. • <p>Considerations:</p> <ul style="list-style-type: none"> • Possible budget human resources and budget implications shall be considered in combination with the proposal (human resources and adjusting of tools revision). • The location and equipment of a new staff need to be clarified. • A general profile of the Officer may already be presented at the PSC. • The proposed indicators in R1 correspond to "Facility performance indicators" as discussed in the logical framework review methodologic report. • The implications of new indicators and processes on the PMT need to be taken into account. A final decision to be made during the next PSC. • <p>Follow-up in Interim Reporting Period #4:</p> <ul style="list-style-type: none"> • A revision of the logical framework has been completed and agreed upon with DEVCO-B3 and DG DEVCO Unit O4), • Where applicable, baselines for the logical framework were developed in RP4. • Practical considerations on using the logical framework for the current and the upcoming phases of SOCIEUX+ have been worked out. • New M&E Tools have already been put in place with data being gathered. • An M&E Officer (MEO) was recruited (entry in duty end of September 2019). • New Feedback forms for activities/actions assessment aimed at: • Partner Institutions • Mobilised experts • Participants in capacity development workshops or similar • Mission reports of mobilised experts have been completely reviewed to capture the nature of the deliverables and deliverables of activities. These forms also aim at collecting quantitative data for the LF indicators. • New semi-automatic dashboards have been developed using a business intelligence software (Microsoft Power BI) for the visualisation and analysis of: • Operational data (requests, activities, mission days, expenditure, etc); • PMT registration of experts; • Monitor gender and geographic balance in the mobilisation of experts; and,

²⁹ The proposals of follow-up measures and their associated considerations were submitted for approval to SOCIEUX+ Steering Committee in November 2018.

Recommendations

Number Recommendation

- Data of feedback surveys from (see above).
- The PMT categories have been updated to enable a better capture of the area of intervention of SOCIEUX+ actions. The new categories also capture in more detail the type of support provided. In the next step, the PMT will be modified to capture the quantitative data for indicators that are now collected through the Expert Mission Report (ExMR).

R2 EF and partners: Proceed with a realistic diagnosis of the processes and the human and financial resources required to (i) improve efficiency in the preparation of the action dossiers; (ii) promote the Facility to new Partner Countries and new EU MS, while also developing the Network of FP with the pool of public experts; (iii) ensure the development and appropriate functioning of the M&E and KD components, investing in additional resources for M&E (related to Conclusions C2 and C3). Present to DG DEVCO and the PSC the results of the diagnosis and a proposal to discuss the needed adaptations, and proceed to prepare a request for addendum to the grant agreement to reflect the agreed changes in the DoA, including the LF and the budget (related to Conclusions C2 and C3).

FMT's proposed measures:

- The reflection on the adequacy of processes and human and financial resources of the FMT to respond to the current demands (existing portfolio) and enable the consumption of the current "actions budgetary envelope" has been ongoing.
- An additional separated or/and external diagnosis process would not be conclusive as it will only further delay the necessary adjustment in the FMT structure and business processes
- To fulfil the above expectations in points (i) to (iii) of the above recommendation (R2) a substantial increase in HR will be required
- An increase in HR is also required to address the current backlog of requests and activities to implement
- Roles and duties of individual FMT members will need to be reviewed to ensure that the scaling up of the HR is also accompanied by an increased efficiency of the current business processes [by streamlining management of actions] and take up new functions related to the development of "EU-Public expertise for development networks" as suggested in C2
- A new organigram with revised roles and duties is to be presented at the PSC

Considerations:

- Possible budget HR and budget implications shall be considered, with various scenarios and implications.
- The location and equipment of a new staff need to be clarified.
- Cost estimate & financing scenarios: EF [on own-existing budget envelope].
- An internal FMT consultation; may be organised around following the consultation on the reviewed logical framework.
-

Follow-up in Interim Reporting Period #4:

- An M&E Officer was recruited (entry in duty end of September 2019).
- Logistical support for the position, including equipment has been provided by BELINCOSOC
- A new APO was recruited (entry in duty in February 2020), based in Paris at EF's office with the back-office team.
- A new action manager (AM) was recruited (entry in duty in August 2020), based in Brussels.
- The reinforcement of the FMT by 2 additional AMs and 2 APOs should increase the processing times and monitor actions substantially.
- A proposal of restructuring and strengthening the FMT submitted for approval to the PSC in March 2019. The proposal accounts for the extension and scale-up of the operations on actions.
- Responsibilities of managing requests and actions have been transferred to the sole coordinators and to new positions of action managers. TEs are refocusing their efforts

Recommendations	
Number	Recommendation
	<p>in the business development of SOCIEUX+, i.e. prospection for new requests and promotion of SOCIEUX+ in the EU networks of public expertise.</p> <ul style="list-style-type: none"> •
R3	<p>EF and DG DEVCO: Consider organising technical discussions with (i) relevant Units at DG DEVCO and other line DGs to discuss the experience and contribution of SOC+ to post-2020 strategies and programming, (ii) existing practitioners' networks on the partnership between the EU and EU MS, the principle of national sovereignty in international assistance, EU public expertise in external actions. These include the Task Force of the Practitioners' Network on the use of the Public Sector Expertise co-led by FIIAPP, EF and ENABEL (related to Conclusion C4).</p> <p>FMT's proposed measures:</p> <ul style="list-style-type: none"> • EF, FIIAPP and ENABEL is/are already part of the Task Force of the Practitioners' Network. EF is currently head of the network. • The issue may be best addressed in the form of (a) knowledge development product(s), in form of briefing notes that may also be shared with the Practitioners' Network and more broadly; tentative topics may be: • The added value of public expertise in development and international cooperation agendas and interventions; and, • Challenges in engagement of European (EU) public institutions and experts in development and international cooperation interventions. <p>Considerations:</p> <ul style="list-style-type: none"> • This type of products and their target groups was not foreseen in the current Knowledge Development Strategy and Action Plan. • Budgetary implications. • Most likely requiring externalisation of the production of the notes. <p>Follow-up in Interim Reporting Period #4:</p> <ul style="list-style-type: none"> • New activities focusing on promoting SOCIEUX+ across EU networks of practitioners or creating a community of practices are currently being considered under the framework of the new KD strategy for the next phase of SOCIEUX+. • Within its KD work plan, SOCIEUX+ has produced eight technical reports, available at http://socieux.eu/knowledge/reports/ • The focusing of the TEs towards business and network development is already ongoing. The procedures for the planning and monitoring of these efforts were already shared with the PSC.
R4	<p>EF: Consider the inclusion of exit strategies in the final reports of individual actions with a view to presenting proposals to address the next steps needed to secure the benefits of the action, including possible connections to other exiting interventions or programmes and the need for follow-up support. (related to Conclusion C5).</p> <p>FMT's proposed measures:</p> <ul style="list-style-type: none"> • Current standard formats for Expert Reports (ExRP) used for deliverables already include a specific chapter on recommendations. • The current standard format for Expert Mission Reports (ExMR) [internal reports not shared with external stakeholders and are asked from every expert or expert mission team] already include a section on recommendations and considerations of the use of deliverables by mobilised experts. • A specific section on "next steps", risks and assumptions for the sustainability of the deliverables and inputs of activities shall be added in ExMRs. • The specific section on the sustainability of the ExMRs shall be shared with all stakeholders, in particular, Partner Institutions. • <p>Considerations:</p> <ul style="list-style-type: none"> • The sharing of experts' recommendations and considerations may not be systematic or redacted to account for political sensitivities.

Recommendations	
<i>Number</i>	<i>Recommendation</i>
	<ul style="list-style-type: none"> Recommendations of mobilised experts may not adequately consider possible follow-up by development partners or programmes [due to their lack of knowledge on development cooperation].
	Follow-up in Interim Reporting Period #4:
	<ul style="list-style-type: none"> The ExMR formats were reviewed to ensure that experts can make appropriate recommendations for the results' sustainability. As necessary, debriefings with the EUDs and other development partners are sought whenever possible and desired by these stakeholders.
R5	<p>EF: Adapt the templates of the following forms: (i) in the action form, add a table with the compact set of common indicators developed for collecting comparable data at action level; (ii) in the final activity/action forms, add an updated table reporting against the same indicators of achievement included in the action form; consider also to include a traffic light (green/red) offering the possibility to signal a good practice and possible 'public champions' whose experience can be showcased in other contexts; a user-friendly template for outlining the exit strategy for the action, with proposals for next steps, inputs collected by the EUD and indication of need for further support through other instruments (related to Conclusions C1 and C5).</p> <p>FMT's proposed measures:</p> <ul style="list-style-type: none"> The implementation of the above recommendation (R5) is dependent of the review of SOCIEUX+ logical framework. An appropriate response and corresponding considerations may only be developed upon approval of the reviewed logical framework. <p>Considerations:</p> <ul style="list-style-type: none"> See responses to R1. <p>Follow-up in Interim Reporting Period #4:</p> <p>ExMR have been reviewed and complemented with feedback questionnaires to capture information for the indicators of the new SOCIEUX+ logical framework, such as reforms and legislative tools supported by SOCIEUX+ activities.</p> <p>The review of the Action Evaluation Forms is taken over by the M&E Officer, to facilitate aggregation of relevant information at action level, as well as to simplify reporting of indicators of the Logical Framework. The form is currently under the responsibility of the responsible officers for the implementation of an action; the responsibilities in the utilisation of this tools is to be clarified in the inception phase of the extension of SOCIEUX+.</p>
R6	<p>EF: Hold a meeting between the experts and representatives of the relevant EUD at the end of each mission, with a view to present their experience, possible lessons learned and need for discussing further support with/for the beneficiary. The opportunity could also be used to reinforce the fact that the EUDs can submit requests for assistance to SOC+ to complement existing cooperation projects or support the design of a new intervention (related to Conclusion C6).</p> <p>FMT's proposed measures:</p> <ul style="list-style-type: none"> Proposals of briefings and debriefings with the EUDs' staff is already foreseen in SOCIEUX+ SOPs. The FMT will emphasise the importance of and continue to propose briefings and debriefings are submitted to EUDs. <p>Considerations:</p> <ul style="list-style-type: none"> Briefings and debriefings have not always been possible for various reasons and are systematically considered needed by EUDs or the tight agenda of missions, particularly in trainings. <p>Follow-up in Interim Reporting Period #4:</p> <ul style="list-style-type: none"> The possibility of submission of requests for assistance through EUDs to SOCIEUX+ has been included in the strategic response of SOCIEUX+ to the COVID-19 emergency.

Annexe P – Mid-Term Evaluation – Follow-up

Table 34: Feedback on Immediately applicable recommendations from the 2019 Mid-Term Evaluation of SOCIEUX+

Timeframe for implementation/recommendations	Feedback	
	Relevance	Action proposed or taken
Immediately-applicable recommendations		
As SOCIEUX+ seeks to increase capacities and to capitalize knowledge on cross-cutting issues, it should better define them and integrate them in the design of actions and the M&E system, as well as reaching a common approach of the concept of mainstreaming. This could be done through the development of a procedure (checklist) to ensure that they are being adequately addressed.	High relevance	<p>FMT's proposed measures and consideration:</p> <p>The integration of cross-cutting issues is essential.</p> <p>It may require additional competencies in the team, which will complexify processes. Capacity building of the team could also be considered but would also result in additional bottlenecks. Proposed alternatives:</p> <p>Reconfirm the set of cross-cutting issues to be addressed (not blanket terminology).</p> <p>In AAF review checklist of QAC a section for recommendation on integration of cross-cutting issues in WP.</p> <p>Follow-up in Interim Reporting Period #4:</p> <p>It was decided to keep the number of cross-cutting issues to a manageable number:</p> <ul style="list-style-type: none"> • Gender equality • Good governance • Environmental sustainability • Human rights • Inclusion of people with disabilities <p>Cross-cutting issues are now systematically addressed in preparing terms of references of experts and during their pre-mission briefings.</p> <p>The actual inclusion of the cross-cutting issues in the activities is reverified through in the feedback of experts (see new ExMR forms and Experts Feedback Forms) and of participants to capacity building activities (see the Feedback Form)</p> <p>Where applicable, the new logical framework indicators are disaggregated by gender and inclusion of people with disabilities.</p>
It would be desirable that the current exchanges within the FMT were also organised with the goal of sharing good managerial practices in order to keep a common understanding of intervention principles and a homogenous managerial approach. The exchange of best practices in the management of timing, team composition, communication with PIs, etc. as well as mechanisms for monitoring their effectiveness across components would potentially bring important gains in term of efficiency and avoidance of implementation constraints.	Moderate relevance	<p>FMT's proposed measures and consideration:</p> <p>Weekly, monthly and coordinators meetings are already organised regularly. Exchanges on practices are included across discussed topics. Further focus will be given on operational exchanges.</p> <p>Branch meetings can also be planned once new action managers are recruited.</p> <p>Follow-up in Interim Reporting Period #4:</p>

Timeframe for implementation/recommendations	Feedback	
	Relevance	Action proposed or taken
Immediately-applicable recommendations		
		A review of the objectives of specific internal meetings is planned as part of the next phase of SOCIEUX+ and the FMT's enlargement.
<p>AFE need to be better restructured to accommodate a fully-fledged results-oriented monitoring system as well as to feed the KD Matrix. They should be simpler, more systematic and allow for comparable and aggregable evidence. KD elements for the identification of trends and potential products should be introduced in the evaluation reports.</p>	High relevance	<p>FMT's proposed measures and consideration:</p> <p>Revising the form and the inclusion of definitions to capture the different types of practices is ongoing.</p> <p>Follow-up in Interim Reporting Period #4:</p> <p>The revision of the AFE has been led by the M&E Officer that started his duties in RP4, to facilitate aggregation of relevant information at action level, as well as to simplify reporting of indicators of the Logical Framework</p>
<p>PI feedback questionnaire should be oriented to SOCIEUX+ action feedback, rather than analysing each activity, also including more targeted closed-ended questions. Some of the questions and the approach used in ANNEXE VI are suggested as a possible benchmark. In order to increase response rates, some kind of incentives could be considered, for instance, publishing questionnaires' results (i.e. newsletters, a section in the website) and/or sharing relevant information gathered through the FQ that could be useful for the PI. Systematic annual analysis of the feed-back questionnaires would be relevant to SOCIEUX+ team and it could be developed by the M&E pillar. Final results and PI recommendations should be included in the agenda of the Steering Committees.</p>	No relevance/not feasible	<p>FMT's proposed measures and consideration:</p> <p>The feedback is collected for both actions and activities. The FMT still feels that the feedback on activities is useful to ensure an improvement in the overall approach, adjust WP if necessary and avoid delays (a small number of actions take much time to complete before the first and final activity).</p> <p>Follow-up in Interim Reporting Period #4:</p> <p>A complete review of the automation and analysis process for feedback questionnaires has been completed.</p>
<p>Likewise, an expert feedback questionnaire similar in structure to the PI FQ should be created and systematised.</p>	Moderate relevance	<p>FMT's proposed measures and consideration:</p> <p>Mostly already addressed in the current ExMR. Additional questions may be added, but this increases the burden of reporting.</p> <p>A revision of the ExMR template is already ongoing.</p> <p>Follow-up in Interim Reporting Period #4:</p> <p>The ExMR template was reviewed and complemented with feedback questionnaires to capture information for the new SOCIEUX+ logical framework indicators, such as reforms and legislative tools supported by SOCIEUX+ activities. ExMR and ExF are now mandatory for all mobilised experts.</p>
<p>The concept of "best practices" needs to be redefined in accordance to the special needs and characteristics of SOCIEUX+, both at managerial level and at results level, as well as the process and criteria (checklist) to identify them.</p>	High relevance	<p>Follow-up in Interim Reporting Period #4:</p> <p>Upon an extensive literature review and internal consultations, definitions for "best" and "good" practices have been agreed upon.</p> <ul style="list-style-type: none"> • Best Practice – "A technique, methodology, policy or approach generally promoted by the international community as reliable to achieve desired results independently of the context." • Good Practice – "A technique, methodology, policy or approach which is likely to lead to desired results if contextualised in other settings."

Timeframe for implementation/recommendations	Feedback	
	Relevance	Action proposed or taken
Immediately-applicable recommendations		
		<p>Those are now captured in the ExMR in a specific section on knowledge development. Also, the experts are requested to identify possible innovative knowledge products:</p> <p>"Should specific deliverables of the mission/activity be considered for sharing with the international community as to contribute to the overall knowledge and evidence on the issues addressed by the mission/activity?"</p>
<p>Communication and visibility would benefit from more defined criteria for the selection of contents, which should be reflected in the corresponding strategy. Although this has been performed under professional criteria on a case by case basis, a checklist process applicable to actions and activities could be developed in order to define the type of dissemination measures that would be used in each case. Among the criteria to be applied, the definition of best practice could be included in addition to the ones already considered (relevance, originality, potential development, etc.).</p>	<p>No relevance/not feasible</p>	<p>FMT's proposed measures and consideration:</p> <p>The current approach is based on a professional assessment and builds on opportunities. The development of a specific checklist would have only limited added value and would only be used at specific points of the process of an action or activity. The latter would be poorly responsive and appealing.</p>
<p>In the light of the results obtained by actions that included specific comparative experience as deliverables, this type of products should be further encouraged within the work plan of activities.</p>	<p>Already addressed</p>	<p>FMT's proposed measures and consideration:</p> <p>The FMT already integrated into the mandate of SOCIEUX+ and from the relevance check to the WP and ToREx development. The FMT will, however, insist again on the principles of SOCIEUX+ during the inception of the future action managers.</p>

Table 35: Feedback on short-term recommendations from the 2019 Mid-Term Evaluation of SOCIEUX+

Recommendation as per MTE	Feedback	
	Relevance	Action proposed or taken
Short-term recommendations		
As SOCIEUX+ has an important experience in fostering a demand-driven approach (delivering fine-tune and tailored-made responses), the identification of effective practices towards a common "demand-driven" approach as well as different strategies for middle and low-income countries should be addressed by the FMT.	No relevance/not feasible	<p>FMT's proposed measures and consideration:</p> <p>A clear understanding of "demand-driven" is already given in the SOPs of SOCIEUX+ and regularly emphasised in team meetings.</p> <p>The latest version of the Guide for Partner Countries also underlines what is expected from PIs.</p>
SOCIEUX+ should continue to apply a multi-activity approach. One-shot actions (those consisting in one activity) should continue to be managed through an administrative "fast lane" but should also be computed separately as a different product, since their nature and potential contribution to capacity development substantially differs from multi-activity actions. SOCIEUX+ may consider additional fast lanes to different kind of actions depending on their observed complexity (e.g. prior experience with PIs, replication of best practices, etc.).	No relevance/not feasible	<p>FMT's proposed measures and consideration:</p> <p>The relevance of single-activity actions depends on the needs of PIs and the potential for promotion and prospection. As actions WP are tailor-made, and 155 countries and territories are eligible, little is to be gained from country income level strategies.</p> <p>Follow-up in Interim Reporting Period #4:</p> <p>Single-activity actions were considered in the framework of the COVID-19 response by SOCIEUX+. Eligible support, to be requested by a Simplified Request Form, is, in this case, limited to single activities implemented through distance such as coaching, expert advice and document review</p>
As SOCIEUX+ seeks to capitalize its knowledge and experience in Social Protection and L&E interventions, it may require further developing a results-oriented M&E system. This could be achieved by reinforcing M&E with a fully-fledged results framework, reviewing the current strategy and including comparable and agreeable evidences.	Moderate relevance	<p>FMT's proposed measures and consideration:</p> <p>The strengthening of M&E system of the Facility is already ongoing (revision of logframe, tools and human resources).</p> <p>The monitoring and management of actions are already results-oriented.</p> <p>Follow-up in Interim Reporting Period #4:</p> <p>A revision of the logical framework and the results chain was completed and agreed upon with DG DEVCO (B3 and O5). Practical considerations on using the logical framework for the current and the upcoming phases of SOCIEUX+ were worked out. New M&E Tools have already been put in place with data being gathered.</p> <p>Work plans of actions are systematically reviewed at the end of each activity. Mobilised experts are now explicitly requested to assess if activities are still conclusive of the actions' expected results. In particular, the principal expert of the activity is asked:</p> <ul style="list-style-type: none"> • "Are the next planned activities as already foreseen in the current Action Work plan adequate to achieve the expected results of the action or the delivery of the products foreseen in the ToREx of the mission? If no, provide a brief justification below and revise the Action Work plan as necessary..."
SOCIEUX+ needs to simplify key documents and forms in order to decrease administrative and time burden, in particular avoiding repeated information across different documents. In the short-term, the FMT may simplify forms and templates as well as review the SOP Manual to re-adjust targets and introduce good managerial practices.	Moderate relevance	<p>FMT's proposed measures and consideration:</p> <p>An overall simplification, mainly to avoid repeating the same information in the same documents, would be beneficial. However, all data currently captured in the formulation of an action is necessary to ensure the planning and implementation quality.</p>

Recommendation as per MTE	Feedback	
	Relevance	Action proposed or taken
Short-term recommendations		
		<p>The cost of automating the transfer of information from one document to another and introduce electronic approvals are unlikely to offset this cost.</p> <p>Alternatives have been considered but were considered non-viable or too costly.</p> <p>Follow-up in Interim Reporting Period #4:</p> <ul style="list-style-type: none"> • A simplified process for submitting single-activity requests towards Simplified Requests From (SREF) has been adopted. • Action Approval Form (AAF) has been eliminated. • New semi-automatic dashboards have been developed using a business intelligence software (Microsoft Power BI) for the visualisation and analysis of: • Operational data (requests, activities, mission days, expenditure, etc); • PMT registration of experts; • Monitor gender and geographic balance in the mobilisation of experts; and, • Data of feedback surveys from.
<p>Follow-up measures would need to be enhanced and systematically applied as well as adjusted to the particular needs of each action. The sustainability of actions would greatly benefit from the preparation of an exit strategy drafted after finalisation of activities in collaboration with the key experts involved and the PI. The document should include both intended actions and recommendations by the PI in the form of a roadmap (linkages to other TA initiatives, further capacity building programmes, etc), as well as possible milestones and indicators of success. SOCIEUX + could create a roadmap template based on the existing experiences.</p>	<p>No relevance/not feasible</p>	<p>FMT's proposed measures and consideration:</p> <p>At the end of an Action, a discussion with the PI on the possible continuity of our partnership in the framework of a new request and based on the outcomes of the concluded action, is already done by the CO (at least in the Social Protection area).</p> <p>Follow-up in Interim Reporting Period #4:</p> <p>Recommendations on follow-up measures by the EU and other stakeholders are now captured in the ExMR and shared in the debriefings with EUDs when applicable:</p> <ul style="list-style-type: none"> • "Are follow-up actions required for the sustainability of the achieved results and/or achieve the specific objectives of the action?" • "Are follow-up recommendations for or measures by the EU cooperation or other international cooperation partners required for the sustainability of the achieved results and/or achieve the specific objectives of the action?"
<p>Specific activities/deliverables geared towards the sustainability of results may be included from the start of the formulation phase under the main expert's responsibility. Examples of exit strategies could imply linkage to other TA initiatives, further capacity building programmes, the participatory development of a roadmap and/or the elaboration of a monitoring system.</p>	<p>Moderate relevance</p>	<p>FMT's proposed measures and consideration:</p> <p>See also feedback on recommendation #13. The fact that taking in charge and be accountable for an "exit strategy" or continuity of the TA process is not directly contributing to our peer-to-peer core mandate and would risk affecting to complexify the relation with the PI, to extend it in time, and to create expectations that are hard to fulfil.</p>

Recommendation as per MTE	Feedback	
	Relevance	Action proposed or taken
Short-term recommendations		
		However, we will insist again on the importance of follow-up recommendations and the use of deliverables of actions in the reporting of the last activity of an action.
The Facility may consider the hiring of local private specialists to form mixed teams of public (senior) and private (mid-level) experts as a potential solution to the lack of EU public expertise. Other alternatives include the involvement of EUDs in the identification of local experts and the preparation of a database of national experts.	No relevance/not feasible	<p>FMT's proposed measures and consideration:</p> <p>The recommendation goes against the mandate and added value of SOCIEUX+. It will move the Facility closer to any "other" existing TA mechanism. Au contraire a focus on fostering peer-to-peer exchanges between institutions for short-term needs should be reinforced.</p> <p>FMT's proposed measures and consideration:</p> <p>So far, the use of local or regional expertise (most preferably from the public) is limited to the absolute need for contextualisation and support to the public experts team. The relevance check of a request suggests explicitly the rejection of requests that cannot be addressed through general expertise collaboration, i.e. through the peer-to-peer approach. Private experts that have previously worked in the public sector are not considered public.</p> <p>A revision of the Guide for Experts and Collaborative Institutions to underline the mandate and, thus, focus of SOCIEUX+ in the mobilisation of public experts is already planned</p> <p>Follow-up in Interim Reporting Period #4:</p> <p>A new guide for experts is now available in four languages on SOCIEUX+ Website</p>
KD as a horizontal component needs to be better integrated with Social Protection and L&E through the development of feedback mechanisms. Although the KD matrix is an appropriate first step to identify relevant themes, a more strategic approach needs to be supported by bilateral exchanges, developing methodological tools and/or providing coaching support to the technical staff.	Moderate relevance	<p>FMT's proposed measures and consideration:</p> <p>The KD matrix is indeed a standard tool of project management. However, its use has not been implemented, in part due to the overload of the operations.</p> <p>It may be revived after the reinforcement of the team. Till then, direct ad hoc exchanges between the KDO and the rest of the team remains the only effective mechanism.</p> <p>Follow-up in Interim Reporting Period #4:</p> <p>The new phase of SOCIEUX+ will provide extra human and financial resources to expand the KD component. The strategy proposal presented will be revised and will be approved during the inception phase.</p>
The Communication and Visibility strategy could be further enhanced by setting up specific targets and developing SMART indicators to measure its impact in terms of enhanced demand and expert outreach. Systematic computation of participants in events, number of visits to social media and websites, monitoring of geographical trends, etc. could be further systematised and integrated in the strategic approach of the area.	No relevance/not feasible	<p>FMT's proposed measures and consideration:</p> <p>Not relevant.</p> <p>Identifying experts according to the needs of the Partner Countries is not a task in this area. Monitoring geographical trends, web visits, social media networks, etc, is systematically carried out and reported to the Team and to the PSC.</p> <p>Mixed and contradictory messages are found in the report in this regard.</p>

Table 36: Feedback on medium-term recommendations from the 2019 Mid-Term Evaluation of SOCIEUX+

Recommendation as per MTE	Feedback	
	Relevance	Action proposed or taken
Medium-term recommendations		
<ul style="list-style-type: none"> Difficulties in reaching EU public expertise could be further addressed through the following measures: The capitalisation of potential benefits of participating in SOCIEUX+ activities. This could be done through the development of KD products addressed to EUMS institutions. Strengthening collaboration with EUMS institutions at a higher institutional level. The establishment of further and wider cooperation mechanisms. The exchange of best practices among IPs. 	High relevance	<p>FMT's proposed measures and consideration:</p> <p>The development of specific KD products for EU MS institutions was not retained in the KD strategy. COM activities also emphasise the peer-to-peer approach added value for EU MSs experts and institutions.</p> <p>The reorganisation and reinforcement of the FMT also intend at making the roles of TEs on the promotion of SOCIEUX+ operational by making more of their time free to build a network of collaborative institutions of SOCIEUX+.</p> <p>Further promotion of SOCIEUX+ may also be sought through EU public cooperation networks where IPs are represented.</p> <p>Follow-up in Interim Reporting Period #4:</p> <p>The recommendations are reflected in the FMT's business development efforts. Promotion focuses on the supply of expertise by fostering the promotion of SOCIEUX+ towards EU Member States institutions, including the increase in the number of collaborative institutions. This will also contribute to diversifying expertise and, in the medium- to long-term to institutionalising SOCIEUX+ as a recognised EU-wide Facility for international peer-to-peer exchanges and technical cooperation.</p>
External constraining factors are beyond the control of SOCIEUX+. Yet, further measures could be taken in order to minimize their negative effects. Risk assessments envisaged in the forms are mainly presented narratively and they are not systematised nor monitored along the process. The introduction of a Risk Management System would highly contribute to the early identification of constraints and potential mitigation measures. M&E might be in charge of the definition of this system.	No relevance/not feasible	<p>FMT's proposed measures and consideration:</p> <p>A risk-assessment is already formally included in the methodology to be developed by experts ahead of the mission. However, as for recommendation #1 on cross-cutting issues, additional recommendations for the QAC on risk-management can be sought.</p>
Quality Assurance Advisors could be involved in the assessment of actions labelled as "high-medium risk" participating in the elaboration of mitigation measures.	No relevance/not feasible	<p>FMT's proposed measures and consideration:</p> <p>Additional strategies will further complexify the processes for minimal added value.</p>
In the light of possible extension and provision of further human resources, the MTE has reviewed potential organisational scenarios based on previous proposals by the FMT. One of the main challenges to be addressed in the future team composition is the need to strengthen transversal components between Social Protection and L&E. An Action Manager (AM) based in Brussels may be recruited with data skills to be in charge of common tasks related to both Social Protection and L&E. The AM would have a transversal role being the link among the two components. AM should also work in collaboration with the M&E Officer (MEO). Additionally, a new Associated Programme Officer (APO) based in Brussels could devote part of his/her time to support KD. At the moment of the MTE, the recruiting of a MEO is under approval. It is strongly recommended its incorporation to the FMT in order to further develop	Already addressed	<p>Follow-up in Interim Reporting Period #4:</p> <p>The new organisational chart of the FMT for the extension of SOCIEUX+ is provided in Annexe R.</p>

Recommendation as per MTE	Feedback	
	Relevance	Action proposed or taken
Medium-term recommendations		
the M&E system. See ANNEXE XII for a recommended re-organisation of human resources under the hypothesis of upcoming reinforcement.		
<ul style="list-style-type: none"> • KD needs to optimize its performance. This recommendation may involve the following: • In order to improve visibility of SOCIEUX+ added value as an EU mechanism, KD could identify areas of innovation as a Facility to provide technical cooperation. For example, the SOCIEUX+ methodology on demand-driven approach could be a KD product interesting to DG DEVCO and other EU programmes. • Identify and participate in regional events or seminars organised between EUDs and HQ as well as by other organisations to show SOCIEUX+ products and promote the exchange of experiences with other programmes. Making use of relevant ongoing international events or bringing partners on board could be an alternative strategy to lower the high costs and administrative burden of KD events, whose frequency and size could be moderated. • Develop an online platform in collaboration with COM to share KD resources and documents and promote exchanges between PI and experts (forum) after termination of activities. 	Moderate relevance	<p>FMT's proposed measures and consideration:</p> <p>SOCIEUX+ does not have the mandate or can implement a cross instrument study on cooperation instruments' comparative advantages.</p> <p>FMT members and experts already participate in limiting their capacities to international events or co-organise such events.</p> <p>Evidence on the added value of practitioners' online communities suggests that specific and important resources are needed to animate such an instrument. The development of such instruments is out of the scope of SOCIEUX+.</p>

Table 37: Feedback on long-term recommendations from the 2019 Mid-Term Evaluation of SOCIEUX+

Recommendation as per MTE	Feedback	
	Relevance	Action proposed or taken
Long-term recommendations		
Following on recommendation 12, in the medium-term SOCIEUX+ administrative burden would be greatly alleviated with the integration of a digital tool to substitute the current flow of forms for each stage of the action processing. The system should be configured as a unique digital template in which only the relevant information from each stage would be added.	Moderate relevance	FMT's proposed measures and consideration: See feedback on recommendation #12
As SOCIEUX+ seeks to boost results, it should improve its coordination with other EU-funded initiatives and DPs. Although the identification of relevant actors and projects in the recipient countries is already performed early in the process, during the preparation of actions, actual collaboration mechanisms could be further explored by for example integrating them as a formal requirement in experts' missions and in the AFEs. The FMT would use this information to communicate on value added and benefits of the Facility. It could support experts by drawing lessons from the systematic follow-up of this aspect along the process.	Already addressed	FMT's proposed measures and consideration: The role and coordination of the "supporting entity" in the framework of actions already addresses the recommendation. As far as possible, the FMT keeps contacts and seeks synergies in the prospection and promotion of SOCIEUX+ (e.g., ILO regional offices and HQ, WAPES, DGUV). The agreements for Collaborative institutions was also the development and applied for this.
Involvement of EUDs should be further promoted in order to ensure coordination and complementarity with EU and DPs programmes.	Moderate relevance	The recommendation is already applied, but its impact depends foremost on the interest/priorities of the EU cooperation in PCs.

Annexe Q – Facility Management Team organisation (2016-2020)

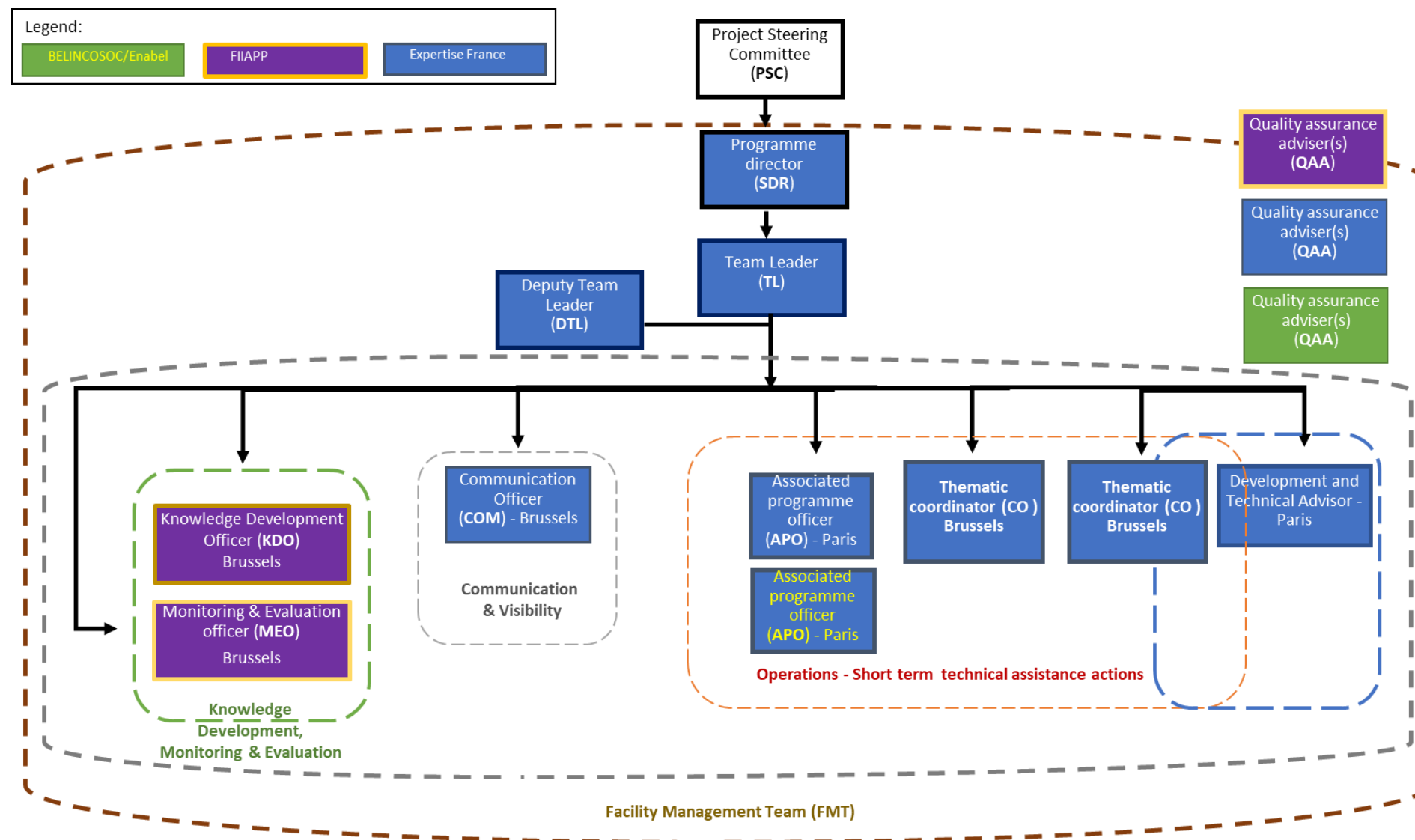


Figure 41: Organisational chart of the SOCIEUX+ Facility Management Team between September 2016 and August 2019

Annexe R – Facility Management Team organisation (2020-2024)

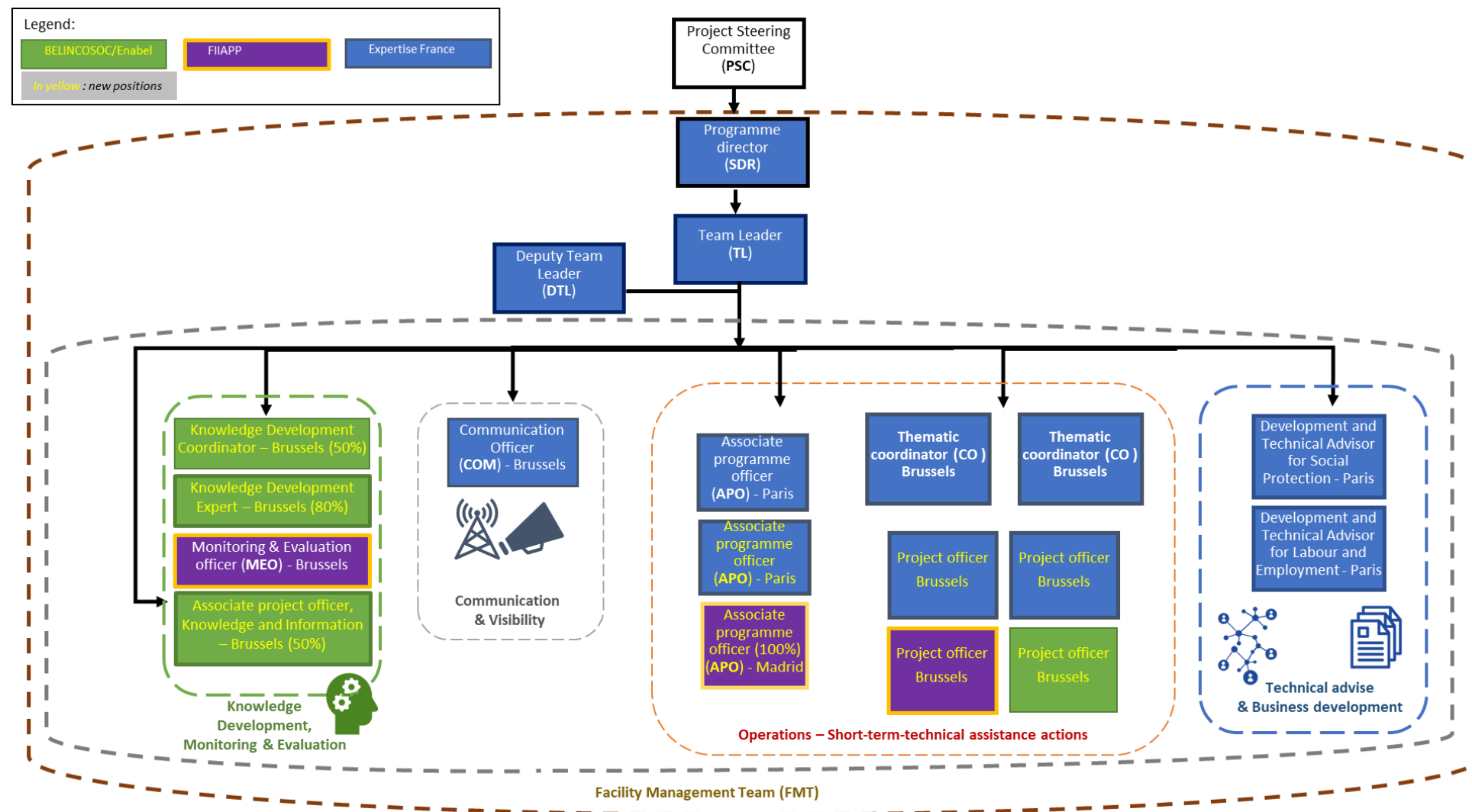


Figure 42: Organisational chart of SOCIEUX+ Facility Management Team (proposal as from SOCIEUX+ extension 2020-2024 "Description of Action" Document – April 2020)

Annexe S – Areas of assistance

Table 38: Areas of assistance (fields of expertise) used by SOCIEUX+ in the classification of requests and actions

<p>A. Work</p> <ul style="list-style-type: none"> <input type="checkbox"/> Decent Work <input type="checkbox"/> Future of Work <p><i>Employment:</i></p> <ul style="list-style-type: none"> <input type="checkbox"/> Informal Employment <input type="checkbox"/> Youth Employment <input type="checkbox"/> Green Jobs <input type="checkbox"/> Employment Policy <input type="checkbox"/> Employment Services <ul style="list-style-type: none"> <input type="checkbox"/> Forced Labour <input type="checkbox"/> Labour Market <input type="checkbox"/> Labour Policy <input type="checkbox"/> Livelihoods/Income Generating Activities <p><i>Workers:</i></p> <ul style="list-style-type: none"> <input type="checkbox"/> Workers with Disabilities <input type="checkbox"/> Women workers <hr/> <p>B. Working Conditions</p> <ul style="list-style-type: none"> <input type="checkbox"/> Conditions of Employment <input type="checkbox"/> Maternity Protection <input type="checkbox"/> Quality of Working Life <input type="checkbox"/> Work Environment <input type="checkbox"/> Work Organisation <hr/> <p>C. Labour Relations</p> <ul style="list-style-type: none"> <input type="checkbox"/> Employers Organisations <input type="checkbox"/> Social Dialogue <input type="checkbox"/> Trade Unions 	<p>D. Labour Law</p> <ul style="list-style-type: none"> <input type="checkbox"/> Labour Legislation <input type="checkbox"/> Labour Standards <hr/> <p>E. Social Protection</p> <p><i>Social Assistance:</i></p> <ul style="list-style-type: none"> <input type="checkbox"/> Employment Guarantee Schemes <input type="checkbox"/> Income Guarantee Schemes <p><i>Social Security:</i></p> <ul style="list-style-type: none"> <input type="checkbox"/> Disability Benefits <input type="checkbox"/> (Employment) Accident Benefits <input type="checkbox"/> Family Benefits (incl. child benefits/family grants/Cash Transfers) <input type="checkbox"/> Health Insurance <input type="checkbox"/> Maternity Benefits <input type="checkbox"/> Old Age Benefits <input type="checkbox"/> Pension Schemes <input type="checkbox"/> Social Security Financing <input type="checkbox"/> Social Security Legislation <input type="checkbox"/> Social Security Policy <input type="checkbox"/> Survivors Benefits <input type="checkbox"/> Unemployment Benefits <p><i>Social Services:</i></p> <ul style="list-style-type: none"> <input type="checkbox"/> Access to Health <input type="checkbox"/> Access to Education <input type="checkbox"/> Access to other Basic Social Services 	<p>F. Access to Education and Training</p> <p><i>Training:</i></p> <ul style="list-style-type: none"> <input type="checkbox"/> Vocational Guidance <input type="checkbox"/> Vocational Training <input type="checkbox"/> Occupational Qualification <ul style="list-style-type: none"> <input type="checkbox"/> Lifelong Learning <hr/> <p>G. Economic and Social Development</p> <ul style="list-style-type: none"> <input type="checkbox"/> Public-Private Partnerships <hr/> <p>H. Economy</p> <ul style="list-style-type: none"> <input type="checkbox"/> Informal Economy <hr/> <p>L. Human Rights</p> <ul style="list-style-type: none"> <input type="checkbox"/> Discrimination <input type="checkbox"/> Economic and Social Rights <input type="checkbox"/> Gender Equality <input type="checkbox"/> Rights of The Child <input type="checkbox"/> Rights of Disabled People <hr/> <p>N. Government and Public Administration</p> <ul style="list-style-type: none"> <input type="checkbox"/> Labour Administration & Inspection <input type="checkbox"/> Social Security Administration & Inspection 	<p>Q. Access to Health</p> <ul style="list-style-type: none"> <input type="checkbox"/> Disabilities (in health) <input type="checkbox"/> Health Policy <input type="checkbox"/> Medical Care <input type="checkbox"/> Occupational Safety and Health <input type="checkbox"/> Rehabilitation <hr/> <p>S. Technology</p> <ul style="list-style-type: none"> <input type="checkbox"/> Information and Communication Technologies <hr/> <p>T. Management</p> <ul style="list-style-type: none"> <input type="checkbox"/> Human Resources Management & Development <hr/> <p>U. Statistics</p> <ul style="list-style-type: none"> <input type="checkbox"/> Labour Statistics <input type="checkbox"/> Social Security Statistics <hr/> <p>V. Research</p> <ul style="list-style-type: none"> <input type="checkbox"/> Data Analysis <input type="checkbox"/> Data Collecting <input type="checkbox"/> Survey <input type="checkbox"/> Projections
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Annexe T – Business processes overview

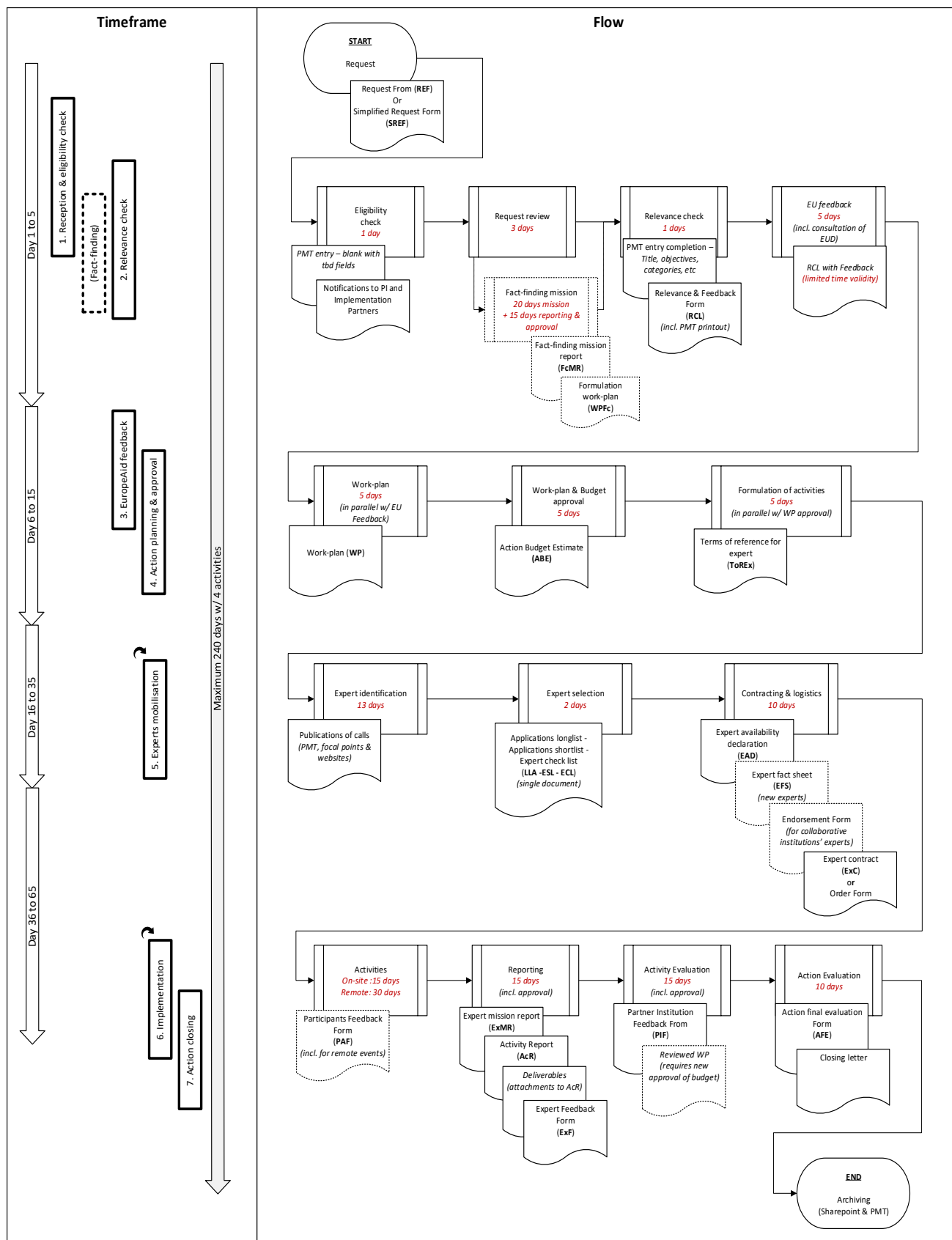


Figure 43: Business flow of SOCIEUX+ requests and actions' processing as implemented between 2017 and August 2020

Annexe U – Key documents for requests and actions processing

Table 39: Key documents used by SOCIEUX+ for the processing of requests and actions between September 2016 and August 2020

#	Name and acronym	Description	Languages
Request/action process step			
<i>Submission of and non-objection to requests</i>			
1	Guide for Partner Institutions and Social Partners (GIP)	The GIP contains all relevant and non-sensitive for Partner Institutions that may wish to request technical assistance through SOCIEUX+	French, English, Spanish and Portuguese
2	Request for technical cooperation (REF)	REF outlines the potential PI's situation and needs for structured actions, requiring multiple activities to achieve expected results.	French, English, Spanish and Portuguese
3	Simplified request for technical cooperation (SREF)	SREF outlines the potential PI's situation and needs for awareness-raising actions requiring a single activity to achieve expected results.	French, English, Spanish and Portuguese
4	Simplified request for remote technical cooperation on COVID-19 (SREF COVID)	SREF COVID-19 outlines the situation and needs of the potential PI for single activities related to the COVID-19 pandemic response	French, English, Spanish and Portuguese
5	Action relevance & non-objection form (RCL)	RCL evaluates the relevance of a request according to specific criteria. It is also used to obtain DG DEVCO's no-objection and feedback.	English
6	Addendum: Action Relevance & Non-Objection Form (RCLA)	RCL provides the point of the situation of a request processing or action implementation. It is used for amendments to objectives, expected results and extension of non-objection needing DG DEVCOs feedback.	English
<i>Fact-finding</i>			
7	Fact-finding mission terms of reference (ToRFc)	ToRFc specifies fact-finding mission's objectives and expected outputs, as well as the ATE's profile. Its approval by the TL serves as Travel Order for TEs.	French, English, Spanish and Portuguese
8	Fact-finding mission report (FcMR)	FcMR includes similar elements to enable the completion and assessment of a potential action.	French, English, Spanish and Portuguese
9	Formulation work plan (WPFc)	The WPFc is the main outcome of a fact-finding mission. It schematically defines the expected results of the Action and proposes activities.	French, English, Spanish and Portuguese
<i>Approval of action</i>			
10	Action approval form (AAF)	Based on the PI's request, AAF outlines a technical assistance proposal to be delivered by SOCIEUX+ (through mobilised experts).	French, English, Spanish and Portuguese
11	AAF Addendum (AAFA)	The AAFA is a revision or extension of the existing AAF or previous AAFA.	French, English, Spanish and Portuguese
12	Action review form (ARF)	ARF is a checklist and feedback for the review of AAFs and AAFA by QAA.	French, English, Spanish and Portuguese
<i>Formulation</i>			

#	Name and acronym	Description	Languages
Request/action process step			
13	Action work plan (WP)	WPA is detailed operational proposal following the AAF or AAFA's approval for activities and detailed expert profile(s).	French, English, Spanish and Portuguese
	Action Budget Estimate (ABE)	The ABE is the estimate of the overall cost of a proposed action by main item lines. It is indicative only	French, English, Spanish and Portuguese
14	Expert terms of reference (ToREx)	ToREx detail profiles of suitable experts and further define expected deliverables.	French, English, Spanish and Portuguese
Contracting			
15	Guide for Experts and Collaborative Institutions (GIE)	The GIE contains all relevant and non-sensitive for an interested expert that may wish to be mobilised in the framework of a SOCIEUX+ action	French, English, Spanish and Portuguese
16	Collaborative agreement (CoA)	CoA outline the principles of collaboration and mobilisation of experts from SOCIEUX+ collaborative institutions	Spanish, English and French
17	Publication notices (PUB)	PUB outline the main components of ToREx. They are used to inform the focal points.	Spanish, English and French
18	Long list of applications (LLA)	LLA includes all relevant experts that have applied for the call of interest for activity and position. It is also used by the evaluator of the application to identify the shortlisted experts.	French, English, Spanish and Portuguese
19	Expert shortlist (SLA)	SLA list identifies suitable experts among the profiles based on the ToREx requirements and its experts' profiles. It includes the evaluation and ranking of identified experts.	French, English, Spanish and Portuguese
20	Expert selection checklist (ECL)	ECL formalises the final decision of the TL on the recommendations and ranking in the SLA.	French, English, Spanish and Portuguese
21	Expert fact sheet (EFS)	EFS is a "vendor form", which includes the expert's personal information, health status, tax obligations and professional status.	English and French
22	Expert availability declaration (EDA)	EAD is a statement of availability and non-conflict of interests, certifying the expert's full availability to undertake the given assignment.	French, English, Spanish and Portuguese
23	Expert contract (ExC)	ExC formalises the contractual obligations between the expert and the contracting Partnership member and the Expert.	English, French, Spanish and Portuguese
24	Service contract (SeC)	SeC formalises the contractual obligations between the contracted institution and the contracting Partnership member, and the Expert.	English, French, Spanish and Portuguese
25	Expert framework contracts	Experts framework contracts enable the mobilisation of experts on multiple assignments	English and French
Implementation			
26	Expert mission report (ExMR)	ExMR is the report provided by the expert(s) following activities. They are internal documents.	Spanish, English and French
27	Activity report (AcR)	AcR are the final report of experts compiling the deliverables of an activity.	Spanish, English and French

#	Name and acronym	Description	Languages
Request/action process step			
<i>Monitoring and Evaluation</i>			
28	Action final evaluation (AFE)	AFE includes a summary of the results and a qualitative assessment of the cooperation among the different parties involved (experts, PI, EUD, and other relevant stakeholders).	French, English, Spanish and Portuguese
29	Participants feedback on capacity building activities (PAF)	PAF are online questionnaires for collecting the feedback and satisfaction of participants to capacity development and awareness-raising activities.	Spanish, English and French
30	Experts feedback questionnaires (ExF)	ExF are online questionnaires for the collection of the feedback of mobilised experts.	Spanish, English and French
31	Partner Institutions feedback questionnaires (PIF)	PAF are online questionnaires for collecting the feedback and satisfaction of Partner Institutions that benefited from technical cooperation.	Spanish, English and French

Annexe V – Electronic annexes

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SOCIEUX+ Final Financial Report

SOCIEUX+ Strategies

- Business Development Objectives 2020-2024
- Covid-19 Response Strategy
-

SOCIEUX+ Guides for experts and institutions

- SOCIEUX+ Guide for experts and collaborative institutions (English version) - [LINK](#)
- SOCIEUX+ Guide for institutions and social partners in Partner Countries (English version) - [LINK](#)
-

SOCIEUX+ Knowledge Development products

- Iniciativas para la detección y tratamiento de la informalidad en el mercado de trabajo: aportes desde SOCIEUX+ en América Latina - [LINK](#)
- Managing data and information for Social Protection: The case of Zanzibar and Colombia - [LINK](#)
- 2020 labour market vision: Labour market information systems for the new decade - [LINK](#)
- Social Security Investments for the Sustainability of the future pensions guarantees - [LINK](#)
- Social Protection measures taken by the EU member states to mitigate the impact of the COVID-19 pandemic - [LINK](#)
- The impact of COVID-19 and response on the European Union Labour Market - [LINK](#)
- Análisis de los sistemas de pensiones europeos e internacionales - [LINK](#)
-

Communication and Visibility

SOCIEUX+ Website

www.socieux.eu

SOCIEUX+ Social Media

- SOCIEUX+ Twitter: <https://twitter.com/SOCIEUXplus>
- SOCIEUX+ Flickr: <https://www.flickr.com/people/SOCIEUX/>
- SOCIEUX+ LinkedIn: <https://www.linkedin.com/in/SOCIEUX-plus/>
- SOCIEUX+ Youtube: <https://www.youtube.com/channel/UCCoSGVS5aizb3EVcYfy6HVA>

SOCIEUX+ Newsletter

- <http://socieux.eu/news/list-of-newsletters/>

SOCIEUX+ Visual Guidelines

- SOCIEUX+ Visual Guidelines.pdf

Communications & Visibility Strategy and Work plan

- COM & Visibility Strategy 2017-2020.pdf
- Work plan 2017-2020.xls

SOCIEUX+ leaflets

- [SOCIEUX+Leaflet EN.pdf \[in English language\]](#)
- [SOCIEUX+Leaflet FR.pdf \[in French language\]](#)
- [SOCIEUX+Leaflet ES.pdf \[in Spanish language\]](#)
- [SOCIEUX+ Leaflet PT.pdf \[in Portuguese language\]](#)
- [SOCIEUX+ Leaflet CN.pdf \[in Chinese language\]](#)
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About SOCIEUX+

The EU promotes and maintains dialogue on Social Protection and inclusive employment policies with an increasing number of Partner Countries. This effort has confirmed by the new European consensus on development entitled 'Our world, our dignity, our future'. A significant number of cooperation initiatives in these fields are funded by geographic or thematic instruments of the EU in different countries. Those initiatives are highly structured and address the medium- to long-term needs of Partner Countries. However, short-term measures and peer-to-peer cooperation to promote Social Protection systems' development are needed to complement the EU's international cooperation agenda. The EU Expert Facility on Employment, Labour and Social Protection (SOCIEUX+) responds to this need.

The SOCIEUX+ facility was established and funded by the EU, with co-funding from France, Spain, and Belgium, and is managed by the European Commission's Directorate for Development and Cooperation (DG DEVCO). The Facility is implemented by a partnership composed of development cooperation agencies from EU Member States: 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 Social Protection EU Expertise in Development Cooperation (SOCIEUX), established in 2013.

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