



SOCIEUX

Social Protection European Union Expertise
in Development Cooperation

Social Protection European Union Expertise in Development Cooperation (SOCIEUX)

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FINAL REPORT

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Gesellschaft für
Versicherungswissenschaft
und -gestaltung e.V.



giz Deutsche Gesellschaft
für Internationale
Zusammenarbeit (GIZ) GmbH


**EXPERTISE
FRANCE**

 **FIIAPP** 
COOPERACIÓN ESPAÑOLA

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List of abbreviations

€	Euro
AAF	Action approval form
ACP	Africa, Caribbean and the Pacific
Act.	Activity
ADB	Asian Development Bank
ADECRI	Agency for the Development and Coordination of International Relations (<i>Agence pour le Développement et la Coordination des Relations Internationales</i>)
ANSPE	National Agency for Overcoming Extreme Poverty (<i>Agencia Nacional para la Superación de la Pobreza Extrema - Colombia</i>)
CIPRES	Inter-African Conference for Social Welfare (<i>Conférence Interafricaine de la Prévoyance Sociale</i>)
CREPOR	Republican Experimental Prosthetic, Orthopaedics and Rehabilitation Centre (Moldova)
DG DEVCO	Directorate General for International Cooperation and Development
DCI	(European Union) Development Cooperation Instrument
DG	Directorate General
DG EMPL	Directorate General for Employment, Social Affairs and Inclusion of the European Commission
EC	European Commission
EDF	European Development Fund
EEAS	European External Action Service
e.g.	exemplī grātiā (Latin, "for the sake of an example")
ENP	European Neighbourhood and Partnership
ENPI	European Neighbourhood and Partnership Instrument
EU	European Union
EU MS	European Union Member State
EU-SPS	EU Social Protection Systems Programme
EUD	EU Delegation
EuropeAid	Directorate General for International Cooperation and Development of the European Commission
EuropeAid/B3	Unit B3 (Migration, Employment, Inequalities) of the Directorate General for International Cooperation and Development
EUROSociAL	EU Programme for Social Cohesion in Latin America
ExMR	(Mobilised) Expert Mission Report
FAA	Fixed Additional Allowance
Facility	SOCIEUX, Social Protection European Union Expertise (Technical Assistance Facility) in Development Cooperation
FIIAPP	<i>Fundación Internacional y para Iberoamérica de Administración y Políticas Públicas</i> (Iberic-American and International Foundation for Administration and Public Politics)
SOCIEUX Team	(SOCIEUX/SOCIEUX+) Facility Management Team
GDP	Gross Domestic Product
GIZ	<i>Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH</i>

GVG	<i>Gesellschaft für Versicherungswissenschaft und -gestaltung e.V.</i> (Association for Social Security Policy and Research)
HDI	Human Development Index
HRD	Human resource development
ICT	Information and communication technology
i.e.	<i>id est</i> (Latin, for "it is"/"in other words")
ILO	International Labour Organization
ISSEG	Institute of Social Security of the State of Guanajuato (<i>Instituto de Seguridad Social del Estado de Guanajuato</i>)
IT	Information technology
MDGs	Millennium Development Goals
M&E	Monitoring and evaluation
MIS	Management Information System
MS(s)	Member State(s)
MEF	Ministry of Economy and Finance (Cambodia)
MESAVE	Ministry of Employment, Social Affairs and Vocational Education (Ivory Coast)
MGCSP	Ministry of Gender, Children and Social Protection (Ghana)
MLEEYWC	Ministry of Labour, Empowerment, Elders, Youth, Women and Children (formerly called Ministry of Empowerment, Social Welfare, Youth, Women and Children - MESWYWC), Zanzibar/Tanzania
MLSPF	Ministry of Labour, Social Protection and Family (Moldova)
MPWFPC	Ministry for the Promotion of Women, Families and the Protection of Children (Ivory Coast)
MTPE	Ministry of Labour and Employment Promotion (<i>Ministerio de Trabajo y Promoción del Empleo</i> - Peru)
MSAVY	Ministry of Social Affairs, Veterans and Youth (Cambodia)
MSCD	Ministry of Social Care, Constituency Empowerment and Community Development (Barbados)
MSD	Ministry of Social Development (Jordan)
NGO	Non-governmental organisation
OAS	Organisation of American States
OECD	Organization for Economic Cooperation and Development
PMT	Programme management tool
PSC	Project steering committee
SOCIEUX	Social Protection European Union Expertise in Development Cooperation
SOP	Standard operating procedures
SP	Social protection
SPS	Social protection system
SRTCLSP	Research and Training Centre on Labour and Social Problems
ToR	Terms of reference
ToREx	Terms of reference for experts
VSS	Vietnamese Social Security

Executive summary

About SOCIEUX

The SOCIEUX Facility (the European Union Expert Facility for Social Protection) was financed and implemented under the 2012 Annual Action Programme of the European Commission (EC) and the 2007-2013 Thematic Programme "Investing in People". Investing in People's main objective was to help European Union (EU) Partner Countries achieve the Millennium Development Goals (MDGs), which aimed to support activities in the areas of human and social development, especially health, education, gender equality, social cohesion, employment, children and youth, and culture. The establishment of SOCIEUX was seen as a key action in supporting social cohesion, employment and decent work in partner countries. The Facility's intervention has a multi-regional scope, complementing efforts made through other EU initiatives.

SOCIEUX started its operations in April 2013 and finished in December 2016. In July 2016, the scope of services covered by SOCIEUX was widened to include preparatory work and the transition from SOCIEUX to SOCIEUX+, an extended Facility which would also provide technical assistance in the areas of labour and employment.

The purpose of SOCIEUX was to enable the prioritisation and rapid mobilisation of technical expertise from public administrations and mandated organisations responsible for social protection in EU Member States (EU MS) through facilitation of expert-based micro-projects (actions). A broad range of European expertise was thus made available to organisations in some 145 countries worldwide, to contribute to the development and expansion of inclusive social protection systems in partner countries in the medium and long term. More specifically, the actions implemented were to enhance the capacities of partner countries to better design, manage and monitor inclusive, efficient and sustainable social protection systems through peer-to-peer, short-term technical assistance.

It was expected that the mobilised experts' missions would empower partner institutions (PIs) in the design or reform of inclusive, effective and sustainable social protection systems. This required the transfer of know-how and capacity building as a focus to expand and improve the effectiveness of social protection coverage in the long term. Such a transfer also required the trust and confidence of partner countries in the added value brought by collaboration with social protection experts from EU institutions. SOCIEUX also had the objective of complementing the effects of large-scale and long-term programmes financed by the EU and other key international partners.

SOCIEUX was implemented by a consortium of four EU agencies with a long history in international cooperation in social protection: *Gesellschaft für Versicherungswissenschaft und Gestaltung e.V.* (GVG); *Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH* (GIZ); *Agence pour le Développement et la Coopération des Relations Internationales* (ADECR, which later merged into Expertise France, the French international technical expertise agency for international cooperation); and, *Fundación Internacional y para Iberoamérica de Administración y Políticas Públicas* (FIIAPP). The EC was represented by Unit B3 (Migration, Employment, Inequalities) of the Directorate General for International Cooperation and Development (EuropeAid/B3), and the contracting authority of SOCIEUX. GVG led the Consortium, and was the direct counterpart of EuropeAid.

The Facility's daily operations were managed by a team of four key experts, supported by additional staff. This Facility Management Team (SOCIEUX Team) was formally composed of a team leader, a programme officer, a communications and logistics officer, and a finance and contract officer.

About this report

The present report provides an overview and discussion on the overall implementation of the Facility from April 2013 to December 2016. It covers the overall and quantified results of SOCIEUX, but also includes detailed information on actions completed in each country. Tables calculations have been rounded for presentation in this report.

Final reporting

The implementation of SOCIEUX can be segmented into three main periods: the inception and set-up phase (April to September 2013); the implementation phase (October 2013 to September 2016); and, the closure phase (October 2016 to January 2017).

The structures and most important procedures were in place to start handling submitted requests for technical assistance by the start of the implementation phase. This marked the official launch of the SOCIEUX Facility. The first request was received in January 2014. Since then, SOCIEUX has received and processed 67 requests from 33 countries. Almost half of the requests (46.3%) were submitted by African countries. Gabon, Ivory Coast and Togo accounted for almost half of African requests. Latin America submitted 22.4% of all requests, with Colombia and Mexico accounting for almost three-quarters of those. Moldova was the only European country to make a request; two out of its three requests were rejected. Similarly, only Jordan benefited from SOCIEUX support in the Middle East.

By the end of December 2016, 45 eligible and relevant requests received by SOCIEUX were translated into 38 actions across 24 countries. Two requests were still undergoing eligibility and relevance checks, and one request was on hold (2016-06 Argentina, pending additional information from the partner on dates for a proposed conference on social vulnerability for trade unions). Most of the actions were towards partner countries and partner institutions in Africa (39.5%) and Latin America (18.4%). Of implemented actions, 63.2% were considered completed. The remaining ongoing actions will be continued under SOCIEUX+.

The core business of SOCIEUX lies in the organisation, implementation and follow-up of actions' activities. The SOCIEUX Team has implemented or completed 67 activities and 72 missions for 38 actions. On average, completed actions had 2.3 activities, and ongoing ones had 3.1 activities. A total of 202 expert-mission-weeks and an estimated 1,310 expert-mission-days were conducted on site. In total, 1,736.5 expert-days were provided to partner institutions, including preparation and reporting.

SOCIEUX mobilised 73 experts of 23 nationalities. Experts from 15 of the 28 EU MS collaborated with SOCIEUX. Exactly 74% were public experts; 67% of all experts were public experts from EU MS. Two countries alone accounted for 45% of the experts mobilised from EU MS: France (31%), and Spain (14%). Women represented 27% of all experts, and also 27% of EU MS public experts mobilised. Private experts remained a marginal part of the total technical assistance mobilised, and were mostly from partner countries. Another particularity of SOCIEUX was its ability to mobilise peer-to-peer expertise from partner countries, and hence, to build triangular cooperation by combining this with European expertise. Under such arrangements, eight partner country experts were mobilised, for a total of 231 days.

A secondary objective for the establishment of the SOCIEUX was to foster cooperation between social protection institutions from Europe and partner countries. However, as stated in the SOCIEUX Terms of Reference, the implemented actions should have also fostered collaboration between EU institutions and experts. For this reason, the SOCIEUX Team aimed to mobilise a team of at least two experts from different EU MS for each mission. This added to the range of EU experience available to partner institutions.

Box 1: Strengthening the capacities of stakeholders on a universal social pension scheme for the elderly.

The Universal Social Pension Programme for the Elderly in Zanzibar.

In Zanzibar, which has an ageing population, two-thirds of citizens over 60 years old continue to work, though up to 60% of them receive no regular income. While some older people draw formal pensions, the majority receive no support from any source. To tackle this situation, in 2015 the Zanzibar Ministry of Empowerment, Social Welfare, Youth, Women and Children committed to set up a universal pension scheme for the elderly, and requested the support of SOCIEUX in assessing the general state of preparations and providing recommendations on the issues that need to be addressed (Action 2014-26 Zanzibar). SOCIEUX mobilised two key experts, whose assistance comprised the elaboration of a detailed implementation plan, as well as a manual of standard operating procedures.

The pension scheme began operations in April 2016, only 10 months after SOCIEUX's first mission. Already, 21,750 citizens age 70 and over have been enlisted in the pension scheme, with average payments of 20,000 Tanzanian shillings (around USD 9) a month.

As of the end of 2016, newly mobilised experts assessed the needs and feasibility of a new electronic management information system, which could facilitate cash distributions in the coming months. The experts also supported the costing and development of a proposal for this system.

The universal pension scheme is the first fully funded state pension in East Africa, and offers a model for the implementation of similar systems across East Africa.

Key lessons learned

The role of SOCIEUX as a technical assistance facility has often been confused with a classical cooperation programme, which would have narrowed and predefined goals, objectives and results as well as its own implementation resources. A technical assistance facility, by contrast, is demand driven and aims to mobilise expertise in a flexible, ad hoc manner. Its objectives and results are overarching, and its purpose drives its work and strategic directions. Implemented actions are independent micro-projects, for which objectives, results and deliverables are set by requesting organisations in partner countries. The SOCIEUX Facility, by design, did not have the technical resources to design detailed activities or implement large-scale cooperation programmes on its own. Deviating from this understanding would have made the effective use of the Facility's limited resources difficult, and reduced its flexibility and responsiveness to partner institutions' requests. Nevertheless, it is unquestionable that the individual contributions of implemented actions brought forward social protection, fulfilling the overall objective of SOCIEUX. This is in large part due to the strong commitment of all stakeholders, including EuropeAid/B3, the Consortium partners, the SOCIEUX Team and partner institutions, during the design and preparation of actions. The partner institutions' participation and support during subsequent implementations were another key factor for success. This points at the added value of SOCIEUX support which many partner institutions held. As a result, substantial gains were able to be made at the country level in some cases; e.g., in Mexico, where the federal coordination of pensions could be brought forward at the highest political level; or in Zanzibar, where universal social pension funds for older people could be established.

The EUDs have played a central role in the prospection of new requests in partner countries, by presenting and suggesting collaborations to their local partners. Several of the requests received were triggered with this support. This illustrates the importance of maintaining interest in and awareness of SOCIEUX – and now SOCIEUX+ – among EUDs, as well as among EC staff in general. The role of EUDs in the follow-up and utilisation of the deliverables produced is also undeniable, as is their valuable feedback in cases where corrective measures were needed to steer mobilised expert missions towards good results.

The presence of SOCIEUX Team members at the early stages of actions in the field proved to be instrumental in prospecting new partner institutions, and creating strong bonds that may result in long-term collaborations and new requests. They guaranteed the reputation of SOCIEUX and EU expertise among local stakeholders. Also, this first-hand collection of information was useful in the assessment of the feasibility of requests and accurate identification of the needs of partner institutions.

The process of formulation and approval of an action was demanding despite the relatively low cost of an action. This demand reflects however the high-quality standards set by SOCIEUX and EuropeAid, but is also a known specificity of the management of micro-projects, i.e., high transaction and management costs. The shift of responsibilities in defining action workplans and follow-up activities to experts was helpful to mitigate this burden, as it secured focused and needs-based technical expertise from the beginning of an action onward.

Mobilising public expertise was demanding as it required, first and foremost, an interest and willingness from individual experts to take up the challenge of cooperating with partner institutions in radically different sociocultural contexts and with levels of technical knowledge different than what most practitioners in the EU are used to. However, a more challenging aspect was to find public or mandated EU institutions willing to make their essential and experienced staff available.

Box 2: Support to the formulation of a disability policy for the region of Cundinamarca.

Disability policy approved in Cundinamarca, Colombia.

In September 2015, the Government of Cundinamarca presented the Regional Public Policy on Disability. The event marked a turning point for successful collaborations with SOCIEUX, the result of which was a policy and regulations that promote the inclusion of more than 40,000 people with disabilities.

This policy was formed through a process led by the local government, with the support of SOCIEUX-mobilised experts (Action 2014-16 Colombia). It is structured around five axes: inclusion; equality and legal guarantees of people with disabilities; providing opportunities for participation; accessibility; and, capacity development.

The policy also contemplates disability as a crosscutting issue, to be taken into account by all areas of public sector management. It is modelled on the recommendations and implementation experience of the United Nations Convention on the Rights of Persons with Disabilities. It is thus potentially transferable to neighbouring regions and countries.

Taking a pragmatic approach to these challenges, SOCIEUX also mobilised private experts (mostly Europeans) when specific or adequate public expertise was not available or could not be identified through the SOCIEUX Team's network. In such cases, the SOCIEUX Team always aimed at combining private and public experts. This was useful when mobilised public experts had limited or no experience in working abroad. This approach built the capacity of public experts to work in the international cooperation environment. It also contributed to the quality of deliverables, as public experts faced challenges in submitting deliverables on time or with the standard of quality SOCIEUX and partner institutions required, once they returned to their administrations. Mobilising public experts with limited international experience brought some risk to the image and cooperation with partner institutions. Furthermore, the combined mobilisation of public and private experts increased the rapidity of support delivery in cases where public expertise was difficult to mobilise on short notice. In conclusion, mixed mission teams combining private and public expertise, or senior and junior experts (in terms of international exposure), proved to be a viable mitigation strategy.

Lastly, but not least, some of SOCIEUX's partner institutions have expressed their interest in sharing their knowledge and expertise with partner countries at the international or European level. This approach was successfully tested in at least one recent action (2016-05 Mexico). Using triangular cooperation facilitates the contextualisation of EU expertise and increases the acceptance and interest for technical assistance mobilised through SOCIEUX/SOCIEUX+. This bodes well for future collaborations, which build on past relationships and the trust created between EU and partner countries during the implementation of SOCIEUX, as per its expected results.

Box 3: Support to the development of the legal, institutional and structural framework for social assistance.

Strengthening social assistance in the Ivory Coast.

In the Ivory Coast, "social centres" have the potential to promote inclusive social development at the lowest levels, and the government is motivated to ensure their widespread presence and public accessibility. This is why the Ministry of State and the Ministry of Employment, Social Affairs and Vocational Education (MESAVE) requested the assistance of SOCIEUX in identifying how to revitalise these local structures and improve the range of social services available to citizens.

Two priority areas were defined by mobilised experts: assessing the current state of local structures, and developing a basic social service package. Technical assistance began with a mapping of the existing 128 social centres, the services they render and the capacities of their staff. Recommendations for adjustments in the organisational structure and competences, and the creation of more social centres in the most densely populated regions of the country were made.

In November 2016, less than one year after the first SOCIEUX mission, MESAVE organised a one-day, high-level seminar in Abidjan to present the main outputs of their cooperation with SOCIEUX (Action 2015-06 Ivory Coast). The main products of this cooperation were the official Guidelines for the Development of Social Centres. These guidelines included procedures and measures of the human resources of the centres, capacity building activities for social workers, and ways to improve their social data collection and statistical analysis.

Project synopsis

Title	EU Expert Facility on Social Protection (SOCIEUX)
Programme No.	DCI-HUM/2012/309-316
Contracting Authority	General Directorate for Development and Cooperation of the European Commission, Unit B3
Objectives	Overall objective: <i>"to contribute to the development and expansion of inclusive social protection systems in partner countries"</i> . Specific objective: <i>"to enhance the capacities of partner countries to better design, manage and monitor inclusive, efficient and sustainable social protection systems through peer-to-peer, short-term technical assistance"</i> .
Purpose	To set up and run a demand-driven mechanism for the mobilisation of social protection experts and practitioners, drawn primarily from the public administrations or mandated bodies of EU Member States, in order to strengthen the capacity of their peer organisations in partner countries.
Planned output/results	<ul style="list-style-type: none"> • Rapid mobilisation of high-quality technical assistance. • Effective logistical and administrative support, as well as backstopping, monitoring and reporting on the activities carried out. • Proper dissemination of outcomes and other relevant information. • Transparent and reliable execution of payments. • Set up, maintenance and updating of the necessary IT infrastructure. in order to enable: <ul style="list-style-type: none"> • Specific interventions that support delivery of results on specific issues in the design or reform of inclusive social protection systems. <p>Additionally:</p> <ul style="list-style-type: none"> • Improved know-how and capacity of partner government agencies, on the basis of practical experience, to: <ol style="list-style-type: none"> i. Better design inclusive, effective and sustainable social protection systems; or ii. Reform already existing policies or programmes; and iii. Extend social protection coverage to poor and vulnerable populations previously excluded from existing systems. • Trust and confidence established in beneficiary countries with regard to cooperating in the social protection field with EU institutions and Member States (for the benefit of large-scale and long-term programmes).
Starting date	02 April 2013
Duration	45 months (following extension of duration, from 36 months, by Addendum 3)
Beneficiaries	The project mainly targets public authorities and mandated bodies in partner countries (at the national, regional and provincial levels) responsible for social protection actions. The range of beneficiaries comprises staff from public and/or mandated bodies in charge of social protection.
Geographic areas	A large number of partner countries are identified as potential beneficiaries including some 145 countries worldwide.
Total budget	€3,994,500
Incidental expenditure	€1,649,805 (after modifications introduced to the original budget, from €2,100,000, by Addendum 5).

1 Implementation framework

The SOCIEUX Facility ("European Union Expert Facility for Social Protection") (hereafter referred to as "SOCIEUX" or simply "the Facility") was financed and implemented under the 2012 Annual Action Programme of the European Commission (EC) and the 2007-2013 Thematic Programme "Investing in People". Investing in People's main objective was to help European Union (EU) Partner Countries (PCs) achieve the Millennium Development Goals (MDGs) which aimed to support activities in the areas of human and social development, especially health, education, gender equality, social cohesion, employment, children and youth, and culture. The establishment of SOCIEUX was seen as a key action in supporting social cohesion, employment and decent work in partner countries.

SOCIEUX had a multi-regional scope, complementing efforts made through other EU initiatives. All countries eligible for assistance from Investing in People could potentially benefit from SOCIEUX support; i.e., countries eligible for geographic cooperation under the Development Cooperation Instrument (DCI), the European Development Fund (EDF), or the European Neighbourhood and Partnership Instrument (ENPI).

SOCIEUX started its operations in April 2013, for an initial duration of three years (36 months); this was later extended to 45 months, and finished on December 2016. The last addendum to the contract, Addendum 5, signed in July 2016, widened the scope of services to include preparatory work and the transition from SOCIEUX to SOCIEUX+. The implementation of the extended SOCIEUX+ Facility is subject to a grant agreement concluded by the EC, with a partnership which includes two of the original SOCIEUX Consortium members (Expertise France and FIIAPP) (see next section).

The implementation of SOCIEUX+ started on 05 September 2016, enabling an overlap with SOCIEUX for the expansion of the Facility's operations to the areas of employment and labour. The SOCIEUX Facility Management Team (SOCIEUX Team) supported and led the practical aspects of the transition, including its planning, transfer of institutional knowledge, elaboration of transitional standard operating procedures (SOPs) and forms, and development of an extended project management tool (PMT2, the web-based tool and database used for management and storage of information on the short-term technical assistance micro-projects ("actions") implemented under SOCIEUX, which included the focal points, contacts and registered experts).

1.1 Institutional and organisational structure

1.1.1 Contracting Authority

The European Commission, represented by Direction General International Cooperation and Development (EuropeAid), Unit B3 (Migration, Employment, Inequalities) (EuropeAid/B3) is the Contracting Authority of SOCIEUX.

1.1.2 Implementing Consortium

The overall management and operational implementation of SOCIEUX was the responsibility of a consortium led by the Gesellschaft für Versicherungswissenschaft und -gestaltung e.V. (GVG), in cooperation with three other European consortium members.

As Consortium Leader, GVG was responsible for the overall coordination of the Facility and supervision of the SOCIEUX Team. GVG managed the contractual and financial issues, and was the main counterpart of the Contracting Authority. It oversaw the implementation of the entire Facility, organised backstopping support from GVG headquarters where needed, and ensured the timely submission of reports and achievement of targets. It also ensured a smooth flow of information between the Consortium members, and supported the preparation and implementation of individual SOCIEUX technical assistance actions in partner countries. The Programme Director of SOCIEUX was Mrs Nathalie Bélorgey (Senior Programme Manager and Head of the Section for Social Protection), who was stationed at GVG's headquarters in Cologne, Germany.

Table 1: SOCIEUX Consortium members.

	<p>Gesellschaft für Versicherungswissenschaft und -gestaltung e.V. (GVG). Germany. Consortium Leader. A non-profit association of institutions and individuals in the field of social protection in Germany, founded in 1947.</p>
	<p>Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH (GIZ). Germany. The German public enterprise providing technical assistance services in international cooperation worldwide.</p>
	<p>Expertise France. The French international technical expertise agency, newly created in January 2015, which has integrated French operating agencies including the Agency for the Development and Coordination of International Relations (<i>Agence pour le Développement et la Coordination des Relations Internationales</i>; ADECRI), the original SOCIEUX Consortium member.</p>
	<p>Fundación Internacional y para Iberoamérica de Administración y Políticas Públicas (FIIAPP). Spain. The Spanish public organisation working in international cooperation to strengthen public administration in developing and transitioning countries.</p>

The Consortium members supported the implementation of SOCIEUX based on a clear division of responsibilities and labour. The members participated in the development and approval of SOCIEUX SOPs, and in all key decisions of the Project Steering Committee (PSC). They also supported the preparation and implementation of individual short-term actions. They played a key role in the communication and visibility of SOCIEUX, as well as in the identification of mobilised experts. Moreover, they were actively involved in the establishment of the SOCIEUX Team, and the selection and contracting of its key experts. The consortium members were periodically informed by the Programme Director of the implementation progress, and met regularly.

In June 2015, the former French Consortium member, ADECRI, became part of Expertise France, the newly created French international technical expertise agency. Expertise France is the leader of the SOCIEUX+ Partnership.

1.1.3 Project Steering Committee

The Project Steering Committee was SOCIEUX's governing body. It oversaw and guided the overall management of the Facility. The Programme Steering Committee was composed of voting members and non-voting members, and chaired by a representative of EuropeAid/B3. The five voting members were representatives from the relevant EuropeAid/B3 services and all four Consortium members. Representatives of the Directorate General of Employment, Social Affairs and Inclusion (DG EMPL) and the European External Action Service, as well as other staff members of EuropeAid, attended the meetings as non-voting members.

The final Programme Steering Committee meeting took place on 06 December 2016, reviewed the overall achievements of the Facility, the draft Final SOCIEUX Report and the progress of the transition to SOCIEUX+.

1.1.4 SOCIEUX Facility Management Team

The SOCIEUX office was located in Brussels until the end of November 2016, when it was moved to the SOCIEUX+ premises, at the headquarters of the Belgian Federal Public Service for Social Security (BELINCOSOC). The SOCIEUX Team consisted of four key experts, supported by additional assistance staff –associate programme officer(s) –. Key experts included:

- A team leader;
- A programme officer;
- A communications and logistics officer; and,
- A finance and contract officer.

All SOCIEUX Team members were based in Brussels and recruited on freelance contracts by GVG and the Consortium members. Exception to this was the Finance and Contract Officer, who was a GVG employee based in Cologne.

1.1.5 Reporting

The reports provided by SOCIEUX included:

- **Inception Report.** Submitted three months after the start of the contract implementation. This report provided an overview of the work engaged in the first three months of implementation, and foresaw potential challenges. It included a revised timeline for programme implementation and an estimation for incidental expenditures.
- **Interim progress reports.** These reports were prepared and submitted for approval by the Programme Steering Committee every six months. They contained information about the work performed by the SOCIEUX Team, requests and actions processed, progress made, and overviews of personnel and financial resources used, and tasks planned for the follow-up period. The reports were submitted to the EuropeAid along with an expenditure verification report and a corresponding invoice. Six progress reports were submitted and approved during the entire implementation period., The last and 7th interim period progress report, covering the period from April to September 2016, was incorporated into the present final report upon agreement with EuropeAid..
- **Final Report.** Covered the implementation and management of SOCIEUX during the entire implementation period of the Facility (until the end of December 2016). The draft report was submitted to the Contracting Authority in November 2016. An updated and completed version of the Final SOCIEUX Report was submitted after the closing and final audit of accounts in early 2017.

1.1.6 Monitoring and evaluation of actions

Ongoing monitoring of the SOCIEUX Team's work and performance was ensured through strict reporting requirements, regular communications and meetings with EuropeAid. The Programme Steering Committee members were regularly informed about ongoing work, including requests and the responses provided, and the difficulties encountered by the SOCIEUX Team in translating these requests into actions and their subsequent implementation. The operational monitoring and control system of SOCIEUX consisted of the following mechanisms for reporting, documentation and monitoring.

Internal evaluations were part of the management cycle for each SOCIEUX action. The SOCIEUX Team evaluated actions and activities carried out on the basis of feedback from stakeholders such as mobilised experts, EU Delegations (EUDs), and representatives of partner institutions (PIs). This was done by means of mission reports, debriefing sessions, and questionnaires, and on the basis of their own observations. The results were then compiled into final action evaluation reports prepared by the responsible officer and stored in the Project Management Tool (PMT).

In order to better plan and monitor implementation of the growing number of actions/activities (and in response to recommendations made in the Mid-Term Evaluation), three internal documents were elaborated upon by the SOCIEUX Team, and were part of the monthly meetings and their updates:

- An overview table of all actions, containing detailed information about each action;
- A planning calendar, including a monthly overview of the scheduled/planned activities/actions;
- Expert statistics tables, with the numbers, origins (EU MS or third-party country), and occupations (public/private/retired) of experts.

Mobilised expert performance was also evaluated based on the feedback of stakeholders and the quality of deliverables. These evaluations were made directly in the PMT, which also provided the ability to flag poorly performing experts.

1.2 Inception and Set-up phase

The first six months of SOCIEUX (the Preparation phase), which covered the Inception (from April to June 2013) and the first three months of the Implementation phase, which were dedicated to the set-up of the Facility's operating procedures and tools (from July to September 2013). The following sub-sections provide more details on key milestones mentioned above.

1.2.1 SOCIEUX Launch Event

The launch event held on 16 October 2013, in the premises of the European Commission in Brussels, and attended by 110 representatives from EU MS and partner countries, marked the public kick-off of the Facility. It provided the floor for raising awareness about SOCIEUX, and informing its main target groups about its goals and mechanisms. Presentations delivered by invited high-level speakers covered all targeted regions and areas, and essential inputs were made from EuropeAid, representatives of the Consortium members, and the EUDs in India, Mozambique and Ghana.

1.2.2 Standard Operating Procedures manual

The SOP manual describes the management mechanisms and procedures for processing requests, the identification of experts, and the implementation, monitoring and evaluation of SOCIEUX interventions, including financial and contracting procedures, and tools and templates. It was approved in November 2013, and completed in March 2014. The manual annexes were gradually translated and made available in four languages. Small revisions and adaptations were made throughout the implementation period, in consultation and agreement with EuropeAid, where deemed necessary, in order to accommodate the recommendations of the Mid-Term Evaluation, and facilitate a smooth and quick processing of requests and implementation of actions.

1.2.3 Project Management Tool

SOCIEUX PMT was finalised by the end of 2013, tested in January 2014, and made operational for use from February 2014. The tool is accessible to SOCIEUX Team staff as administrators but also to selected Consortium members and relevant EuropeAid and Programme Steering Committee members as observers. The PMT is a web-based interface and database for storage and management of information and documentation related to actions, from the reception of requests to the closure of actions. At its heart lies a series of four interconnected databases: Contact database; Expert database; Actions database; and, the Focal Points database, as well as a reporting and monitoring section.

1.2.4 Communication and awareness raising

The SOCIEUX Team communication and awareness raising efforts focused toward partner countries, partner institutions, and potential requesting institutions, to generate new requests (prospection), as well as towards EU MS and international stakeholders, with the objective of stimulating the search for collaborative institutions and experts (promotion). The EUDs have played a central role in these prospection endeavours by presenting and suggesting collaborations to their local partners.

During each interim reporting period, SOCIEUX published a newsletter for the general public on remarkable, ongoing or upcoming actions of the Facility, entitled SOCIEUX in Action. The last one, Newsletter #6, was uploaded on EuropeAid's website in September 2016, and benefited from a slight change in the communications strategy. Collaborating institutions were provided with more prominent visibility in this newsletter. It was also the occasion to publicly announce the transition to SOCIEUX+. Finally, a summary of the preliminary key figures of SOCIEUX until August 2016, were shared. These included the geographic distribution of implemented actions, the mobilisation of experts, and the registration of experts in the PMT database.

The SOCIEUX Team approach has been very targeted, by following up on previous and ongoing communication with partner institutions. Many actions were the result of these prospection efforts; e.g., in Cambodia, Tajikistan, Argentina, Mexico, Gabon and Vietnam.

Apart from communication and awareness raising activities such as meetings, phone calls, and emails, the SOCIEUX Team also focused its promotions on selected contacts that individually approached SOCIEUX or were met at conferences. At most events SOCIEUX Team members gave presentations on the Facility, its mechanisms and current partners. SOCIEUX also facilitated the participation of previously mobilised experts to present case studies of relevant actions at conferences.

Communication activities focused on establishing and widening SOCIEUX's scope of institutional relations, by raising awareness of the Facility. The SOCIEUX Team also continued its promotion efforts among EU MS public administrations.

The SOCIEUX Team organised personalised meetings with representatives in EU MS, which resulted in a better awareness of the Facility but also in the identification of new experts. SOCIEUX Team members also participated in high-level EU technical meetings, such as the EU Social Protection Committee.

2 SOCIEUX in numbers

With the start of the Implementation phase from October 2013, which also marked the official launch of the SOCIEUX Facility, the structures and most important procedures were in place to start handling submitted requests for technical assistance. The first request was received in January 2014.

2.1 Requests received and processing

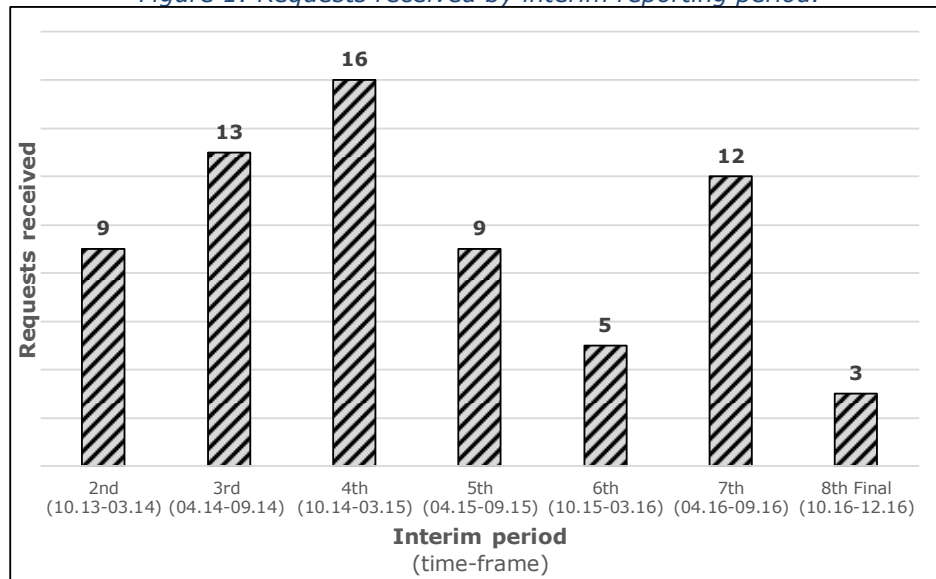
Since its inception, SOCIEUX has received and processed 67 requests from 33 countries. **Error! Reference source not found.** illustrates the trend in reception of requests. Table 2 provides the overview of all requests by eligibility, geographic region and country, along with their status as of the date of this report. A detailed table with additional information such as title, action code and number of activities is provided in Annex B. The geographic scope of the requests is broad, and provides a definite complexity in the response, design and management of subsequent actions (see Figure 2).

Figure 3 illustrates the breakdown of requests by region and country. Almost half of the requests (46.3%) were submitted by African countries. Gabon, Ivory Coast and Togo accounted for almost half of the requests (14 of 31). Latin America submitted 22.4% of all requests, with Colombia and Mexico accounting for almost three quarters of those (11 of 15). Very few requests originated from European countries, with Moldova being the only country that requested technical assistance through SOCIEUX, and two out of the three submitted requests were rejected. Similarly, in the Middle East, only Jordan benefited from SOCIEUX's support.

Figure 4 provides the breakdown of received requests by region and status. There were 45 approved requests across 24 countries. Eight partner countries submitted only requests that could not be translated into actions or were rejected. Requests rejected for various reasons represented more than a quarter of all requests received (28.4%). Reasons for the rejection of requests were various and only in minority due to these being out of the scope of SOCIEUX. Few requests were rejected due to the incapacity to define feasible objectives and expected results with the requesting institutions. In the majority of cases, the closure of the request was a joint decision between the requesting institution, EuropeAid and the SOCIEUX Team.

Several of the rejected requests had initially been positive assessed on their relevance. However, no formulation of expected results or activities could be developed with the partner institution. In other cases, the formulation had actually been in an advance stage with action formulation and approval form submitted to EuropeAid. Nevertheless, the conditions for the implementation were unpractical. Most often for reasons of changes in country context between the submission of the request and the end of (or during) the formulation of an action. This forced the SOCIEUX Team to recommend the rejection of such requests. In the communication on the closure of the requests, partner institutions were still reassured that their requests could be reopened at any time, the conditions allowing. Such requests included, for example, 2014-24 Burundi, an action aimed as supporting the improvement of the functioning and the quality of services provided by the National Pensions and Occupational Risks Office. Following the deterioration of the security situation in the country and difficulties to interact effectively with the partner institution, where the security situation and lack of partner institution response meant that SOCIEUX was unable to implement an action.

Figure 1: Requests received by interim reporting period.



2.2 Actions implemented

Throughout its entire implementation time, 45 eligible and relevant requests received by SOCIEUX were translated into 38 actions (see Table 2, completed and ongoing actions)¹. Two requests are currently under eligibility and relevance check, and one is on-hold. Most of the action were towards partner countries and partner institutions in Africa (39.5%) and Latin America (18.4%) (see Figure 5). At the end of 2016, 63.2% of these actions were completed. It is understandable that a large share of the actions in Asia and all of the actions in Central Asia are still ongoing, as these requests were among the latest to be submitted (see Figure 6). A significant portion of all actions will continue under SOCIEUX+.

The actions that are still ongoing are in the process of, or have already been transferred to SOCIEUX+. However, they are still reported here, as their preparation and implementation was still under the responsibility of the current SOCIEUX Team (see **Error! Reference source not found.**). **Error! Reference source not found.** Annex A contains the summaries of the remaining ongoing actions at the end of 2016. It should be noted here that there are only 11 summaries in this annex, as two of the ongoing actions have not yet started (2016-12 Cambodia and 2016-07 Gabon).

2.3 Activities implemented

The core business of SOCIEUX lies in the organisation, implementation and follow-up of activities at the partner country level. Since April 2014, SOCIEUX has implemented/completed 67 activities and 72 missions for 38 actions which are either ongoing or completed (see section 2.1). The median number of activities per completed action is two. On average, completed actions had 2.3 activities, and ongoing ones 3.1. This illustrates the effort of the SOCIEUX Team to favour structural actions, as opposed to "one-off" activities. Only eight actions had above three activities planned or implemented, with two outliers: 2014-17, Tunisia, with eight activities; and 2014-19, Colombia, with nine activities (including sub-activities).

A total of 202 expert-mission-weeks and an estimated 1,310 expert-mission-days on site were also implemented. However, in total over 1,730 expert-days were provided to partner institutions, as each mission also included preparation and reporting time, as well as long-distance support in some rare cases. Refer to section 2.4 for a detailed discussion of the total number of expert-days mobilised.

¹ The 38 actions include the participation of SOCIEUX (involving two experts and a SOCIEUX team member) to the Asian Development Bank Social Protection Week in August 2016.

Figure 7 illustrates the trend in missions implemented under SOCIEUX since April 2014. From 12.6 expert-mission-weeks in the 3rd interim period (from April to October 2014), the workload increased to over 49 expert-mission-weeks in the 6th interim period (from October 2015 to April 2016). Since then, the workload has remained high, with the SOCIEUX Team planning and implementing 30 expert-mission-weeks in only October 2016 (excluding the activities financed under SOCIEUX+). Over time, missions in Africa have been the most active (see Figure 8). Until mid-2015, missions in Latin America represented the largest proportion of implemented activities. A recent development has been the increase in missions in Central Asia and Asia. The geographic distribution is more skewed, with African countries accounting for 40% of all expert-mission-weeks, followed by Latin America with 23%, and the Middle East with 14%.

Table 2: Overview of requests received by region, country and status.

Row Labels	Completed	Completed (merged)	Rejected	Rejected (closed)	Request	Ongoing	Grand Total
Africa	10	8	6	3		4	31
Burundi	1			1			2
Cameroon			1				1
Congo (Republic Of)			1				1
Djibouti	1						1
Gabon		4				2	6
Ghana	2						2
Ivory Coast	1	1	1				3
Kenya			1				1
Liberia	1						1
Mali	1						1
Morocco			1				1
Namibia	1	1					2
Togo	1	2		1		1	5
Tunisia	1		1				2
Zambia				1			1
Zanzibar						1	1
Asia	2		1			4	7
Cambodia	1					2	3
Pakistan	1						1
Vietnam			1			2	3
Caribbean	2					1	3
Barbados	1						1
Jamaica	1						1
Saint Kitts & Nevis						1	1
Central Asia			1			3	4
Azerbaijan						2	2
Kyrgyzstan			1				1
Tajikistan						1	1
Europe	1		2				3
Moldova	1		2				3
Latin America	5		5		3	2	15
Argentina					1		1
Colombia	2		3				5
Honduras			1				1
Mexico	2				2	2	6
Peru	1		1				2
Middle East	3		1				4
Israel			1				1
Jordan	3						3
Grand Total	23	8	16	3	3	14	67

N.B.: As from end of December 2016. The overview does not include the participation of SOCIEUX with two experts to the ADB Social Protection Week in Manila.



Figure 2: Map of SOCIEUX geographic coverage and requests.

Figure 3: Breakdown of 67 requests received by region and country (% of total requests).



Figure 4: Breakdown of 67 requests received by region and status (% of regional requests).

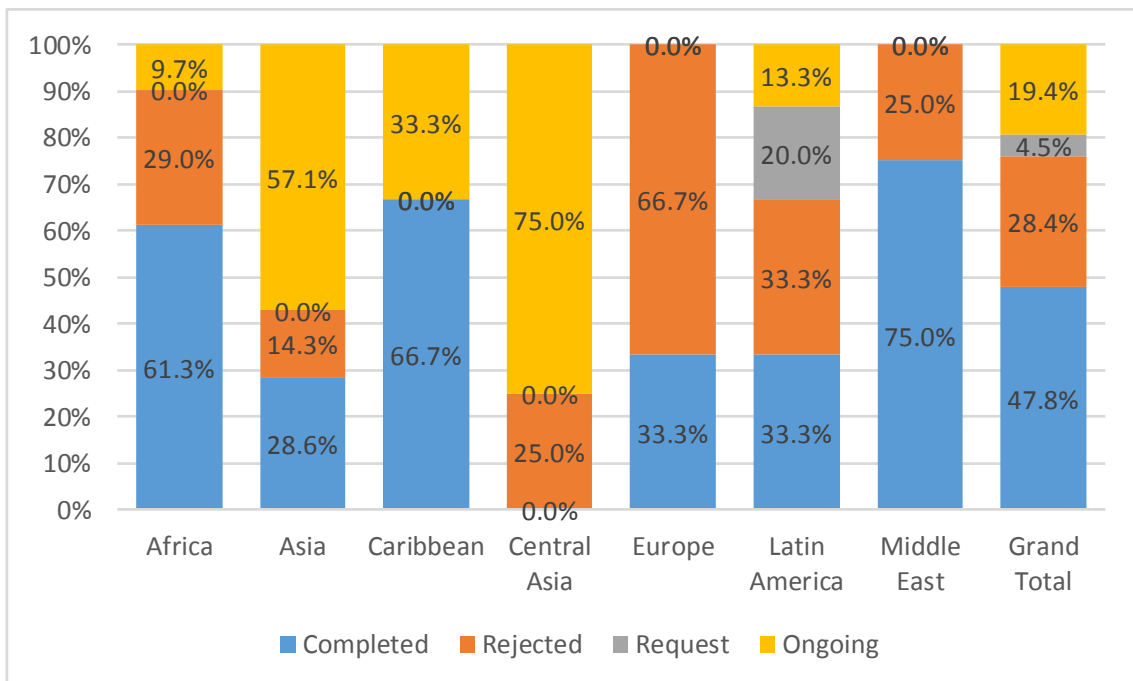


Figure 5: Breakdown of 38 actions by region and country (% of total actions).



Figure 6: Breakdown of 38 actions by region and status (% of total regional actions).

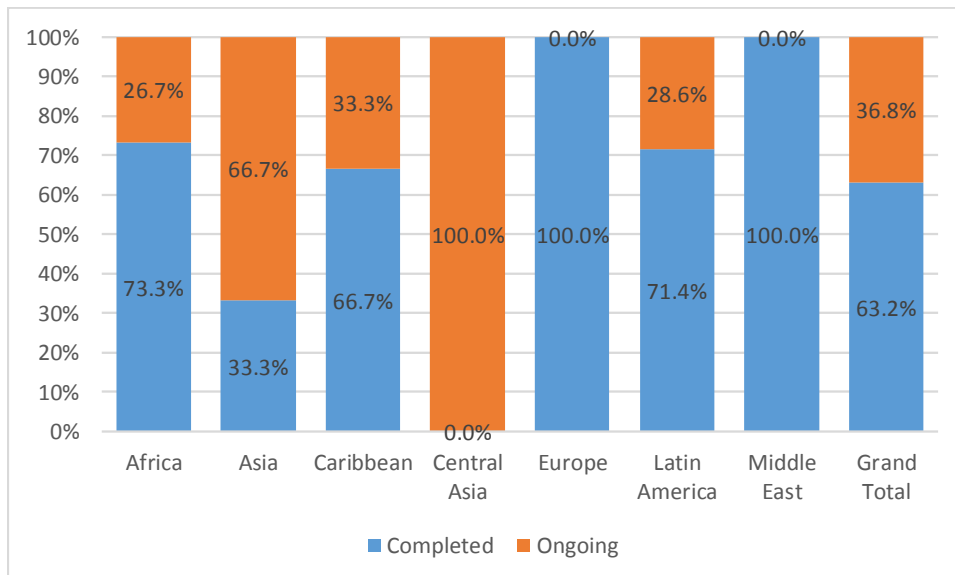


Figure 7: Expert-mission-weeks by interim period of reporting (six months) and cumulatively.

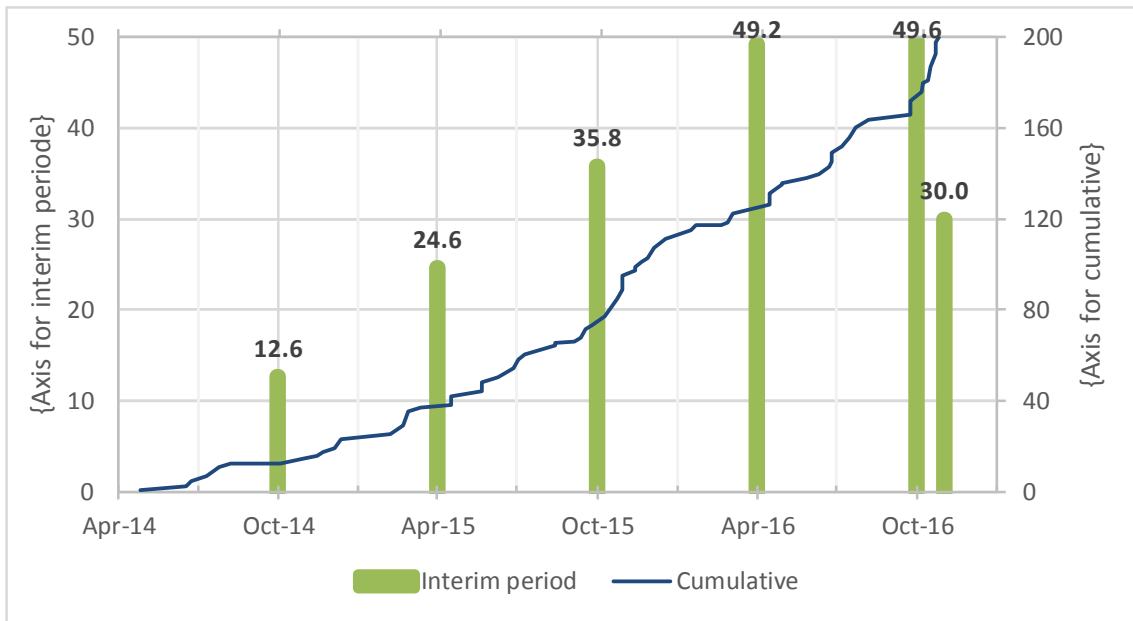
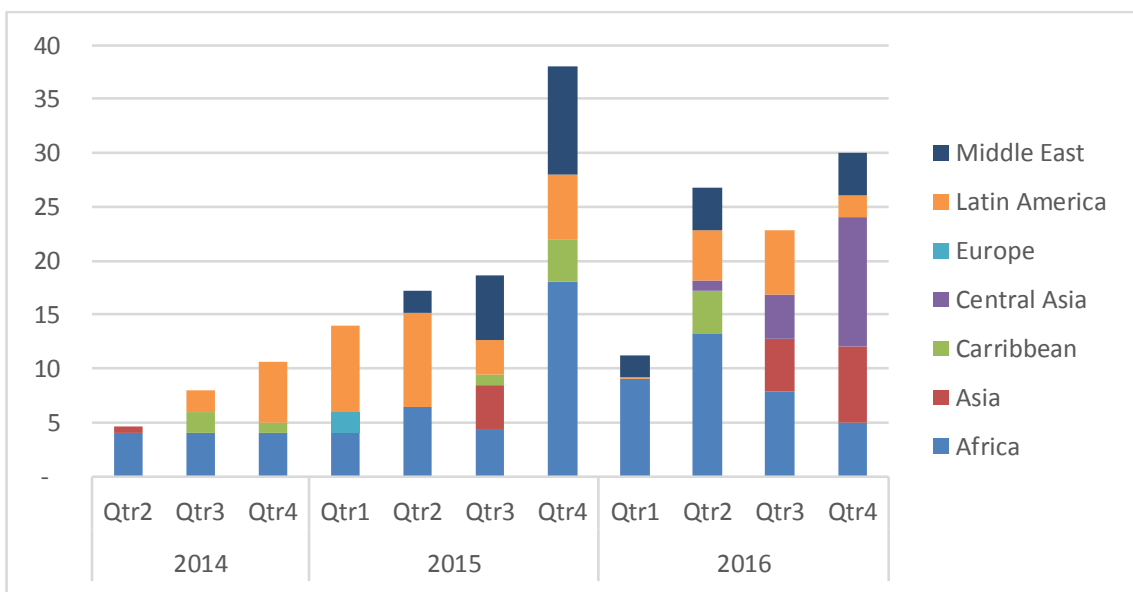


Figure 8: Expert-mission-weeks by quarter and region.



N.B.: (quarter 4, 2016, only includes October 2016).

2.4 Experts mobilised

By the end of 2016, SOCIEUX had mobilised 73 experts of 23 nationalities, for more than 1,730 expert-days. Experts from 15 of the 28 EU MS collaborated with SOCIEUX. The map in Figure 9 provides a rapid overview of the countries that experts were mobilised from since the start of the Facility.

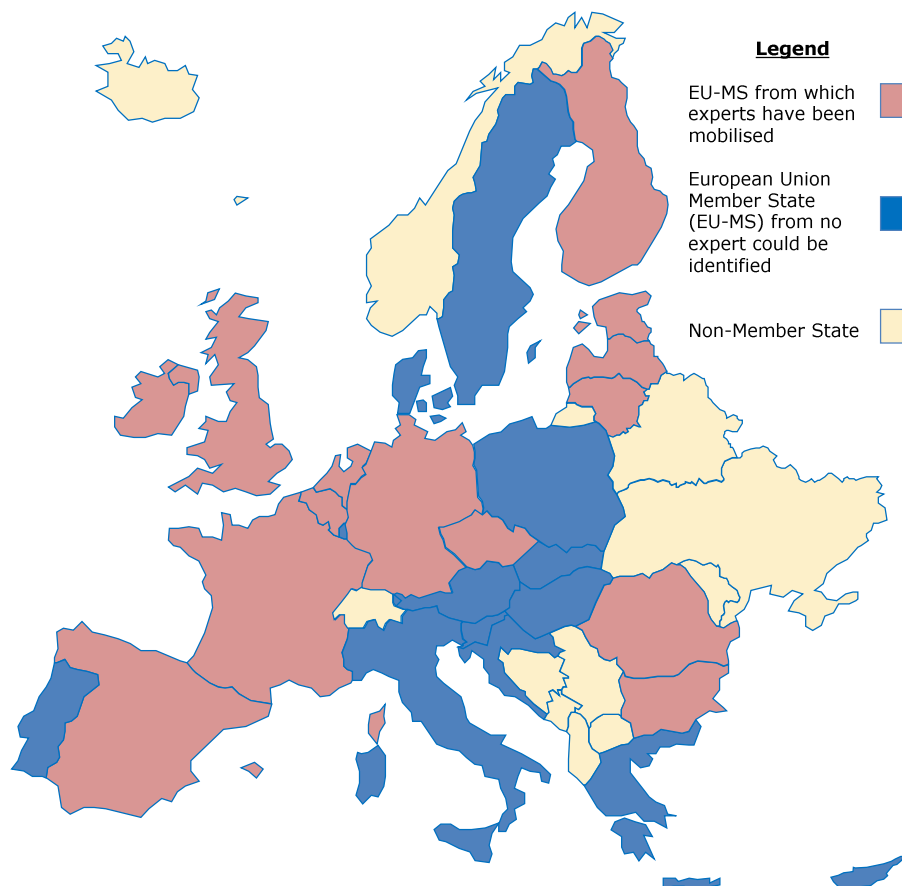
Exactly 74% (54/73) were public experts, and 67% (49/73) public experts from EU MS. Two countries alone accounted for 45% of the experts mobilised from EU MS: France (31%), and Spain (14%). Table 3 provides the breakdown of mobilised experts by region and country of origin. Women represented 27% of all experts, and also 27% of EU MS public experts mobilised (see Figure 11).

A secondary objective for the establishment of the SOCIEUX by EuropeAid was to foster cooperation between social protection institutions from Europe and partner countries. However, the implemented actions should have also fostered collaboration between EU institutions and experts. For this reason, the SOCIEUX Team aimed to mobilise a team of at least two experts from different EU MS for each mission. This added to the range of EU experience available to partner institutions.

Another particularity of SOCIEUX was its ability to mobilise peer expertise from partner countries, and hence, to build triangular cooperation by combining with this European expertise. Under such peer-to-peer arrangements, eight partner country experts were mobilised for a total of 231 days. This represents 13% of the experts mobilised and expert-days over the reviewed period. Of the 73 experts mobilised, 88% (64/73) were from EU MS, and the remaining experts were from partner countries.

Private experts remained a marginal part of the total technical assistance mobilised. Over the review period, private experts only represented 26% of the total number of experts (19/73). Most of those experts were actually from partner countries, with 21% of the private experts (4/19).

Figure 9: Map identifying the EU MS of origin of SOCIEUX experts.



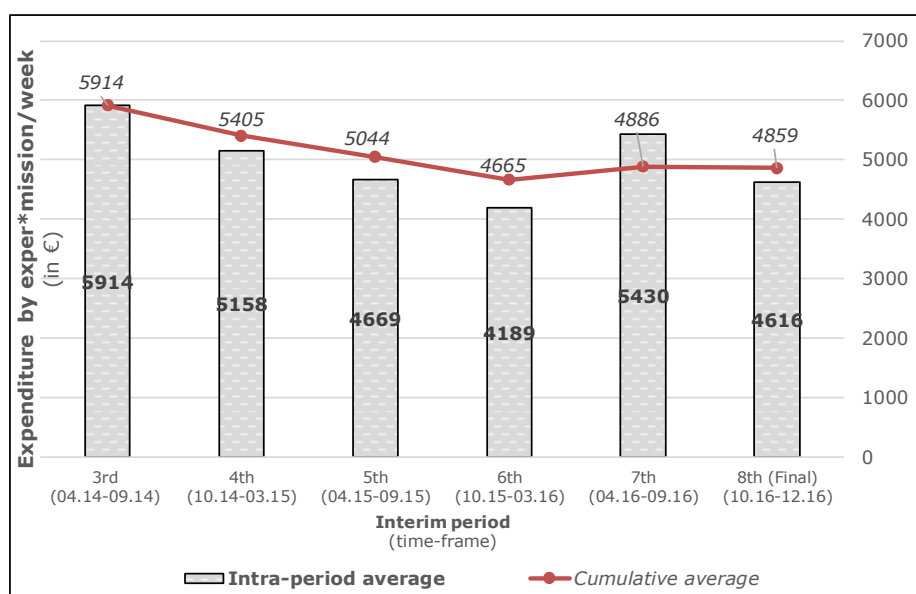
One of the difficulties in finding appropriate public-sector experts is that many of them are currently employed or engaged full-time. One mitigation strategy that SOCIEUX applied was to rely on retired experts. At least 7% of the experts mobilised over the reviewed period were retired. This approach provided valuable expertise to partner institutions, but did not build official relationships between partner country and EU institutions (at least not in the short term). Nevertheless, the SOCIEUX Team has approached umbrella organisations of senior public sector experts, such as the Confederation of European Senior Expert Services, seeking collaboration in SOCIEUX actions.

As already stated above, since April 2014 SOCIEUX has provided partner countries and partner institutions with over 1,730 expert-days of activities. The breakdown of workdays rendered/remunerated by expert's country of origin and occupation is somewhat different to the breakdown of the experts mobilised/contracted. Three countries accounted for 55.3% of all workdays among public experts from EU MS: France (26%); Spain (17%); and, the United Kingdom (12%). Table 4 provides the detailed breakdown of workdays per expert occupation and country of origin. Female public experts worked proportionally the same number of days as their representation among experts (27%; see Figure 12). Experts from partner countries were not mobilised in Europe, Central Asia and the Caribbean. In all other regions, expert-days for experts from partner countries accounted for around 15% of all workdays. The number of expert-days per action varied substantially, from four to 149 (see Table 5). The average number of expert-days utilised for an action was 49 days, and the median was 36 days.

In average, mobilised experts rendered 24 days each. There was almost no difference between EU MS experts and partner country experts, with 23 and 26 expert-days respectively. Public experts from two EU MS's had notable higher averages, with Belgian public experts rendering in average with 51, and British experts 50 expert-days. Women rendered in average less expert-days than men in exception for private experts from partner countries (see Figure 13). Among public experts from EU MS, women rendered in average 20 expert-days, and men 25.

The expert-days provided through SOCIEUX represent a substantial financial value, which should be considered in view of the actual market price of the services provided. The Facility mobilises most public experts at a reduced cost, through the sole financial compensation of fixed additional allowances. These allowances are paid to active and retired public experts. At only €250 a day, this compensation is well below the average market value for senior consultants, which is, in our experience, between €450 and €850 a day according to the area of expertise and seniority. The total market value of the total number of expertise days mobilised by SOCIEUX represent over €1,128,725 at market prices, assuming an average cost of €650 a day without allied costs such as flights, workshops and others. The average expenditure for one week of expertise under SOCIEUX remained quite stable over the implementation of the programme. This average was at €4,859, or approximately €1,000 per expert-mission and day. Figure 10 illustrates the trends for this indicator, by interim reporting period. **Error! Reference source not found.** provides the details of the estimated budget, and the actual expenditure by action.

Figure 10: Trend in average expenditures for one expert-week, by interim reporting period.



2.5 Experts, focal points and contacts databases

A key 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 the identification of potential experts, but also in the communication efforts of the Facility.

Currently 786 contacts and their details are stored in the PMT. This information is used when publications such as newsletters are disseminated. Over 103 nationalities are represented among those contacts.

Focal point contact details are also stored in the PMT. Focal points have played a role in the identification of experts, but it should be recognised that their responses remained sporadic and below initial expectations. All but four EU MS are represented among the 92 focal points registered in the PMT (the exceptions are Denmark, Greece, Ireland and Luxembourg).

A major purpose of the PMT is the storage of curriculum vitae (CVs) and essential details on experts that could potentially be mobilised for actions. In total, by the end of November 2016, 322 experts were registered in the PMT. Table 6 provides the detailed breakdown of registered experts by eligibility, region, gender, occupation and employment. Almost all registered experts are from EU MS (88%). Men represent 58% of all registered experts, with 57% of those coming from EU MS. Thus, only 11% (35 experts) are from partner countries, and among those the proportion of men is substantially higher than among European experts, with only 34% of partner country experts being female. The majority (63%) of the registered experts come from the public sector, including academia.

Table 3: Mobilised experts by country of origin, region and occupation.

Region Country	Occupation		
	Public	Private	Total
EU Member State	49	15	64
Belgium	2	1	3
Bulgaria	1		1
Croatia	1		1
Czech Republic	1		1
Estonia	1		1
Finland	2		2
France	15	2	17
Germany	4	2	6
Ireland		1	1
Latvia	2		2
Lithuania	4		4
Netherlands	4		4
Romania	2		2
Spain	7	5	12
United Kingdom	3	4	7
Partner Country	5	4	9
Bangladesh		1	1
Cambodia	1		1
Lebanon	2		2
Madagascar		1	1
Morocco	1		1
South Africa		1	1
Vietnam	1		1
Dominican Republic		1	1
Grand Total	54	19	73
<i>% of Grand Total</i>	74.0%	26.0%	100.0%

Figure 11: Mobilised experts by region of origin, occupation and gender.

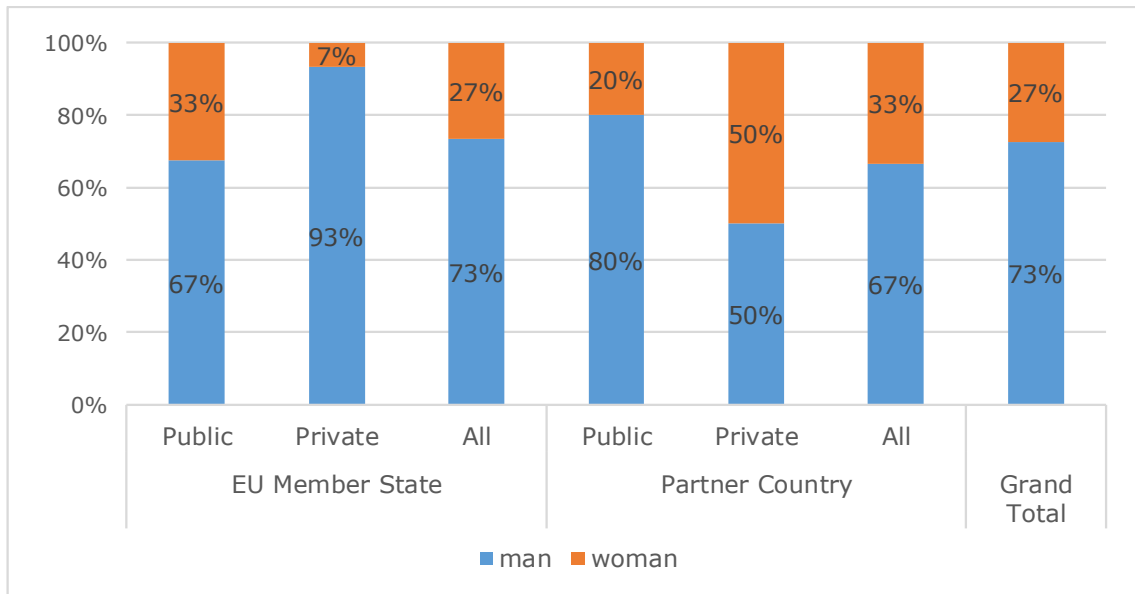


Figure 12: Rendered expert-days by gender, occupation and region of origin

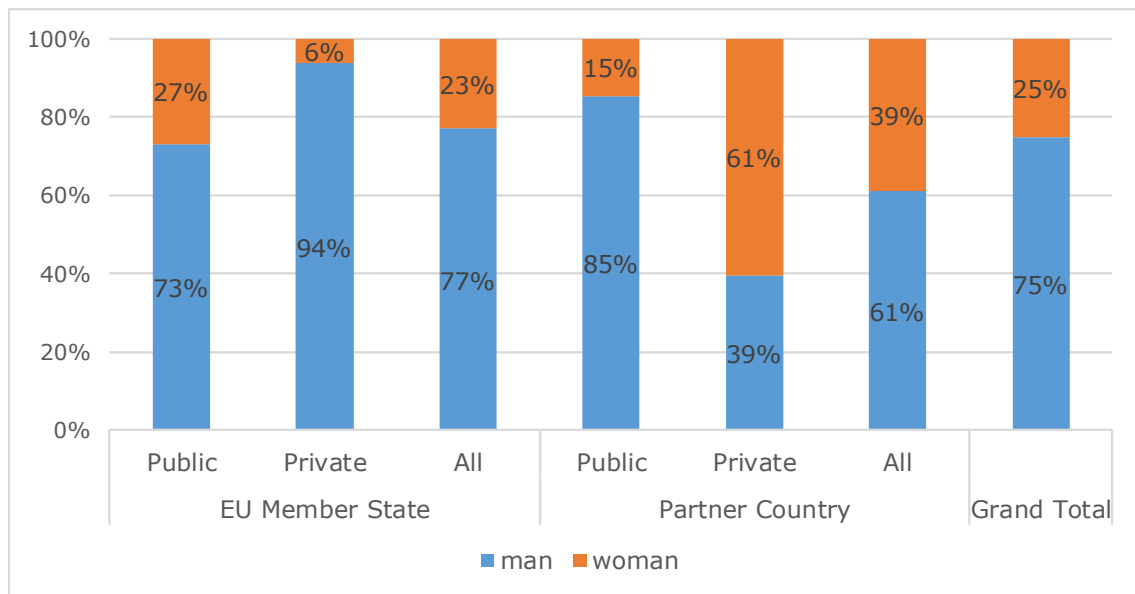


Table 4: Rendered expert-days by country of origin, region and occupation.

Region Country	Occupation		Total
	Public	Private	
EU Member State	1,211	290	1,501
Belgium	102	17	119
Bulgaria	22		22
Croatia	28		28
Czech Republic	7		7
Estonia	17		17
Finland	22		22
France	318	43	361
Germany	105	35	140
Ireland		10	10
Latvia	36		36
Lithuania	61		61
Netherlands	90		90
Romania	53		53
Spain	204	73	277
United Kingdom	149	112	261
Partner Country	109	122	231
Bangladesh		16	16
Cambodia	10		10
Dominican Republic		57	57
Lebanon	51		51
Madagascar		17	17
Morocco	32		32
South Africa		33	33
Vietnam	16		16
Grand Total	1,320	412	1,732
<i>% of Grand Total</i>	<i>76.2%</i>	<i>23.8%</i>	<i>100.0%</i>

Figure 13: Average rendered expert-days by region, occupation and gender.

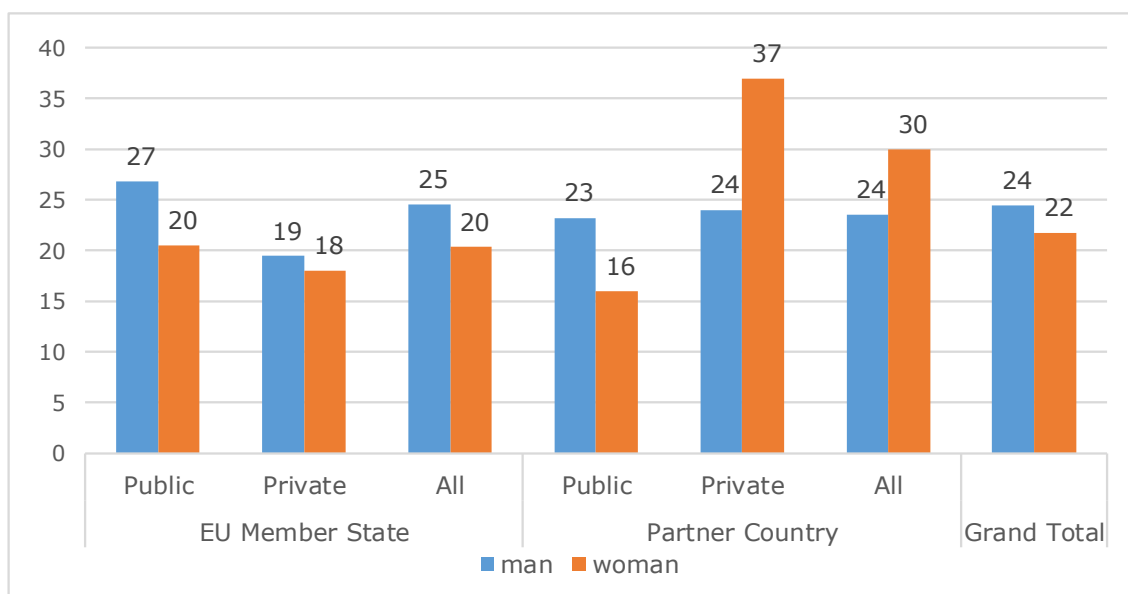


Table 5: Rendered expert-days by action, partner country, region and origin.

Region	Action Country	Action Code	Origin		Total
			EU Member State	Partner Country	
Africa	Burundi	2014-02	32		32
	Djibouti	2014-05	15	16	30
	Gabon	2015-21	17	17	34
	Ghana	2014-12	39		39
		2015-18	4		4
	Ivory Coast	2015-06	110		110
	Liberia	2014-01	18	18	35
	Mali	2015-14	18	32	50
	Namibia	2015-03	29		29
	Togo	2015-09	69	18	87
		2015-20	12		12
	Tunisia	2014-17	114		114
	Zanzibar	2014-26	80	15	95
	Asia	ADB		15	
Cambodia		2016-02	18	10	28
		2016-11	36		36
Pakistan		2014-09	7		7
Vietnam		2014-15	70	16	86
Caribbean	Barbados	2014-11	10		10
	Jamaica	2014-03	37		37
	Saint Kitts & Nevis	2015-16	63		63
Central Asia	Azerbaijan	2015-22	35		35
		2015-23	64		64
	Tajikistan	2016-04	43		43
Europe	Moldova	2014-13	20		20
Latin America	Colombia	2014-16	116		116
		2014-19	92	57	149
	Mexico	2014-04	21		21
		2014-25	80		80
		2015-24	9		9
	Peru	2014-07	21		21
	Jordan	2015-01	35	33	68
Middle East		2015-11	85		85
		2015-25	67		67
	Grand Total		1,501	231	1,732

Table 6: Experts registered in the Project Management Tool, by eligibility, region and gender.

Eligibility Region	Gender				Total	
	Women		Men		Number	Column %
	Number	Row %	Number	Row %		
European expert	123	43%	164	57%	287	89%
EU	122	43%	162	57%	284	88%
Non-EU	1	33%	2	67%	3	1%
Partner Country expert	12	34%	23	66%	35	11%
Africa	4	33%	8	67%	12	4%
Asia	2	33%	4	67%	6	2%
Caribbean	2	100%		0%	2	1%
Latin America	3	38%	5	63%	8	2%
Middle East	1	14%	6	86%	7	2%
Grand Total	135	42%	187	58%	322	100%

3 SOCIEUX in action

The following section presents a brief overview of completed actions by the end of December 2016. All completed actions in the reporting period are part of the annex, and only country-level implementation for those actions will be addressed in this section. For ongoing actions that are being or have already been transferred to SOCIEUX+, the reader may refer to Annex A, where summaries of the current situation are provided for each action. Actions below are arranged by region and country, in alphabetical order.

3.1 Africa

3.1.1 Burundi

Our action(s)

2014-02 – “Training in the field of pension systems and overall analysis of the needs of the National Office for Pensions and Occupational Risk of civil servants, magistrates and judicial personnel”.



Our partner(s)

The National Office for Pensions and Occupational Risk (ONPR) for civil servants, magistrates and judicial personnel was created in 2010 to run a new contributory pension, vocational hazards and associated benefit scheme. The ONPR shares its competence with its line ministry, the Ministry for Public Administration, Labour and Social Security, and specifically the Social Security Department of the Ministry for Public Administration. This Department is in charge of developing social protection coverage for all possible sectors of the state civil service and for other categories of the Burundian population. The ONPR also works alongside the National Social Security Institute (INSS) as the country's main social security and pension management institution, on the portability of benefit rights between the public, para-public, private and informal sectors.

Background

With a population of 10 million inhabitants, of which the vast majority (89%) lives in rural areas, Burundi came 178th out of 187 countries on the Human Development Index (HDI) in 2014. Poverty was widespread in 2006, with 67% of the population classified as poor.

In spite of its challenging socioeconomic situation, the country already had a number of formal social protection mechanisms in place in 2014, including contributory social insurance systems for workers in the formal sector, covering retirement, disability, occupational hazards and sickness as well as non-contributory universal benefit and social assistance systems for those living in poverty. Community health insurance schemes and private health insurance were also in place alongside pension saving funds. That said, only 10% of the population were covered by at least one of these systems. Only 3.8% of the population entitled to a pension effectively received it.

Recent initiatives reflect the Burundian government's desire to improve the effectiveness of the social protection system and to expand their coverage. In 2011, the first National Social Protection Policy (PNPS) was adopted with the support of the ILO. It provides the way for significant reforms in all areas of social protection, including improvements in the functioning of existing formal social pension schemes, the establishment of voluntary complementary pension schemes, the creation of social pensions and the extension of population coverage.

The ONPR faces the challenge of efficiently managing a newly introduced contribution-based scheme for the public sector. It has been operational since 2011, and has paid out pension benefits for survivors since the end of 2011. Processing of work injury pensions started in 2012. A number of shortcomings have been identified by the ONPR that need to be addressed in order to effectively and efficiently fulfil its tasks. These include, among others, the need for reinforcement of organisational capacities, in particular the elaboration of an internal management strategy, the establishment of monitoring and control procedures, and the improvement of quality assurance mechanisms. Individual capacities also need to be strengthened for newly recruited staff.

Our common objectives

In January 2014, the ONPR approached SOCIEUX to request technical assistance in order to build the capacities of its staff (as well as representatives from other Burundian partner institutions dealing with disability and old age insurance systems) and to improve its functioning and service delivery. In particular, the staff of ONPR and other pension institutions was to be familiarised with social protection concepts, and their understanding of the functioning of pension systems reinforced. Further, the intervention aimed at identifying further needs of the partner institution for efficient management of the pension scheme and the formulation of proposals on how to respond to these needs.

Our results

SOCIEUX responded to the partner institution's request through implementation of a tailored five-day training course on the concepts of social protection and pensions, followed by an onsite institutional needs assessment. The training course was attended by some 45 staff members. It covered basic concepts of social protection systems and the roles and tasks of a pension institution. It also dealt with important related issues, such as actuarial methodologies, fairness, caps on benefits, the minimum old age pension, and taking life expectancy, salary and career duration into account. The mobilised experts reviewed aspects of sustainability, focusing on the equilibrium between pension balance and intergenerational equity. They also discussed with participants how to manage the transition towards a contributory scheme and the importance of extending social protection to informal workers and vulnerable groups. The participants were provided with examples of good practice and took part in group work to design their own pension system.

The training also gave representatives of three other national stakeholding institutions the opportunity to get together and work in small groups, thus reinforcing relations between them in order to facilitate future collaboration and, in the long term, foster a common culture.

During a five-day needs assessment, the experts reviewed legislative, financial and actuarial framework of ONPR. Identified and prioritised needs were in fact common or crosscutting with those of INSS and the Permanent Executive Secretariat of the National Commission for Social Protection (SEP/CPS). Through this exercise, it became clear that it was in the interest of all stakeholders to pool their resources and coordinate or harmonise their working methods. Three key areas emerged from the analysis: strategic management, administrative management of benefits and contributions, and support functions. This assessment enabled our partners to initiate institutional reform and organise structured capacity building activities. A follow-up request submitted by ONPR to SOCIEUX in late 2014 could not be concretised by further cooperation due to the deterioration of the political and security situation in the country.

Our partners' feedback

The participants expressed their satisfaction with the relevance of the topics dealt during the training. Their feedback was also very positive on the trainers' performance and general organisation by SOCIEUX. The use of concrete examples to illustrate the theory was highly appreciated and the specific topics covered aroused high interest among the participants. They also confirmed that the training provided them with tools to identify areas for improvement within their own institutions, particularly with regard to services, the sustainability of systems and expanding social coverage.

3.1.2 Ivory Coast

Our action(s)

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

2015-07 “Identification and mobilisation of financial resources for implementation of the National Social Protection Strategy (NSPS)”.



Our partner(s)

The Ministry of Employment, Social Affairs and Vocational Education (MESAVE) is in charge of social action and is the main stakeholder in the implementation of the NSPS, which entered into its active phase in 2015. The Ministry for the Promotion of Women, Families and the Protection of Children (MPWFPC) also shares responsibilities for social action with MoSAPT. At the local level, both ministries operate through deconcentrated and decentralised bodies, in particular social centres and/or socio-educational facilities.

Background

With a population of 20.3 million inhabitants, Ivory Coast came 172nd out of 188 countries on the HDI ranking in 2015. Since 2010, the country's socioeconomic recovery following internal conflict has led to strong growth which has not, however, raised the population's standard of living to any significant extent. The poverty rate has fallen only slightly to 46% from 48.9% in 2008. Slow growth in employment and a large informal employment sector are reflected in limited revenue and constitute the country's main challenge as unemployment among young people is a critical issue.

Under such circumstances, 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 the objectives of economic policies 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 at all levels recognised that their resources must be pooled so as to ensure better deployment of social services. The first points of contact for the population to obtain social assistance are 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 owing to a lack of a single shared definition of their missions in the framework of the national social action policy.

In 2015, MoSAPT recognised the need for clarification of what minimum services should be offered by all social centres and what resources are required to deliver these services. The human resources departments of the ministries 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 demand that the partner institutions approached SOCIEUX in 2015.

Our common objectives

The overall objective of our action 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, which would be 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 request, mobilised experts and the partner institutions 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, as well as 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 also included a capacity building component in order to facilitate the task of the local agents for managing change. The two-day training-of-trainers targeted social development centre staff. It also sensitised staff to the new requirements and skills to be displayed in the delivery of social assistance.

SOCIEUX's action has fostered the common understanding of the two ministries involved in the management of 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 the adoption of the regulatory acts needed for the implementation of the guidelines and for establishment of empowered social development centres throughout the country.

Our partners' feedback

MESAVE has 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 SOCIEUX and the mobilised experts. The interaction with the partner institution(s) ensured final endorsement of the "*Cahiers des Charges*" at the national closing seminar with substantial visibility and high-level official and stakeholder representation.

3.1.3 Djibouti

Our action(s)

2014-05 – "Support to the implementation of the Social Protection Strategy focused on Social Safety-nets." (Analysis and technical capacity building for the State Secretary at the State Secretariat to the Prime Minister responsible for National Solidarity [*Secrétariat d'Etat auprès du Premier Ministre chargé à la Solidarité Nationale, SESN*] for the establishment of the Permanent Technical Secretariat of the Committee for Social Protection [*Secrétariat Technique Permanent du Comité Intersectoriel de la Protection Sociale, STP-CI/PS*]).



Our partner(s)

SESN is responsible for facilitating the implementation as well as monitoring and evaluation processes of the long-term national strategy for socioeconomic development "Vision Djibouti 2035" initiated by the government of Djibouti following the implementation of the National Initiative for Social Development. Vision Djibouti 2035 constitutes the strategic framework of reference for the government's policies, strategies and programmes in economic and social development, combating poverty and cooperation with technical and financial partners.

Background

The Republic of Djibouti, with only approximately 860,000 inhabitants, ranked 164th out of 186 countries on the HDI in 2012. Although social indicators and their underlying determinants are constantly improving, a large proportion of the population still lives in conditions of extreme poverty with limited access to basic social services. The rise in youth unemployment and growing regional inequalities constitute major obstacles to the country's development. Moreover, the country faces structural food insecurity, aggravated by chronic drought.

Interventions carried out in response to emergencies and seasonal crises have dealt with situations of extreme hardship, particularly of populations located in remote rural areas. However, these interventions do not reach populations who suffer from chronic undernourishment in urban areas, particularly those with nutritional deficiencies during critical moments in the human life cycle, such as pregnant women, breastfeeding mothers, old people and children under two years old. In this

context, it was necessary to define and implement a strategy and an action plan to ensure a minimum level of social protection among populations who were not covered through the already existing contributory social security system and/or safety nets. Furthermore, these interventions needed to contribute to reinforcing the foundations of social capital, and increase employment opportunities. The idea of this strategy was to further develop the "social safety nets" component of the National Initiative for Social Development in addition to technical ministerial actions in the social sectors and of the contributory social security system.

In 2013, Djibouti adopted a safety net-based National Social Protection Strategy (*Stratégie Nationale « Filets Sociaux de Sécurité » 2013-17*). This strategy, which was developed by SESN, serves as a road map for the design and implementation of social safety nets, the widespread promotion of employment and equity and the strengthening of synergies between public agencies, donors, NGOs and the civil society. In order to put safety nets in place for the target populations, three main areas of action were identified: the development of a conditional nutritional assistance system; the definition and implementation of a targeted and unconditional assistance system; and, the increased use of labour-intensive programmes. For the strategy's implementation, four strategic objectives with a corresponding action plan were identified including: to standardise assistance packages and ensure precise targeting of beneficiaries; to reinforce the coordination of programmes and projects to ensure better complementarity and consistency of interventions; to carry out monitoring and evaluation of social safety net programmes; and, to implement a "getting off benefits" strategy.

For overseeing the implementation, monitoring and evaluation of the safety net-based National Social Protection Strategy, the Inter-sectoral Committee for Social Protection was to be set up under the aegis of the SESN. On the technical side, the committee was to rely on a Permanent Technical Secretariat, the STP-CI/PS, which was to be established within the SESN, and stand as its executive arm. Responsibilities of the technical secretariat would include the implementation of the strategy and coordination of social safety net programmes. Institutional and technical capacity strengthening of the SESN was necessary in this perspective, and in 2014, the SESN approached SOCIEUX to provide support in setting up the STP-CI/PS.

Our common objectives

The general objective of the action was to support the set-up of the STP-CI/PS and so to enable an effective implementation of the safety net-based National Social Protection Strategy. More specifically, SOCIEUX and the partner institution aimed at assessing the institutional and technical capacities of the SESN and identifying capacity building needs and responses required for the set-up.

Our results

The mobilised experts carried out a diagnosis and needs assessment of SESN's institutional and technical capacities. This diagnosis included a mapping of the major stakeholders of social safety nets. It highlighted a number of challenges that had to be overcome for the SESN to: (i) fully fulfil the duties it has been assigned; (ii) highlight the importance of social protection to other ministries; and, (iii) contribute to reinforcing the coordination, consistency and complementarity of social policies and programmes. The experts also made proposals as to how these needs could be addressed, not only through instruments such as SOCIEUX but also directly by the SESN. The final assessment report underlined the weaknesses in terms of institutional and technical capacities of the SESN.



Picture 1: Meeting between senior management of the National State Secretariat for Solidarity (Secrétariat d'État à la Solidarité Nationale) and the expert mobilised by SOCIEUX, Mr François Durin (France) for the functional assessment of the Secretariat (Action 2014-05 Djibouti; Support to the implementation of the social protection strategy focused on social safety nets).

Its recommendations were seen as concrete proposals for improving the Technical Secretariat's efficiency, in particular the necessity for scaling up personnel resources at SESN was highlighted by the expert team. Needs for further technical and capacity building have been identified: (i) human resources management and internal communication (personnel planning, development of job descriptions, recruitment and selection of staff, guidance, training and staff development, staff performance evaluation etc.); (ii) review and validation of procedure manuals (proofreading and proposals for improvement and methodological support); (iii) capacity building on project management, leadership and team management; and (iv) carrying out an organisational assessment of the management of the social safety nets. The mapping of stakeholders in the field of social protection provided the SESN with a broader vision of social safety net programmes that existed. Another outcome of the mission, in particular of the final feedback workshop organised by SOCIEUX, was to contribute to bringing stakeholders in the field of social protection in Djibouti closer.

Our partners' feedback

Our partners reemphasised that this action was in line with the recommendations of the "Social Safety net" National Strategy, according to which the SESN's capacities have to be built to ensure that the strategy's action plan is properly executed. They considered that the assessment constituted a first step towards identifying and planning the capacity building activities required for its implementation. The SESN expressed its great satisfaction with the input, analyses and performance of the mobilised experts. This was also confirmed by the EUD who was actively involved in the design of the action and greatly facilitated the communication and exchange between SOCIEUX and the partner institution. Recommendations formulated by the mobilised experts were considered highly relevant, whereby requiring mid- and long-term investments by the SESN.

3.1.4 Ghana

Our action(s)

2014-12 and 2015-18 - "(Support to) Enhance the effectiveness and coordination of social protection in Ghana".



Our partner(s)

The Ministry of Gender, Children and Social Protection (MGCSP), has a core mandate and leading role in the planning, implementation and coordination of social protection policies. In particular, the Ministry's Directorate for Policy, Planning and Monitoring and Evaluation is responsible for assessing the progress in implementation of the National Social Protection Strategy as well as the performance of the social protection system as a whole and the various social protection programmes.

Background

Ghana had a population of 25 million and was designated a middle-income economy in 2011. According to the 2012 draft Ghana National Social Protection Strategy, 28.5% of Ghanaians are poor and 11.4% are considered as extreme poor. It ranked 135th of 187 countries in the HDI.

The country has a multiplicity of social protection schemes which are complemented by broader programmes. While some of these schemes and programmes are based on legislative texts and are implemented nationwide and financed through earmarked taxes, others are financially fragile, of a short-term nature or limited in geographic and population coverage. The strongest branches of the social security system are the pension and health insurance schemes, which are funded by member contributions and an earmarked value added tax. Non-contributory programmes are co-funded by the government and international partners.

The Livelihood Empowerment Against Poverty (LEAP) programme, which has expanded gradually in 2009 and 2010, is the social cash flagship programme of the government. It provides cash and health insurance to extremely poor households to alleviate short-term poverty and encourage long-term human capital development. Aside from direct cash payments, beneficiaries are provided free health insurance through the National Health Insurance Scheme.

Despite these, Ghana's National Development Plan, entitled *Ghana Shared Growth and Development Agenda 2010-2013*, noted that "while Ghana has a number of policies on social

protection, these have not been harmonised and are not coordinated within a comprehensive guiding vision". More specifically it highlighted that "key policy measures to be implemented to ensure social protection and inclusion include, amongst others, the preparation of a comprehensive national social policy framework to provide social safety nets, especially for the poor, vulnerable and excluded".

The updated 2012 draft of the National Social Protection Strategy (NSPS) aimed at bringing the multitude of social protection programmes under a common umbrella. However, the NSPS 2012 had not been approved yet and the process of elaboration of a Ghanaian National Social Protection Policy was still pending in June 2014. An initial road map for the development of this policy, defining the steps to be taken towards its formulation as well as the required technical, human and financial support to complete the process had been formulated with international donor support. To drive the process, the Ministry had set up a technical working group with a team of consultants and approached SOCIEUX to request additional assistance in support of the development of the social protection policy framework.

Our common objectives

The MGCSP requested support to enhance the effectiveness and coordination of social protection in Ghana. More specifically the initial specific objectives of the actions were to provide technical inputs in support of the work of the technical working group in charge of drafting the National Social Protection Policy. A peer review of the first draft of the policy was to complement this support. Those inputs were to base on EU best practices in policy formulation and coordination. In parallel, the most urgent capacity building needs of the MGCSP were to be identified.

Our results

Given that the first draft of the policy had not yet been completed when the experts' mission started, a review of existing documents was first undertaken and a series of consultations organised with stakeholders including local government entities, social security agencies, key international partners and Ministry staff at different levels. In the framework of these consultations, the need for more convergence between social assistance and social security was discussed and shortcomings emerged concerning the limited coordination mechanisms for the provision of social protection services. Coordination issues were to be addressed at a local level between mandated social protection administrations. Clarifications on the functions of the social security agencies were also needed.

The mobilised experts provided technical inputs regarding organisational issues, more specifically on coordination and decentralisation of social protection service provision. They also addressed general management issues at different levels. Advice was given to national counterparts in elaborating the content of the policy but also on the ongoing and future implementation of social protection programmes.

During their mission, the mobilised experts facilitated a capacity building workshop for high-ranking civil servants and representatives of NGOs. They also participated in a high-level working group meeting to share relevant experiences on social protection policy development in the EU. The workshops were successful in presenting the different European social protection models, and in providing a holistic view of the broad nature of social protection encompassing social security, social assistance and employment policies.



Picture 2: Mobilised experts with representatives of the EU Delegation in Ghana (Action 2014-12 and 2015-18; Enhancing the effectiveness and coordination of social protection). From left to right: Christian Peters (EU), Janet Mortoo (EU), Audrius Bitinas (Lithuania), Michel Laroque (France) and Ignacio Burrull (EU).

They also increased awareness on the need to extend the scope of the existing social protection programme-based approach to a more comprehensive strategy.

The MGCSP acknowledged that the intra- and inter-ministerial discussions raised awareness among senior staff for a stronger link between social assistance programmes like LEAP and the existing social protection schemes.

Recommendations of mobilised experts were articulated around the importance of finalising the draft policy and of developing legislation and regulation for its implementation. They also recommended the further development of information management systems, including a unified social registration system which would encompass pension funds and health insurance data. Finally, the need was underlined to elaborate structures for evaluation and inspection with a social protection statistics service.

Following the first expert mission in June 2014, a review of the draft ("version zero") of the National Social Protection Policy was also carried out a few months later on request of the EUD.

Our partners' feedback

The action was considered highly relevant to the needs of MGCSP by the senior counterparts, the mobilised experts, the EUD representative, and acknowledged by key international partners in the field of social protection in Ghana such as UNICEF. The results addressed and mitigated the major challenges faced in the coordination of social protection and strengthened the policy framework. They also built capacities of the partner institution and other ministerial stakeholders.

3.1.5 Liberia



Our action(s)

2014-01 - "Support to the Social Cash Transfers Secretariat in the Ministry of Gender and Development".

Our partner(s)

The Social Cash Transfer (SCT) Secretariat in the Ministry of Gender and Development is responsible for the management of the National Social Cash Transfer Programme. The overall oversight of the programme and secretariat is ensured by the National Social Protection Steering Committee, which is composed of deputy ministers and senior officers from key ministries. The Committee's work is supported by a national secretariat at the Ministry of Planning and Economic Affairs.

Background

Liberia, a nation with a population of 3.5 million, ranked 174th out of 187 countries in the 2012 HDI. Liberia had no comprehensive and coherent social protection policy in place until 2013. However, since the end of its devastating 14-year civil conflict in 2003, the government has worked assiduously in rebuilding the nation and addressing high levels of poverty and vulnerability. In July 2013, the National Social Protection Policy and Strategy was adopted. The overall social protection objective of the government was to build a social protection system that tackles extreme poverty, vulnerability and inequality while contributing to economic growth, peace and security through social protection programmes which improve food security, access to health and education and enable the working poor to access improved income.

As an element of the social protection system, a pilot National Social Cash Transfer (SCT) programme had already been introduced in 2011. It was planned to scale up the number of pilot sites from two to five (a third of the 15 counties forming the administrative segments of the country). The SCT Secretariat was responsible for implementing this scaling up. It is in this context that it requested SOCIEUX support to assess institutional capacities for this action, and to provide proposals both to improve the SCT programme itself and strengthen the capacities of its staff.

Our common objectives

The overall objective of the action was to enhance the capacity of the SCT Secretariat in view of the scaling up of the SCT programme. This was to be achieved through capacity building and training needs assessment of the SCT Secretariat. Finally, these needs were to be addressed by onsite training.

Our results

A functional review of the organisation and work practices of the SCT Secretariat was conducted by the mobilised experts in July 2014. A visit to the then-existing pilot of the SCT programme allowed the experts to have a first-hand opinion of the impact of the programme.

The mobilised experts succeeded in transferring extensive knowledge and skills in the area of social protection for conducting capacity assessments. The experts and their counterparts took the first steps towards elaborating and performing a training needs assessment. They also elaborated recommendations that should lead to enhanced institutional, organisational, managerial and technical capacity in the expansion of the SCT programme. The recommendations addressed: (i) the capacities required for scaling-up programme to three other highly food insecure and vulnerable counties; (ii) the organisation of two counties to become “regional hubs” of the programme, with reinforced staff resources; (iii) the separation of certain functions at the SCT Secretariat; (iv) the increase in accountability; (v) the necessity to draw on volunteers to support implementation of the programme (where possible); and finally, (vi) the training of current staff to support the scale-up.

After the implementation of the first activity, two major events strongly affected the impact of the Action and the follow-up through the forthcoming planned two activities: the Ebola outbreak in the second half of 2014, and the level of uncertainty about the future financing of the SCT programme. Therefore, Activity 2 – Identification of training needs and support to the implementation of a training programme – was postponed. Despite re-planning, the local situation did not enable SOCIEUX to initiate follow-up activities onsite. Only in June 2015 could the two initially mobilised experts continue to work on this activity remotely; in this context, it became clear that since the outbreak of Ebola the situation in Liberia had changed dramatically. Under the Economic Recovery Plan, support provided by donor agencies had increased substantially and the World Bank and UNICEF had taken a leading role in the area of social protection, and initiated programmes with the objectives of completely filling the gaps in social protection, including scaling up of SCT. SCTs are now part of the Economic Recovery Plan. The training of the SCT Secretariat as originally planned within this SOCIEUX action was taken over by the World Bank. For this, the World Bank used the Capacity Assessment Report by SOCIEUX.

Our partners’ feedback

The performance of the mobilised experts was highly appreciated. According to the partner institution, both experts complemented each other well and brought a combined rich experience in social protection system building, functional operations, training and research, and provided added advocacy opportunities for social protection among key decisionmakers during their visit.

3.1.6 Mali

Our action(s)

2015-14; “Building capacity of the Technical Union of Malian Mutual Insurers (UTM) to enable the management of universal health insurance coverage”.



Our partner(s)

The Technical Union of Malian Mutual Insurers (UTM) is one of three functioning bodies responsible for health insurance coverage of different population groups. It is, at least in part, under the aegis of the Ministry of Solidarity, Humanitarian Activities and Northern Reconstruction. The UTM functions as an umbrella organisation for about 30 (of 164) voluntary mutual health insurance schemes which cover the informal sector and rural populations. The responsibilities of the UTM include support to the creation, development and technical supervision of mutual insurance bodies, and the management of a common health insurance platform for all members.

Background

Mali is one of the poorest countries in sub-Saharan Africa, with a total population of 16.5 million in 2014 and ranked 176th out of 187 countries in the HDI. The poverty rate is 43.6%. In 2012, around 5.8% of GDP was earmarked for public health, but the country is deeply dependent on international aid. The healthcare situation is characterised by persistently high mortality and morbidity rates, especially among mothers and children.

The formal sector accounts for only around 17% of the population. Considering that 5% of the population is classed as "needy", and thus covered by the medical assistance scheme, that leaves 78% of the population who should fall under the contributory insurance schemes which were originally designed to be voluntary. More than 15 years after the schemes were officially adopted, their coverage rate remains however very low (less than 5% of the population).

Current measures to combat the risk of disease were originally underpinned by three pillars: (i) the establishment of mandatory health insurance for the formal sector (managed by the National Health Insurance Fund); (ii) the availability of voluntary, contributory insurance schemes developed by mutual insurers for the informal sector and rural areas; and, (iii) the implementation of a medical assistance scheme for the needy, managed by the National Health Assistance Agency.

The "National Strategy to Extend the Health Coverage of Mutual Health Insurers" was adopted in 2011 to significantly improve the accessibility of healthcare to populations in the rural and informal sectors. It is backed by a 10-year Health and Social Development Plan for 2014-2023, whose goal is to increase mutual health insurance coverage to 20% of the target population by 2023. The long-term objective is to achieve universal health coverage.

In this context, UTM began to redefine its strategies to improve its capacity and political position in the perspective of shouldering responsibility for the implementation of universal health coverage in the future. At an operational level, it produced an internal organisation reform plan for 2014-2016, focusing on several areas, but a lack of staff and expertise were seen as hurdles to the successful execution of its plan and attaining its objectives. To address these challenges and weaknesses, UTM requested assistance from SOCIEUX in 2015.

Our common objectives

The overall objective of the SOCIEUX action was to strengthen the structures and capacities of the UTM in its role as an umbrella organisation, to enable it to promote the development of mutual insurers and extend health insurance coverage to a greater proportion of the Malian population. More specifically, the contributions of mobilised experts aimed at drawing an assessment of UTM's strategic planning, taking into account institutional, political and legal requirements. To develop an initial capacity building plan, the partner institution and other key players in the fields of health insurance and social health protection selected two priorities:

- Ensure that the UTM has an appropriate and attainable 2017-2019 strategic development plan with ambitions, goals and projects which are broadly supported by partners towards universal health coverage, the implementation of which is scheduled for 2018;
- Ensure that the UTM has an organisational structure with a clear, structured organisational chart for a three-year period, complete with a mission and job descriptions.

Our results

The activities implemented under SOCIEUX in 2015 and 2016 have built the basis for further institutional and strategic development of the UTM, especially in view of its assumed enlarged role as an entry point to health insurance for the informal sector. The mobilised experts helped the UTM to outline scenarios for its structure, both in terms of its strategy and functions. This contribution was a first step and a guide towards an internal restructuring and empowerment of the organisation, which now possesses instruments for further upgrading its institutional capacities and functions that include:

- An assessment of its institutional strategy and corporate capacities;
- An outline of the needed structures and competences for the implementation of the institutional development strategy; and,
- A first draft of and a guideline to develop its strategic development plan, inclusive of a preliminary definition of the core objectives, mission and vision, as well as the main working axes for the UTM.

Nevertheless, the UTM has so far been unable to play a pivotal role in championing universal health coverage, partly due to its still-limited capacities. Therefore, its future role in the policy framework and agenda for universal health coverage still has to be clarified by the Malian government before further capacity building for the institution is justifiable.

Our partners' feedback

UTM senior management has welcomed the mobilised experts' contributions and input. It facilitated the deployment of their technical assistance, and ensured the participation of its staff in the process. The partner institution considered the deliverables clear, complete, rich in information and prepared based on a genuine participatory effort with UTM staff.

3.1.7 Namibia

Actions

2015-03 and 2015-04; "Support to informally employed, unemployed and graduates in first employment".



Our partner(s)

The Social Security Commission Development Fund (SSC-DF) is a Government-owned institution mandated to design and operate several social insurance schemes that cater for matters such as maternity leave, occupational injuries, extended sick leave, medical cover, retirement benefits, etc. It also has a non-contributory branch which acts as a labour market institution to promote employability and stimulate employment creation.

Background

Namibia is an upper-middle income country of 2.4 million inhabitants with relatively good socioeconomic indicators. It ranked, with Morocco, 126 out of 188 countries on the HDI in 2014. About half of the youth (aged 18-35) are unemployed, while there is a need for skilled labour. The informal economy is widespread, and around half of the population does not benefit from social protection.

Namibia has one of the most comprehensive social security schemes in Africa. But the various schemes are highly fragmented, with six ministries and several institutions responsible for the different social benefits, schemes and programmes; the Social Security Commission (SSC) being the most important. Responsibility for vocational education and training is split between various programmes and stakeholders. Vocational education and training is still under-used, in part because of the low knowledge about the mechanism, but policy incentives for improving its reputation and implementing work-based training are undertaken by the Namibia Training Authority.

The social policy situation has considerably changed since the elections in March 2015. There is an intense public discussion underway about the possible introduction of new contributory social insurance schemes, like unemployment and pensions. At the same time, trade unions and churches plea for what they call BIG – basic income grants – general minimum income support without a means test. The SSC-DF then planned to become the leading agency for social security and insurance.

It is in the optic of achieving this positioning that the SSC-DF requested the support of SOCIEUX in 2015. The requests were brought in by the SSC-DF just when the political discussion in the country had turned toward new and better social security schemes and effective measures to bring informal workers into the formal schemes.

Our common objectives

The overall objective of the action was to support the extension of the coverage of social protection to the informal economy, and to explore the feasibility of setting up a national internship and/or apprenticeship programme, helping to bridge the transition from school to work for recent graduates.

Our results

The initial request of the SSC-DF was unfortunately too broad to immediately translate into an AAF. Thus, it was agreed with the partner institution to implement a fact-finding mission, and narrow the scope of the future action. The mobilised experts organised meetings with all relevant stakeholders, and examined relevant documentation, such as reports, studies, laws and regulations. Their tasks were to assess the eligibility and relevance of the two requests submitted by the SSC-DF for the design of an action and activity plan.

It rapidly appeared important to mobilised experts to know about the sustainability of the political and institutional processes associated with the extension of social protection coverage. Answers to these questions were a prerequisite starting point for further support. The importance of these questions for SOCIEUX were justified by uncertainties on the then-existing policies, national strategies, legislation, accountabilities and responsibilities. On these points, the experts could provide clear answers. Analysing the existence of potential overlaps with the support and positions of other donors also proved difficult. In spite of this, the experts formulated working propositions for future support. However, despite the relevance of the proposed activities, no workplan or follow-up could be agreed upon with the partner institution.

Our partners' feedback

The recommendations put forward by the experts were discussed between SOCIEUX and the SSC-DF. However, the nature of SOCIEUX's support and the recommendations of the experts were not fully aligned to the expectations of the partner institution. Thus, a common agreement on the closure of the action was made, despite positive feedback on the inputs and insights of the experts.

3.1.8 Togo

Our action(s)

2015-20 - "Support for the Forum on Pensions within the Inter-African Conference for Social Welfare (CIPRES) region".



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 implementation of initial and permanent training of managerial and technical staff at the regional level.

Background

About 40 million persons aged 60 years and over (legal retirement age in many of the countries) live in Africa, according to the International Social Security Association. This figure is expected to double by 2030 and reach 200 million in 2050. However, effective coverage of pension schemes in Africa remains very low (5% to 10% of the population) as it often remains the privilege of public agents, employees of international organisations or the formal sector.

The member states of CIPRES have adopted legal provisions requiring the building of reserve funds for both short-term and long-term benefits in order to guarantee their financial sustainability. This was justified by the demographic transition observed in Africa, and the actual context of globalisation which has so far been seen as generating job losses and unemployment in African countries with fragile and poorly competitive economies. Moreover, with generally low salary levels

in the majority of the countries of the CIPRES zone, it is legitimate to ask if future systems can still achieve financial stability and provide decent pensions.

Various audit and control missions of member institutions of CIPRES have revealed a number of challenges for pension schemes across the region, including: non-existence of individual accounts for the insured as a basis for the calculation of retirement pensions; imbalances between the active population and retirees; prevalent or expected financial instability; low replacement rates; absence of a multi-pillar approach; recurrent use of contribution increases as a means for absorbing financial deficits without any actuarial basis; and shortcomings regarding scheme management.

In this context, it is crucial to look for innovative and coherent mechanisms for reforms which will guarantee financial sustainability of pensions. For this purpose, CIPRES decided to organise a first pension forum to discuss the future of pensions systems, and to initiate a reflection and an exchange about best possible solutions for mitigating financial risks. CIPRES requested support of SOCIEUX to provide examples of best European practices during the forum.

Our common objectives

The overall objective of the action was to support the in-depth analysis of the key factors and constraints which threaten the sustainability of pension systems in the CIPRES zone with a view to proposing relevant approaches and strategies of reform for sustainability of existing and future pension funds in the region.

Our results

The three-day Forum on Pensions for the CIPRES Region took place in Abidjan, Cameroon, end of July 2016. SOCIEUX mobilised two French-speaking experts from Germany and Finland who contributed as speakers and participated in the debates in two of the panel discussions. Panel 3 was dedicated to the financing of pension systems and policies for the placement of reserve funds and panel 4 to the perspectives of pension funds for the civil service/public sector, and factors for their viability.

The experts presented European and international reforms and experiences, focusing on different financing models in both the public and private sectors, in order to identify the best practices from a legal, organisational and functional point of view, for the management of pension funds for civil servants and public officials. They shared their knowledge and exchanged ideas, practices and recommendations that nourished the reflection of the forum and informed its final conclusions and way forward. Some elements formulated by the experts contributed to shape the final forum's recommendations. As a result of these discussions, the member states of the CIPRES were provided with a map of the pension schemes in their zone, which should enable them to work on a comprehensive and coherent reform strategy.

The event was also attended by a SOCIEUX Team member with a view to networking and raising awareness about the facility, given the high-level and large audience of 15 African countries represented. He was given the opportunity to present the Facility and its functioning. Moreover, one of the experts presented a concrete example of a SOCIEUX action to illustrate the type of support mobilised by the Facility. Representatives of various countries who showed interest in SOCIEUX were met in bilateral meetings and information materials distributed. The five requests submitted to SOCIEUX by the Pension and Family Benefit Fund for the State Civil Service in Gabon a few weeks after the Forum are a direct result of SOCIEUX's networking efforts during the CIPRES forum.

3.1.9 Tunisia



Our action(s)

2014-17 - "Support for setting up an advanced business intelligence system in the social protection field".

Our partner(s)

The Centre for Social Research and Studies (*Centre de Recherche et d'Etudes Sociales, CRES*) is a public institution under the supervision of the Ministry of Social Affairs mandated to carry out operational research and studies, and provide decision and policy-making 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

Shaken by the Jasmine Revolution of 2010-2011, Tunisia has undertaken many reforms with the overall goal to improve welfare, including improvements in social protection, labour and employment. In May 2012, the Government launched a process of social dialogue that led in January 2013 to the signing of a "Social Contract" between the government and its social partners which institutionalises social dialogue between the government and trade unions and lays out critical areas of reform, in response to social tensions linked to poverty and inequalities.

The Government relies on the competence of the CRES to implement reforms that are based on sound evidence. The agency's main task consists in 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 (BIS) 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 any successful assessment and policy advice. A data warehouse was put in place which forms the core of the BIS. This is capable of centralising data coming from three social security funds and of standardising processing of this data via the use of a unique identifier for socially insured. The BIS has provided researchers and policymakers with the necessary tools to study and reflect social protection system reforms in Tunisia. It has also supported the research team within the CRES in their scientific production process needed to shape and enrich the debate between the different stakeholders.

The CRES aimed at further developing its BIS, and at strengthening its technical team's skills in the field of data management, analysis and dissemination in order 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 BIS and the agency's capacities.

Our common objectives

The overall objective of this action was to provide support for a business intelligence system (BIS) upgrade within the CRES which would ultimately help inform the decisionmaking for reform of the social protection system. In particular the aim was to: (i) analyse the BIS 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 strengths and weaknesses of the current system, 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 by other means) was developed. These included and underlined the need to recruited qualified staff according to specific profiles, as well as the importance of

onsite training. This training should be delivered by the Tunisian social security funds with the involvement of the CRES research team. Trainings should be completed by ongoing coaching with collaborative institutions (universities, collaborating research institutes, etc.) and individual experts in social protection.

Following this exercise, a specialised training workshop was implemented for a group of 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 in STATA (a statistical analysis software package). 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 the principles of good research practice 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 as well as 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 were 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, assistance provided resulted in: the elaboration of a detailed outline of the future analytical pension report; an underlying methodological approach specifying the variables to be used for reporting; a 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, drafting the introduction and conclusion of the report as well as respective methodological annexes. On the basis of this advice the CRES is equipped with the necessary competences to pursue and complete the drafting process.

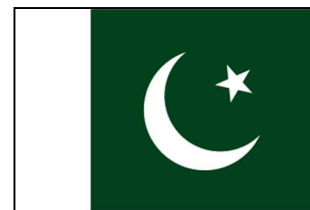
Finally, a one-week study visit conducted in Belgium gave the opportunity for the CRES to meet experts from various Belgian social protection institutions with expertise in business intelligence and information management and research in the fields of both health insurance and pensions. It provided the chance to exchange experiences in the field of data quality control as well as data analysis, monitoring, forecasting and modelling techniques.

Our partners' feedback

The assistance provided by SOCIEUX was rated as very good by the partner institution. Participants in the training confirmed that it helped them improve their knowledge and skills in the area of modelling and statistical analysis in social science research and draw important lessons for their daily work in relation to 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.

3.2 Asia

3.2.1 Pakistan



Our action(s)

2014-09 – “Providing EU Expertise for the South Asia Labour Conference 2014”.

Our partner(s)

The Department of Labour of the Government of Punjab requested support from SOCIEUX. However due to language issues and for practical reasons there was no direct contact between SOCIEUX and the partner institution. The action was coordinated and implemented through interaction with an ILO consultant contracted by the Department for coordination of the organisation of the conference and the EUD in Islamabad.

Background

Within the Framework of Pakistan’s membership in the South Asian Association of Regional Cooperation (SAARC), the Provincial Government of Punjab organised a three-day Ministerial-level conference under the theme “South Asia Labour Conference” (SALC) with support of the Federal Government of Pakistan, technical assistance of the ILO and funding of the EU (represented by the EU Delegation to Pakistan). SALC’s objective was to bring together representatives of labour and social affairs ministries from the Federal Government of Pakistan and the SAARC countries, representatives of employer and worker organisations, civil society, selected dignitaries from neighbouring countries and EU representatives in a first step towards regional collaboration to promote labour productivity and improve working conditions and rights in the region.

In this context, the Department of Labour of the Provincial Government of Punjab, through the EUD, requested the mobilisation of EU expertise in the areas of social protection and occupational health and safety from SOCIEUX.

Our common objectives

The objectives were to approach South Asian social protection institutions through the provision of specific EU expertise on selected topics and the sharing of experiences within the SALC in April 2014, and through the promotion of the SOCIEUX Facility among South Asian social protection institutions. For this purpose, it was expected that the experts provided by SOCIEUX would act as speakers at the conference, lead the social protection and occupational health and safety working groups, respectively, conduct discussions, and contribute to the concluding recommendations of the conference which would be presented at the closing session. Further, it was expected that the experts would promote the SOCIEUX Facility by means of networking with the attending representatives of the South Asian social protection institutions.

Our results

The SALC brought together 250 representatives of the concerned ministries and other stakeholders from Pakistan and SAARC countries (Labour Ministers, Secretaries, representatives of employer and worker organisations). Although two experts from the Czech Republic and Italy had been selected by SOCIEUX, only the Czech expert finally attended the conference as his Italian colleague was prevented from participating due to health reasons.

The expert participated in two technical sessions, providing a contribution on the coordination of social security schemes for migrant workers within the EU. The expert touched upon topics like the EU migration context in his presentation, including basic and common EU coordination principles and practices (equal treatment, application of a single law, aggregation of insurance periods, export of benefits, and administrative cooperation), the scope of social security coordination and other European means of cooperation in the field of social protection. The challenges in addressing the possible adverse impact of moving from one social scheme to another on the social rights of migrants were pointed out, and in view of the situation in South Asia a focus was put on the legally non-binding, voluntary methods of cooperation in the EU.

The conference showed that formal social security systems in the countries of the South Asian region are very limited, making the issue of real integration somewhat premature. EU social security coordination rules are not immediately applicable under these circumstances. However, two important concepts were considered to be relevant: adopting a multilateral, formally legal instrument on the protection of the social security rights of migrant workers; and, the establishment of a collaborative platform for the exchange of best practices and mutual learning like those operating within the EU Open Method of Coordination, through the European Platform Against Poverty and Social Exclusion, and the Social Protection Committee. Both suggestions were included in the recommendations compiled during the plenary session "Endorsing the Way Forward". Information on SOCIEUX was presented to the Working Group on Social Protection at the opening of the expert's presentation and leaflets were distributed to all attendees.

Our partners' feedback

According to feedback of the EUD, the SOCIEUX intervention was well prepared and the expert showed an excellent ability to connect with participants from different organisations and countries. Moreover, the concluding recommendations of the conference, which incorporated best practice examples of EU cooperation for the social protection of migrant workers, have the potential to boost regional cooperation on these issues in the near future.

3.2.2 Cambodia

Our action(s)

2016-02 – "Support to the extension of social protection in Cambodia"



Our partner(s)

The Ministry of Economy and Finance (MEF) has taken up leadership in the development and coordination of the social protection sector since 2015 in Cambodia. 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 coordination of the development of a Social Protection Policy Framework.

Background

Cambodia's economy has witnessed a sustained expansion over the past decade. GDP per capita rose from USD 471.2 in 2005 to USD 1007.6 in 2013. Fiscal revenue collection has improved markedly over the past decade, with total revenues collected reaching 12.3% of GDP in 2010 compared to less than 10% in 2000. Along with sustained economic expansion, new fiscal space is opening up, creating opportunities for new government projects, including those aiming at the expansion of the social protection system.

In recent years, the Royal Government has taken steps towards a more comprehensive social protection system. It is also assuming a stronger ownership of the coordination, execution and funding mechanism. The National Social Protection Strategy for the Poor and Vulnerable, published

in 2011, reaffirmed the commitment to providing basic transfers and services, based on the expansion of the existing social protection measures and the introduction of new schemes. The ongoing reform process of decentralisation and deconcentration, led by the National Committee for Sub-national Democratic Development with the Ministry of Interior, and aimed at strengthening local governance and public service delivery, is creating new perspectives for the delivery of social protection benefits at the community level.

The Cambodian social protection system is administered by four different line ministries. Donor-funded initiatives often have their own stand-alone administrative structure. Since 2015, the MEF has however taken up a strong 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 the coordination of the development of the Social Protection Policy Framework which covers both contributory social insurance programmes as well as non-contributory social assistance programmes targeting the poor and vulnerable.

Social insurance schemes have relatively clear institutional owners, such as the National Social Security Fund for the private sector. However, questions on the arrangements for the introduction of health insurance and pensions remain, in particular on pensions. Nevertheless, the government has made the introduction of pension for the public sector a priority within the Social Protection Policy Framework. It intends 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.

The Council of Agriculture and Rural Development has been appointed to coordinate interventions only, without having any structures at sub-national level or an independent budget. With few exceptions, social assistance programmes are mostly on a pilot small-scale phase. It is still unclear in case of a scale-up and institutionalisation which would be the institutions responsible for their implementation.

For the entire social protection sector, central institutional mechanism to plan, allocate, monitor or track resources are lacking hindering the central role that the MEF (and other stakeholders) should play in those processes. The realisation of the vision outlined in the Social Protection Policy Framework will require substantial efforts and technical inputs.

Our common objectives

The general objective of the action was to support the extension of and strengthen social protection in Cambodia by assessing the partners' needs, capacities and priorities and identify specific areas for further assistance. Final activities to be identified should contribute to an effective use of the available financial resources for social assistance, to the extension of social insurance to (all) non-poor population groups in the informal sector and the development of monitoring and evaluation of the whole social protection system.

Our results

Due to the large scope of the request received a fact-finding mission was initiated to better understand the partner country's needs, narrow down the areas of cooperation and ensure good coordination with development partners in the field. Several meetings with MEF representatives, several other line ministries, Council of Agriculture and Rural Development, National Social Security Fund and international development partners (EUD, ILO and UNICEF) enabled to conduct a short assessment of the recent developments of social protection and of the institutional and organisational capacities of the MEF for social protection implementation and to obtain a "mapping overview" of donor interventions in both contributory and non-contributory sectors. Cooperation was successfully engaged with main development partners to best coordinate respective interventions. The participation of a SOCIEUX Team member in the fact-finding was the opportunity to engage collaboration with other ministries in charge of social protection based on challenges identified during the mission week and finally resulted in the development of two other SOCIEUX interventions in Cambodia (Actions 2016-11 and 2016-12).

As a result of the fact-finding mission, MEF clearly expressed the need for improving knowledge of its staff in the area of pension systems and to receive a training on these issues. Given the leading role of ILO in supporting and advising the Royal Government of Cambodia in the reform of their social (pension) insurance system, a follow-up activity consisting in a three-days training on

pensions systems for MEF staff was designed in close collaboration with the ILO office in Phnom Penh and carried out in Kep Province.

The international team of SOCIEUX and ILO experts provided technical presentations of pension typologies, financing and functioning complemented by presentations of international and European pension models. Regional examples of pension systems from Southeast and Eastern Asian countries with similar demographic and macroeconomic characteristics were discussed as well. The training enabled MEF staff to familiarise with concepts of social protection and pension regimes and acquire a better understanding of pension systems, including the role and mandate of institutions responsible for the management of 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 framework of the training will support efforts undertaken by MEF staff in the ongoing process of reshaping of the contributory insurance system. A final debriefing meeting held with the MEF in Phnom Penh after the training potential follow-up activities.

Although the scope of the action only partially addressed the above mentioned original objectives put forward by the partner institution through the original request, the action provided the opportunity to identify areas for potential future collaboration between several stakeholders responsible for social protection in Cambodia. The intended focus on M&E and access to insurance schemes (enrolment and registration of beneficiaries) was finally recalled for by the partner institution during a conversation preceding the closure of Action 2016-02 as the partner institution noted that there was a lack of expertise in that particular area, and that no indicators had been developed in that regard. This will result in the presentation by the partner institution of a new request to specifically address those issues.

Our partners' feedback

Participants to the training and feedback received during the debriefing session with the partner institution pointed that they were satisfied with the training and that complementarity of the collaboration between SOCIEUX and the ILO was useful as it enabled to both learn about European practices and about experiences from other countries of the region sharing similar characteristics closer to the Cambodian national setting and challenges. The results of the fact-finding mission were considered as providing a good opportunity for further cooperation between SOCIEUX and several Cambodian authorities on various aspects of the social protection system.

3.3 Caribbean

3.3.1 Barbados

Our action(s)

2014-11 – “Strengthening the capacities of the Ministry of Social Care, Constituency Empowerment and Community Development (MSCD) to better monitor and evaluate social protection programmes and projects”.



Our partner(s)

The Ministry of Social Care, Constituency Empowerment and Community Development (MSCD) is the central Government authority responsible for the delivery of social services and the implementation of social protection programmes, which are designed to promote social development and reduce poverty in Barbados. In fulfilment of their mandate, the various departments, units, boards and agencies (around 12 in total) of the MSCD offer a wide range of social protection programmes to meet the needs of the public from birth to death.

Background

Barbados is a small insular state, but a high-income country. With a population of about 278,000 (according to the last census in 2010), the country has reached the 51st rank among 188 countries in the 2015 HDI. In addition to significant economic progress, the country has witnessed a high degree of political stability and social progress, especially in the areas of health and education. By 2007, Barbados had achieved four of the eight Millennium Development Goals in the areas of

education, gender, child mortality and maternal health, and had partially achieved the main goal of poverty reduction. Despite these excellent indicators, Barbados experienced negative economic and social impacts as a result of the global recession in 2008. Main challenges faced by the country are linked to high and unsustainable public debt and their impact on social security programmes.

There is a comprehensive network of social protection and social assistance programmes in place in the country, both at the governmental and civil society levels. However, these are not always sufficiently strong or effective in protecting individuals, households and communities from negative exposure to natural, economic, and social hazards. Investigation by the Barbados Government has revealed a number of challenges pertaining to the social protection system, including gaps in the coverage of risks and vulnerabilities, appropriateness and scope of policy interventions, and targeting of beneficiaries, as well as overlapping programmes, gaps in the quality of service and accessibility and the effectiveness of instruments, and shortcomings in administrative, planning and implementation capacity.

A number of important initiatives have been undertaken by the Government to enhance institutional and administrative mechanisms for addressing poverty reduction and monitoring results, as well as general service delivery. The Ministry of Social Care, Constituency, Empowerment and Community Development's improvements in data collection and analysis were identified as core functions to be strengthened. The need to modernise processes was also recognised, and an institutional strengthening exercise was started by the Ministry, which includes improvements in its information and communication technology capacities. These processes are linked to essential initiatives undertaken in the Ministry, such as the Inter-Ministry Task Force to Monitor and Strengthen the Social Safety Net.

At the time of receipt of the request by SOCIEUX in 2014, there was no comprehensive monitoring and evaluation (M&E) framework in place in the area of social protection, and M&E activities were conducted in a very limited, sporadic way. A National Social Care Information Management System was under development, but it is still in a very preliminary planning stage. Information on programmes was captured and stored on paper, resulting in a paucity of codified data unable to inform proper planning or reform. The Ministry had commissioned the development of a social policy framework to improve and rationalise the delivery of social services. This policy was to strengthen social programming and collaboration among Government Ministries and NGOs. The Ministry requested the support of SOCIEUX to achieve a comprehensive computerised data collection and management system to guide the operations of its various departments.

Our common objectives

The objectives outlined in the original request were to mainstream M&E through a cadre of well-trained staff at the Ministry, ramp-up the use of ICT in order to build an electronic information management system that would yield data-on-demand to inform evidenced-based policies and planning, and to introduce and implement a robust M&E programme throughout the Ministry.

Our results

SOCIEUX faced some constraints to assess the request relevance on the basis of information obtained from the partner institution, which complicated the formulation of expected results and possible activities. To respond to these shortcomings, new "intermediary" objectives were set consisting of the identification and justification of further follow-up support, in agreement with the MSCD.

A single one-week fact-finding mission was conducted in August 2015. Mobilised expert carried out an assessment of the existing structures, capacities and gaps in the administration and management of information by the MSCD and their supervised programmes. Main challenges identified concerned the lack of electronic data collection, overlapping data, gaps in data and information exchange between concerned departments, alongside a poor informatic environment/infrastructure and limited knowledge of staff about databases and data analysis. Priorities for further support identified during the mission concern the build-up and implementation of a central and comprehensive social (relational) database within a Management Information System. However, it was unclear if SOCIEUX would be the right instrument for the provision of support on technical aspects of the information management systems. At the same time consultations during the mission revealed that the Ministry had also asked the Organisation of American States (OAS) to organise M&E training for its staff. There was thus a risk of overlap between the support asked from SOCIEUX and the training provided by the OAS. For these

reasons, it was agreed between the SOCIEUX Team and the partner institution to put any further activities on-hold until implementation of the training course of OAS and assessment of its results.

Communication between SOCIEUX and the MSCD in early 2016 revealed that the OAS training which was planned for March 2016 had not yet been conducted and no feedback was obtained on proposals by SOCIEUX on possible areas for follow-up activities by SOCIEUX until May/June 2016. The partner institution confirmed at that stage that its expectations for cooperation were mainly on the funding of needed informatic infrastructures, and the OAS had agreed to the necessary investments.

3.3.2 Jamaica

Our action(s)

2014-03 – “Strengthening the capacities of the Planning Institute of Jamaica and of other agencies in the view of the coordination and implementation of the Social Protection Strategy”.



Our partner(s)

The Planning Institute of Jamaica (PIOJ) is the foremost economic and social planning agency of the Jamaican Government, and its Social Protection and Gender Unit has been allocated a leading role in the process of elaborating the Social Protection Strategy of the country.

Background

Jamaica is classified as an upper-middle-income country, but experienced slow GDP growth over the last decade and was particularly hit by the global financial crisis between 2008 and 2010, with strongly negative growth rates. Like many small insular countries, it faces economic and environmental challenges, with rapid population growth. The population estimates put the total number of inhabitants slightly above 2.7 million in 2015. The country has however reached a high HDI ranking, getting to the 85th place of 187 countries in 2012 (tied with Brazil). The national poverty headcount has fallen since 1990 levels (28.4%), and was 17.6% in 2010.

In response to the general challenges faced by the country (poor GDP growth, large-scale unemployment and underemployment, rapid urbanization and rural-to-urban migration, high debt-to-GDP ratio) and the shortcomings of the social protection environment (inefficiency of existing social protection programmes, inability to adequately address the needs of the most vulnerable, and lack of financial sustainability) the Government of Jamaica has developed a long-term national development plan (Vision 2030 Jamaica). One of the key objectives of the plan is to achieve a more effective social protection system. For this purpose, the final draft of a comprehensive social protection strategy was elaborated in December 2013 by the PIOJ. The Strategy seeks to streamline and structure social protection interventions and to expand the coverage of the social security system. It uses a rights-based, social risk management approach to address social protection needs across the lifecycle through various types of interventions. The Strategy also endorses the establishment of a Social Protection Floor including social transfers and safety-net programmes, social insurance and employment services, access to health and education and access to basic goods and services, and highlights the proposed financing approach for its implementation. It thereby focuses on resource mobilisation and prioritisation of public budget, public-private partnerships and personal responsibility.

The Technical Secretariat for the National Development Plan, located within the PIOJ, is in charge of coordinating the implementation of corresponding actions and monitoring and evaluation operations. The PIOJ thus plays a critical role in the implementation of Jamaica's Social Protection Strategy, the success of which depends to a large extent on a financing that is robust enough to withstand economic shocks. In order to fulfil its responsibilities, the PIOJ asked SOCIEUX in 2014 for support in strengthening its capacities in the areas of financing of social protection and M&E in order to implement the Social Protection Strategy. The requested technical assistance under SOCIEUX was thought to be complementary to the existing support provided under the World Bank Social Protection Project.

Our common objectives

The overall objective of this action was to strengthen the capacities of the PIOJ and key stakeholder agencies in the areas of financing and M&E for implementation of the Social Protection Strategy. The more specific objectives were to: (i) improve the participants' awareness, understanding and knowledge on financing of social protection; (ii) support the costing exercise for the current Social Protection Floor; (iii) improve the participants' understanding and knowledge about M&E for their daily work; and (iv) support the development of an M&E Framework for social protection outcomes.

Our results

Within a first activity, a technical training of three days for staff of the partner institution and other institutions dealing with social protection enabled them to deepen knowledge on various issues of financing of social protection. The training session covered various issues, ranging from trends, patterns and determinants of social expenditure to the nexus of economic growth and social protection, the role of taxation, innovative resourcing strategies, and investing social protection reserves. The participants were introduced to the pros and cons of various types of financing approaches, such as pay-as-you-go and funded schemes, how to examine each approach, and which specific questions should be posed in assessing alternative options for financing.

Within a following two-day round-table discussion involving some key participants of the training course, the costing (procedures) for Jamaica's Social Protection Floor underwent a thorough review, and the ILO/UNICEF costing tool was presented (a standard tool for the costing of social protection programmes used for low- and middle-income countries). The costing discussion led to various proposals, such as including a framework to specify what other policy priorities the Government has besides social protection and what they would mean in terms of budget reallocation or necessary cutbacks. The discussions highlighted the potential value of a targeted costing model of programme expenditures for correct budget planning and allocation. The mobilised experts' input and knowledge acquired from this activity equipped the PIOJ with the necessary skills for finalising the drafting of the Social Protection Strategy and for revising the terms of reference for the costing of Jamaica's Social Protection Floor.

During a second activity, support was provided for capacity development for results-based management and associated M&E of social protection programmes. Jamaica's Social Protection Strategy requires the establishment of appropriate information and data management systems to support the M&E of such programmes. For this purpose, the PIOJ has already been working on the development of an M&E framework. The four-day training followed by a one-day round-table discussion on the elaborated M&E framework addressed some of the critical requirements of crafting evaluation questions, making an effective assessment of required resources, identifying barriers to be anticipated, as well as data and information flows. The importance of indicator development and different types of evaluations were also discussed. The exchanges highlighted the concept that M&E is not only a tool to measure programme effectiveness, but a process, a way of planning, and a road map that helps to communicate with personnel and other stakeholders. They contribute to a greater awareness of the need to establish a credible system of measurement to monitor achievements, and that evidence-based decisions lead to improved social protection outcomes.

Our partners' feedback

The partner institution confirmed that SOCIEUX's contribution increased both knowledge and awareness of the participants on the importance and various aspects of social protection financing, costing and M&E. Participants underlined how they gained new ideas, stimulating them to re-examine existing social protection programmes in terms of their design, practical implementation and financial viability and sustainability. Senior management of the PIOJ acknowledge that this gain will support their institution in establishing a new institutional framework for social protection, develop a new National Poverty Reduction Programme and monitor various projects.

3.4 Europe

3.4.1 Moldova



Our action(s)

2014-13 – “Support in the field of vocational rehabilitation of persons with disabilities (development of vocational rehabilitation services)”.

Our partner(s)

The Ministry of Labour, Social Protection and Family (MLSPF) is the national authority having overall responsibility for the development, promotion and implementation of social protection for people with disabilities.

The Republican Experimental Prosthetic, Orthopaedics and Rehabilitation Centre (CREPOR) functions under the authority of the Ministry as a unique medical and technical centre, with responsibility for providing rehabilitation, prosthetic and orthopaedic items and non-mechanic means of locomotion to persons with physical disabilities.

Background

The Republic of Moldova, which has ratified the UN Convention on the Rights of Persons with Disabilities, showed political will to reform its disability support system and to establish new services for this category of beneficiaries. The first step towards implementing the Convention was to develop the Social Inclusion Strategy for Persons with Disabilities (2010-2013) approved by law in 2010. The Strategy outlines the reform of the government’s policy on disability and includes guidelines for activities in adjusting the social care system to EU standards and the UN Convention. MLSPF plays a directing role in implementing the Strategy and has been strongly committed in implementing, one of its main objectives, which is the development of an efficient mechanism for providing vocational guidance, training and professional rehabilitation to persons with disabilities. Among one of the first steps taken by the Ministry was the plan for the creation of a small department in charge of vocational rehabilitation of persons with severe disabilities within the CREPOR. Although a regulation describing the services and responsibilities of this new department had already been drafted, there was however no clear vision/understanding on the exact type of services to be provided, for which type of disabilities and how to ensure the provision of high quality services. Furthermore, staff recently recruited for the new department lacked adequate expertise on the provision of vocational rehabilitation services.

For these reasons a revision of the regulation, based on knowledge gained from the provision of such services in the EU and focusing on the practical organisation and implementation of these services, was deemed necessary as well as the organisation of capacity building measures for new staff members. In this context, MLSPF requested the support of SOCIEUX for the implementation of a study visit on vocational rehabilitation services in an EU MS, a general training needs assessment of the newly created vocational rehabilitation department, and the implementation of specific staff training. The timing of the request seemed excellent since the Ministry was planning to create the department for vocational rehabilitation services at the end of 2014 / beginning of 2015, and no effective concrete investment into the development of vocational rehabilitation services had been operated yet.

Our common objectives

The specific objective was to contribute to the development of vocational rehabilitation services for persons with disabilities in Moldova. For this purpose the expected results included: (i) improving the understanding of concerned MLSPF/CREPOR staff about vocational rehabilitation services and their provision by exposing them to onsite best practice and concrete examples in an EU member state; (ii) identifying the general needs/difficulties and the specific training needs of the newly created vocational rehabilitation department, and propose a practical training plan; and, (iii) improving knowledge and skills of the staff of the new department on the provision of vocational rehabilitation services.

Our results

A one-week study visit on vocational rehabilitation services for persons with disabilities was carried out in Ireland with a delegation of eight people from various Moldovan institutions in charge of rehabilitation services. Several authorities and organisations involved in the definition and provision of services to disabled people were visited, thus providing insights and knowledge about the institutional environment, the organisation and functioning of vocational rehabilitation services (focused on severe disability) in Ireland and practices of rehabilitation services in accordance with principles of the UN Convention.

Within a second activity, a general training needs assessment of the newly created vocational rehabilitation department was conducted with the support of a Lithuanian and an Irish mobilised expert. This was the occasion to undertake a review and an assessment of the Government's plans to establish a new service for vocational rehabilitation at the CREPOR, to identify the needs and challenges in the provision of such services and the specific training needs of the new department. Focus was on rehabilitation services and the provision of the rehabilitation centres in Chisinau. The mobilised experts also assessed CREPOR's organisational capacity as well as the availability and adequacy of resources. Principles and underlying concepts of vocational rehabilitation were presented to representatives from key institutions, as well as the approach to implementing vocational rehabilitation services and the role and coordination of different stakeholders in this process.

Based on the findings of the assessment, it was recommended that there would be a rethinking of the Moldovan strategy for the provision of vocational services to disabled persons towards a mainstreamed and more comprehensive approach to vocational rehabilitation, based on a social approach towards disability (rather than a medical approach). Formulated recommendations suggested that CREPOR needs more instruments to better link vocational rehabilitation to the labour market and that the provision of vocational rehabilitation services should be concentrated into one well organised centre of excellence. Further recommendations include the need to build the capacity not only of staff from the Ministry, but also of people with disabilities and their family members and the creation of incentives for better cooperation and partnership between state institutions, NGOs and families of persons with disabilities.

Our partners' feedback

The activity's interventions were considered useful and appropriate to their needs by the partner institution. In view of the findings of the assessment report, SOCIEUX and the partner institution agreed not to implement the third capacity building activity as originally foreseen.

3.5 Latin America

3.5.1 Colombia

Our action(s)

2014-16 – “Support to the formulation of a public policy for the social inclusion of persons with disabilities in the region of Cundinamarca”.

2014-19 – “Capacity building of the National Agency for Overcoming Extreme Poverty (ANSPE)/Department for Social Prosperity in the implementation of the UNIDOS Strategy



Our partner(s)

Action 2014-16

The Secretariat of Health of the Department of the Cundinamarca region is responsible for implementation of the National Public Policy for Disability and Social Inclusion at the regional level; this entails the development of a departmental disability policy, in line with the guidelines of the national policy.

Action 2014-19

The ANSPE which was created in 2011 has the task to coordinate implementation of the National Strategy for Overcoming Extreme Poverty (UNIDOS strategy/network) through cooperation between public and private stakeholders and the promotion of social innovation for the provision of basic social services for those in extreme poverty. Within the frame of a governmental restructuration process, ANSPE was integrated into the Administrative Department for Social Prosperity (*Prosperidad Social*) during the course of the action, towards the end of 2015.

ANSPE coordinates the implementation of the UNIDOS network through the cooperation efforts of 32 national entities, 32 departments, 1,102 municipalities and more than 50 strategic partners from the private sector, stakeholders in social innovation, the third sector and international cooperation.

Background

Colombia is a geographically heterogeneous country with different levels of regional development and a diverse range of cultural and social conditions. It is an upper middle income country with significant potential but has high rates of poverty and inequality.

Over the course of 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 system of social protection (SPS) 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 insertion of 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.

Colombia ratified the UN Convention on the Rights of Persons with Disabilities in 2009. The Government published a National Public Policy on Disability and Social Inclusion in 2013. It defines the lineaments, strategies and recommendations which, with the participation of State institutions, an organised civil society and its citizens, enable progress to be made in terms of ensuring human rights and fundamental liberties for all persons with disabilities, on the basis of equality.

About 2.6 million people living with disabilities were estimated to live in Colombia in 2005. In the region of Cundinamarca, people living with disabilities make up about 6% of the population (40,000 people). Persons with disabilities in the region face difficulties such as discrimination, ignorance of their abilities, inadequate consideration in the provision of health services and barriers to educational, occupational and physical inclusion which limit the development of their potential and affect their quality of life as well as that of their families and caregivers.

Action 2014-16

To respond to the needs of people living with disabilities and their families, the Health Department of Cundinamarca has been developing various inter-sectorial initiatives with the offices that run programmes targeting people living with disabilities. The aim is to generate rights-based social participation mechanisms. In addition, the local Government's intention was to develop a departmental (regional) disability policy, for which the Secretariat of Health had already put forward a number of activities as starting points. However, during this process, the Secretariat of Health identified a series of gaps and needs affecting the effective drafting of the Policy. These concerned mainly:

- The need for drafting a cross-cutting policy, developed in a coordinated way between all departments/public authorities to be involved in its subsequent implementation;
- The necessity to include a roadmap for subsequent implementation of the policy by the concerned authorities, as well as by NGOs which care for disabled persons;
- The need to develop a work plan for the development of the Policy itself, including the two aforementioned aspects, and consultations with involved institutions about the draft policy; and,
- The wish to gather knowledge about best practices in developing disability policies from other countries, including the EU and Latin America.

Action 2014-19

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 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/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 the problem of extreme poverty in their areas.

ANSPE/Social Prosperity has engaged a process of 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 concerning, among others, the design of the surveys, aspects of monitoring, the assistance given to families as well as the information system. The re-design of the strategy was necessary to address these shortcomings.

Our common objectivesAction 2014-16

The overall objective of the action was to improve the inclusion of people living with disabilities in the Region of Cundinamarca by providing support to the creation of an inclusive and sustainable regional disability policy. More specifically, the action aimed at strengthening the capacities of the Secretariat of Health and the Regional Disability Committee for elaboration of the Policy and a roadmap for its implementation.

Action 2014-19

This action aimed at contributing to the process of strengthening and improving the implementation of ANSPE/*Prosperidad Social's* programmes and projects through capacity building measures in following areas: mechanisms for targeting and selecting beneficiaries; design surveys to collect data; methodologies for monitoring and evaluation; information system and mechanisms for internal coordination. More specifically, expertise mobilised by SOCIEUX was to:

- Assess partner institutions technical capacities and identify their specific training needs;
- Improve the knowledge and understanding of the staff for designing and aligning surveys to collect data;
- Improve their knowledge on the information architecture of the General Sub-Directorate for Overcoming Poverty; and,
- Give guidance and concrete recommendations regarding information/data management.

Further, the staff's competences for carrying out evaluation actions were to be enhanced and concrete recommendations were to be formulated for the implementation of an outcome/results-based and impact evaluation system.

Our results

Action 2014-16

Within the technical assistance mobilised by SOCIEUX, the Public Policy for Social Inclusion of People with Disabilities was developed, adopted and publicly presented. The Policy was elaborated along the principles of the UN Convention on the Rights of Persons with Disabilities. It is organised around five axes which enable the inclusion, equality and legal guarantees of people living with disabilities to be reinforced, providing opportunities for participation, accessibility and capacity development through the recognition of diversity.

The policy puts the region of Cundinamarca at the forefront of the social inclusion of people living with disabilities in the country. Moreover, during the policy formulation process, the Secretariat of Health earned recognition from both regional and national bodies - particularly the Ministry of Health - and civil society organisations for the good management demonstrated by the regional Government during the policy formulation process. The involvement of civil society, associations of persons with disabilities, and the various public administrations and institutions which will be responsible for core aspects of the policy has made it possible to achieve the original goal of incorporating a transversal aspect into the regulation so that the policy is present and taken on board in all areas of public sector management. Lastly, the fact that the regulation has been widely disseminated and approved implies that these rights can (to a certain extent) be demanded; even more so, upon the approval of the relevant legal framework. Also, awareness has been raised across the administration of the importance of the policy's implementation.

Action 2014-19

The action started with an assessment of the technical capacities of ANSPE with particular focus on identifying gaps and needs for training. In agreement with the partner institution the scope of the activity was however widened up to include the provision of technical inputs and recommendations that could help the ANSPE in the current process of redesigning and implementing the UNIDOS network strategy. Thereby, mechanisms for identifying beneficiaries, designing and structuring data-collection instruments and monitoring and evaluation 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 on the strategy's information system and monitoring and evaluation.

Throughout the action, experts provided concrete guidance and advice for restructuring, aligning and simplifying the various survey tools the partner institution to steer the UNIDOS network, in particular to quantify progress made by beneficiary families as regards the conditions to be accomplished and ultimately graduate out of the programme.

A key aspect of the work done with the support of SOCIEUX was to assess business processes and information-data management of the General Sub-Directorate for Overcoming Poverty and UNIDOS. This included a detailed review of how the IT structure of the UNIDOS programme is embedded within ANSPE/Social Prosperity. Areas for improvement were identified and a corresponding road map was developed. The results of the analysis were presented and discussed onsite to the involved stakeholders.

Capacities of the partner in monitoring and evaluations was addressed through a theory and practice training workshop combined with expert advice in the field of outcome, results-based and impact evaluation of ANSPE/Social Prosperity's management of programmes/projects. Following the training, a step-by-step guide to impact evaluation planning for ANSPE/Social Prosperity's programmes (*UNIDOS*, *Jóvenes en Acción*, and *Red de Seguridad Alimentaria*).

Organisational capacities were also strengthened during the action by providing technical advice functioning of the various departments at ANSPE/Social Prosperity, in particular a functional analysis of the interaction between the Department of Conditional Cash Transfers and the Department of the Management and Coordination of the Social Offer within the General Sub-Directorate for Programmes and Projects.

Finally, mobilised experts supported the determination of criteria for the exit and entry of beneficiary families to the Programme "More Families in Action". Targeting processes for the social offer of ANSPE/Social prosperity to identify opportunities for improvement were analysed as well.

Our partners' feedback

Action 2014-16

In the view of the partner institution, the action centred on the real needs of their department. The mobilised experts demonstrated in-depth knowledge and clarity in the transfer of knowledge, which has facilitated the training of civil servants in order to develop the policy in a very smooth and straightforward way. Moreover, flexibility in the implementation of the missions supported by SOCIEUX made it possible to adapt to the local political agenda. Successful experiences at the global level have been shared and contributed to institutional and individual capacity building. These also enriched the policy's formulation and contents. As a result, the policy opens up a space for interaction with other initiatives on rights of people living with disabilities. Working in collaboration with other organisations enabled the partner institution to define lines of action which were subsequently implemented as part of an inter-sectoral approach.

Action 2014-19

The assessment, inputs and recommendations provided by the experts were positively received by the partner institution as they supported the organisation in their process of redesigning the UNIDOS Strategy. The partner institution 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 partner institution, the technical inputs were relevant and valuable for orienting and continuing the work of ANSPE/Social Prosperity. The action promoted the exchange of knowledge and information to improve the information flow and coordination between the Departments and working groups resulting from the governmental restructuring/merger.

3.5.2 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"

2014-25 - "Support to non-contributory and contributory pensions 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.

Background

Mexico is a Federal Republic made up of 31 states, including the "Free and Sovereign State of Guanajuato". The total population of Guanajuato is 5.85 million inhabitants. It accounted for 4.8% of the population but only 3.9% of the total GDP of Mexico in 2015. It ranked however fourth in per capita income, and was the largest state economy in the country in 2008. Despite this, the state ranked 18th in poverty in 2012 and 44.5% of its population was considered poor in 2012.

The ISSEG operates the public pension scheme in Guanajuato. The underlying solidarity fund is financed by contributions of workers and employers, as well as the returns generated by investments. Guanajuato's pension programme is a defined benefit scheme, as are most public pension programmes in Mexico. This means that the amount of pension is pre-defined as a percentage of the affiliate's wage, and the worker must fulfil minimum requirements as regards their age and the number of years of payment contributions. Due to the lack of adequate long-term funding, the ISSEG considered the advantages of a defined contribution scheme, where 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 approached SOCIEUX to mobilise expertise for the improving of ongoing studies of the feasibility of a transitional pension model and the associated legal, actuarial and financial implications. The experts were to showcase European best practice in the management and administration of pension funds. The sharing of knowledge was also to target administrations in two other States; Zacatecas and Baja California. The ISSEG is a model and example for other institutions managing pension schemes in Mexico, due to its long experience, professionalism and political commitment.

SOCIEUX was requested to mobilise technical assistance through two distinctly coherent and phased actions. Both were aimed at enhancing the institutional and organisational capacities of the ISSEG, and supporting the coordination of social security systems across Mexico.

The overall policy paper of the ISSEG, "Challenge of 2018", sets the following strategic objectives:

- To ensure higher pensions, aiming for 100% coverage of benefits;
- To optimise the efficiency of the management of human, material and financial resources;
- To strengthen the pension fund by increasing the returns generated from investments and improving profit margins;
- To provide high-quality benefits and services to all beneficiaries;
- To ensure effective planning and implementation of projects;
- To ensure that all activities are transparent and in accordance with the law.

Given that ISSEG acts as a model for other institutions managing pension schemes in Mexico, there is 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.

Our common objectives

Given the overall objective to enhance the policy and administrative capacities within the ISSEG and to support the widening of the scope of pensions in the State of Guanajuato, the actions were to achieve:

- Sharing of European experience in making pension schemes affordable in the face of changing economic, policy and demographic environments;
- Strengthening the administrative capacities of the ISSEG;
- Better understanding legal, actuarial and financial implications of the implementation of a defined contribution scheme;
- The reinforcement of the coordination and harmonisation of pension systems across Mexico.

Our results

During Action 2014-04, two workshops were organised with the contribution of SOCIEUX. They brought together nearly 50 officials from ISSEG, and other state and federal social security institutions of neighbouring States. A range of topics were discussed during these workshops, including: the general framework of retirement plans; the options in terms of revenue and financing conditions for access to the scheme; the expenditure trends, taking into account the aging of the population; and, the birth rate and its impact on the sustainability of adequate pensions, also in the Mexican federal legislative context. The Workshop allowed ISSEG to position itself as a mediator between other agencies in social security and strengthen its leadership role on pensions nationally. For ISSEG, this resulted in:

- Obtaining the perspective of the EU experts mobilised by SOCIEUX on the current situation of the ISSEG; and thus, understanding the main social security and pension models of the EU;
- Detecting areas of opportunity for change and improvement with regard to ISSEG's internal management and regulations;
- Establishing a national synergy to carry out joint actions between Mexican stakeholders, at federal and state level, for the improvement of social security systems.

Action 2014-25 built on these achievements and allowed experts to successfully interact with their counterparts and provide focused technical advice on legal, actuarial and administrative aspects of pension system management. Furthermore, sharing ISSEG's experience and leadership with the institutions of two other Mexican States created a positive dynamic, and boosted cooperation between State institutions, which might have a long-term impact at the national level as well.

The final activity included a two-day workshop and a large national interstate Pensions Conference. The first conclusion reached by consensus during the conference was the need to work towards establishing a new framework law, which contains general principles aimed at guaranteeing a "decent" and coordinated pension system for all Mexicans and which is disassociated from salaries. Given the country's demographic and economic development, these regulations should include sustainability criteria and be approved by all social stakeholders including business owners, workers (and their unions) and State Governments. Only with these pre-requisites would it be possible to achieve social acceptance of the proposed reforms.

A coordinated pension system would operate under the authority of an official public body with a modern management and a homogeneous database, and in which different pension institutions in Mexico would participate. This coordinating body would be in charge of facilitating the exchange of information, experience and good practices between the different Mexican pension schemes on issues such as portability of pensions and the calculation of contributions and payments. The mobilised experts suggested that the EU Social Protection Committee could be used as an example for this kind of platform.

Additional conclusions drawn throughout the three days of this national conference pointed to the need to supplement pension rights with higher contributions or personal savings, and the need for pension institutions to diversify their fund investment without affecting the risk/return ratio. The experts highlighted the knowledge, experience, skills and qualifications of the civil servants and managers of ISSEG. Employees from ISSEG actively participated in the presentations and in the public debate that was developed in the workshops, revealing an important leadership capacity of the ISSEG as compared to similar institutions in other Mexican States. Managers of ISSEG facilitated the adoption of conclusions and the elaboration of recommendations.

Our partners' feedback

The different activities have been relevant and feasible as per the conclusions of the partner institution, workshop and conference participants. These contributed to ISSEG's high commitment and professionalism along the entire cooperation with SOCIEUX. This good cooperation with the partner institution has been renewed in a new ongoing action and several expected requests.

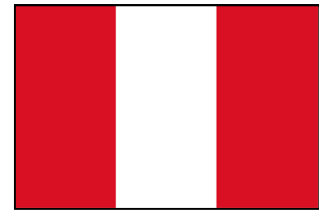


Picture 3: National consultations for the development and coordination of pensions, with mobilised experts and EU Delegation in Mexico representatives (Actions 2014-04, 2014-25, and 2015-24; Mexico).

3.5.3 Peru

Our action(s)

2014-07 – “Supporting the Ministry of Labour and Employment Promotion in concluding and drafting social security agreements for migrant workers”.



Our partner(s)

The Ministry of Labour and Employment Promotion (MTPE), in particular the General Office for Cooperation and International Affairs, has the responsibility for conducting negotiations on social security agreements and acts as a liaison body with regard to requests for information on the nationals of the contracting parties concerned by the agreements.

Other institutions in the action include the Ministry of Health and Social Health Insurance, Department for the Protection and Assistance of Nationals of the Ministry of Foreign Affairs, Ministry of the Economy and Finance, Department for Supervision and Benefits of the Office for Social Security Standardisation.

Background

Peru is an upper middle income country which ranked 84th of 188 countries in the HDI in 2014. However, a quarter of the population (25.8%) was still estimated to live under the national poverty line in 2012.

Peru is both a country of origin and a destination for migrant workers. The Ministry of Foreign Affairs was planning to expand its range of bilateral social security agreements with a number of non-Spanish-speaking countries as part of the Multiannual Programme for the Negotiation of Migration Agreements, and in order to extend social security coverage for Peruvian migrant workers. The authority responsible for leading these negotiations is the General Office for Cooperation and International Affairs of the Ministry of Labour and Employment Promotion (MTPE). The Ministry identified a number of challenges and potential needs for capacity building of the civil servants involved in the preparation of these agreements during the negotiations and elaboration of draft social security agreements. In particular, the lack of information about social protection floors, knowledge gaps on the minimum content of social security agreements and the implementation of such agreements among involved civil servants were identified as main difficulties. These impacted the duration and process of agreement negotiations, the scope and coverage of the agreements and the quality of their implementation. In order to address these shortcomings, the MTPE requested support from SOCIEUX to improve the capacity of its staff and other institutions for the elaboration, implementation and follow-up of bilateral and multilateral social security agreements.

Our common objectives

The main objective of this action was to increase the capacity of the MTPE and other concerned authorities and implementing organisations to strengthen their contribution to the elaboration and implementation of bilateral and multi-lateral agreements and conventions on social security of migrant workers. This capacity building was to be achieved through skills training for concerned civil servants responsible for the basic content, scope and limitations of such agreements and the minimum content of social protection floors. Training was considered as a primal need by the MTPE as the concerned civil servants had received no training of any kind in the area of social security agreements for migrant workers up to then.

Our results

A five-day training-of-trainers was implemented for around 35 participants. It included a half-day of skills and needs assessments on the knowledge of the participants. This assessment took into account the participants' responsibilities in the elaboration and/or implementation of agreements and their expectations. Developed and used training materials and documentation were provided to the participants, including national and international reference standards regarding the social security of migrant workers. The training workshop focused on what social protection of migrant workers means and the role played in this area by the different legal levels of social security (national, bilateral and multinational) and how these should be coordinated. Emphasis was put on

the guidelines which must be followed in the negotiation and implementation of bilateral social security agreements, using as examples both the principles covered by EU regulations and the experiences gained from agreements currently in force in the country. The knowledge acquired in the training was expected to have immediate application in the signing of the bilateral agreement with Canada (to be signed in November 2014), the implementation of the ratified but not yet implemented bilateral conventions with Ecuador and Uruguay, the application of the Multilateral Ibero-American Agreement on Social Security and for ongoing negotiations with Korea, Japan and Venezuela.

Through these exchanges during training emerged other shortcomings beyond the participants' knowledge and skills, including challenges related to the multitude of authorities and organisms involved, and most importantly the lack of coordination between them, and an obvious lack of relationships and exchange of information are seen as major impediments for an expansion of efficient bilateral and multi-lateral instruments on the social security coverage of migrant workers. The institutions concerned had only partial knowledge of the subject, and no authority appeared to clearly be responsible for coordinating their efforts and interests. The mobilised experts recommended that the MTPE exercises a steering and coordination function. The technical functions for social security of migrant workers on the other hand should be delegated to the Ministry of Foreign Affairs to the MTPE. Additional recommendations formulated included the necessity to develop training on very specific aspects and practical application of agreements targeted to those departments or institutions involved in the management of the agreements as well as training in institutional coordination.

Our partners' feedback

The training workshop has been perceived by the participants as very relevant to the needs of their institution. They underlined that the exchange of both theoretical knowledge and practical experience was useful for a better understanding of the key aspects of the development and implementation of social security agreements. The opportunity to learn from the experiences of Spain and other European countries was appreciated, as well as the possibility to clarify doubts and discuss concerns of daily work directly with the experts. The training was also seen as an important forum for inter-institutional networking and exchange of experiences and ideas and as such a good starting point for future collaboration in the field.

3.6 Middle East

3.6.1 Jordan

Our action(s)

2015-01 - "Strengthening the policy dialogue, policy implementation and capacity of the National Aid Fund";

2015-11 - "Support to revise the social protection strategy of the Ministry of Social Development"; and,

2015-25 "Support for finalising and implementing the national strategy of the Ministry of Social Development".



Our partner(s)

The Ministry of Social Development (MSD) is responsible for the provision of social services to a wide range of disadvantaged persons, including young people and children, families, and people living with disabilities. 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 MSD is also responsible for the development of policy responses in the field.

The provision of cash assistance to the most deprived and vulnerable population groups in Jordan is the task of the National Aid Fund (NAF) under supervision of the MSD, which functions as an independent body and provides its services through a network of 41 local offices across Jordan.

Background

The Hashemite Kingdom of Jordan is an upper-middle-income country with a service-based economy and the youngest population in the region. Although its HDI is one of the highest in the region for Arab states, it still only ranked 80th of 188 countries in 2014. The poverty rate was officially estimated at 14.4% in 2010. However, the World Bank estimates that a substantial part of the population experiences transient poverty, resulting in estimated poverty rates as high as 33% of the population.

Structurally, Jordan faces a number of significant challenges including high public debt, low economic growth, a low employment rate and, importantly, regional instability. The recent migration flows from Syria have brought an influx of an estimated 1.5 million refugees, who add to those already present from other neighbouring countries. Jordan has adopted the "Vision 2025" strategy which is described as a blueprint to guide the national economy over the next 10 years. Its main focus is on economic development, but it also sets targets for reducing poverty and unemployment.

Moreover, Jordan has recently 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. However, 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 the development of a new operational strategy for 2016-2020 and its related Action Plan. The NAF, which identified an urgent need for a "policy dialogue leading to the development of both a strategy and its implementation plan" and for capacity building of its top management-level staff in the area of strategic planning and project management, asked SOCIEUX to support strengthening its technical, administrative and benefit-delivery capacity.

Our common objectives

The strategic objective of the MSD is to contribute to the development and implementation of an integrated social policy in Jordan. The aim of the action targeted at the NAF was to contribute to an overall strengthening of its organisational structure and capacity, enhance knowledge and skills of management and staff, and contribute to improving awareness and communications with a view to better client satisfaction.

Our results

Over a period of several months, mobilised experts enabled the elaboration of a complete Draft Strategic Plan 2016-2021 for the MSD entitled *Together – Tackling Disadvantage: Realizing 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 a monitoring & evaluation framework for its implementation titled *Business Performance*.

Expert focused on awareness raising and achieving a greater understanding of the importance of strategic planning. This clarified the MSD's vision and mission. Discussions highlighted the need for continuous ongoing service improvement, including ongoing capacity building across the MSD at all levels. From these also emerged further needs for reform and modernisation of the social services, extension of the licensing programme to all service providers, and extension of the range of current services available in both urban and rural areas, as well as 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 policies in EU MS in the process of policy formulation and coordination as well as in social work and social care interventions were also taken into consideration.

Mobilised experts also met with various development partners (such as the ILO, UNICEF, USAID, UNHCR and UNWOMEN) to compile information on their scope of assistance and gather their inputs for the Strategy. Exchanges and discussions with other key officials provided the opportunity to examine the direct implications of the implementation of 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 plan on individual capacity building.

In follow-up activities, mobilised experts analysed the NAF's existing key performance indicators, with the aim of developing a consistent indicators-set to be implemented both at organisational- and operational-level, and would serve as a starting point for a future M&E system. A training session on indicators for management and other staff provided technical background of better indicators and their utility in measuring performance to realise the vision, strategy and objectives of the NAF. On this occasion, key performance indicators samples previously selected were presented and existing indicators used by NAF were discussed.

Assistance provided through SOCIEUX also supported preparatory activities for elaboration of a Public Relations and Communications Strategy for the NAF. The need for a strategy in this field was considered a priority by top management, as it would allow the institution to improve its image and promote its accomplishments in a proactive and more effective way. Theoretical background was provided to the NAF staff on the concept, characteristics, objectives, functions and tools of communication and public relations and the position and importance of public relations and communication. Following a rapid needs and situational assessment, the mobilised experts drafted terms of reference for the development of a communication and public relations strategy.

Finally, the mobilised experts drafted a "request note" which provides the NAF with the necessary elements and justifying arguments for requesting assistance and support for the set-up and functioning of a pilot training centre, for use with potential donor and supporting institutions.

Our partners' feedback

The actions were assessed very positively by the partner institution. SOCIEUX's main counterpart, the Director of Strategies and International Projects at the MSD, noted that the SOCIEUX action was undertaken 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 EU best practices in this area of work was highly recognised and stated as being extremely helpful.

The NAF has expressed its gratitude for the support provided by SOCIEUX, this being the first external technical assistance support ever received by NAF. The high quality of the deliverables, mainly the expert's assessment report, was also acknowledged. The Director General and the directors responsible for administrative affairs and human resources expressed their appreciation for the knowledge transfer and the useful information provided during the training sessions and workshops on key performance indicators.

4 Lessons learned

4.1 Promotion and prospection

- The role of SOCIEUX as a technical assistance facility has often been confused with a classical cooperation programme, which has narrowed and predefined goals, objectives and results, as well as its own implementation resources. A technical assistance facility, by contrast, is demand-driven and aims to mobilise expertise; i.e., facilitating the access of partner institutions to available expertise in the EU based on the expressed needs. Its objectives and results are overarching and its purpose drives its work and strategic directions. Implemented actions are micro-projects on their own for which objectives, results and deliverables are set by requesting organisations in partner countries. The Facility, by design, does not have the technical resources to design detailed activities or implement large-scale cooperation programmes. Deviating from this understanding makes the effective use of a facility's limited resources difficult, and reduces its flexibility and responsiveness to partner country requests. It has proven challenging to communicate this crucial difference to potential partner institutions, as well as collaborative institutions and stakeholders in the field.
- The visibility of SOCIEUX in partner countries with a "high capacity of absorption", e.g. Mexico, has triggered interest of key representatives outside the social protection sector. As such, varied requests were triggered, thanks in good part to the lobbying of the EUD in Mexico, by the Permanent Representation of Mexico to the EU. It appears that depending on the goodwill and interest of the Permanent Representatives of partner countries in Brussels, new contacts for the prospection of new partner institutions are possible.
- The presence of SOCIEUX Team members in the field at the early stages of actions has proven to be instrumental in prospecting new partner institutions, and creating bonds with partner institutions that may result in long-term collaborations and new requests. They also maintain the reputation of SOCIEUX among local stakeholders.
- The visibility of SOCIEUX through participating and being seen as a co-organiser of international events, appears to improve the perception of SOCIEUX among potential partner institutions. Until now the SOCIEUX Team has relied on previously mobilised experts to showcase the added value of the Facility.
- The participation of SOCIEUX Team members in the EU training seminar was one of the more effective ways to build awareness of SOCIEUX and rapport with EUDs to actively promote the Facility, as well as supporting missions and communicating with partner institutions.

4.2 Mobilising public experts

- Mobilising public expertise has been a challenge as it requires, first and foremost, an interest and willingness from individual experts to take up the challenge of cooperating with partner institutions in dramatically different sociocultural contexts and with various levels of technical knowledge. However, a more challenging aspect of the identification and mobilisation of public expertise is to find public or mandated EU institutions willing to make essential staff of their organisation available. Making these institutions understand the added value for them to expose their staff to international experience and boost their global image is a major challenge as the transaction and opportunity costs of such an engagement tend to be perceived as high by mid-level managers, and political commitment of high-level managers limited. Potential collaborative institutions and experts also tend to misunderstand the nature of the financial compensations provided by SOCIEUX; the fixed additional allowances. They see those as full-cost fees, as compensation for the staff or institution; however, fixed additional allowances are not intended to replace salaries or other remunerations of experts mobilised for SOCIEUX actions. As a result, most of the public experts mobilised took part in SOCIEUX activities off-duty; i.e., on their free time or annual leave. This is most commendable as the financial compensations, once again, were almost nominal (with the exception of the eastern and southern EU MS, where salaries of public administrators are still low), but also indicates the need to strengthen institutional relationships and strategic collaboration between the Facility and centres of excellence in social protection across the EU. However, building such collaborations requires substantial communication resources, tools and flexibility, which the Facility did not previously have.

- Taking a pragmatic approach, the SOCIEUX Team also mobilised private experts, mostly Europeans, when specific or adequate public expertise was not available or could not be identified through SOCIEUX's public network. However, the SOCIEUX Team aims to still combine private and public expertise. This could be most important in cases where the mobilised public experts have limited or no experience in working abroad. This approach builds the capacities of public experts to work with partner institutions, which often have very different expectations or technical levels than EU practitioners. It also ensures the quality control of deliverables, as public European experts, once they return to their administration of origin, may face challenges in submitting deliverables on time or with the standard of quality SOCIEUX and partner institutions require.
- The involvement of semi-retired or retired experts from the public sector is a benefit to SOCIEUX, as it enables them to draw on experienced experts who can also be rapidly mobilised. Many of these retired experts have been working as private consultants upon retirement, and there are increasing expectations from these experts to be treated as private, and not as public, experts (as this was the case under SOCIEUX).

4.3 Implementing actions

- 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.
- Some of SOCIEUX's partner institutions have also expressed their interest in sharing their knowledge and expertise. It seems rational to build on triangular cooperation activities to contextualise the EU expertise, but also to increase the acceptance and interest for technical assistance mobilised through SOCIEUX/SOCIEUX+.
- As already noted above, mobilising public experts with limited international experience has proven challenging in certain cases, if not a risk to the image and cooperation with partner institutions. However, the major issue may have been in the follow-up of the completion of deliverables after generally successful missions in particular when public experts reintegrated their institutions directly after a mission (as they participated in those outside their normal duties).
- The flexible approach, which combines public and private expertise, has proven to be helpful in achieving competences through complementary experiences. In particular, private experts usually bring an extended international experience, which compensates for the risk in mobilising public experts with no or little international experience. Furthermore, the combined mobilisation of public and private experts increases the rapidity of support delivery in cases where public expertise is difficult to mobilise on short notice.
- The presence of SOCIEUX Team members onsite has always contributed to strengthening relationships with partner institutions, and has been perceived as an encouragement for continuous commitment from the partner institutions. As it usually provides the opportunity to meet with several local stakeholders and raise awareness about the facility, the presence of SOCIEUX Team members can in most cases prepare for further follow-up actions.
- Ensuring the fair representativeness of all EU MS in the mobilisation of experts has proven difficult, in particular because of language requirements. However, with reasonable timeframes for the identification of experts it was possible to identify suitable experts from EU MS; e.g., the mobilisation of Spanish-speaking German experts. In those cases, as in all cases where experts were not native speakers of their working language, language editing proved essential.
- The quality of the deliverables of SOCIEUX actions were judged by both partner institutions and other stakeholders on both the technical content and on the form (formatting and language). This imposed a substantial resource allocation towards quality check and revision of all deliverables by SOCIEUX Team members.
- The follow-up and use of the deliverables of activities is a prerogative of the partner institution, and is often driven by political agendas that the Facility or the mobilised experts cannot, or only in a very limited way, influence. International partners with local representation are in a better position to influence the decisions on the use of deliverables. The direction of this influence is however driven by their own agenda. SOCIEUX did not have the resources or leverage to counter such influence.

Annexes

Annex A - Summaries of ongoing actions

This section contains summaries of the ongoing actions for which activities have taken place until 30 November 2016. These are arranged in alphabetical order by partner country and chronologically as per their action code. Detailed information on each action as well as the latest expert mission reports are available online through the SOCIEUX Project Management Tool accessible to all members of the Project Steering Committee. Refer to the original documentation for additional information. For external readers, the available evaluations for completed actions are to be found in **Error! Reference source not found.**

The following summaries include:

- The Action Code (referring to the year of reception of the request and the number of the request in that year);
- The title of the Action;
- The name of the respective Partner Country;
- The name of the Partner Institution;
- The main area(s) of assistance of the action;
- The general objective of the action;
- The specific objectives of the action;
- The expected results of the action;
- The status of the latest activity implemented with title and dates of corresponding mission;
- The current state of opinion of the SOCIEUX Team and the partner institution for the next steps needed to achieve the expected results of the action; and,
- The names and origin of experts mobilised.

In total 11 summaries are provided in this annex:

1. 2015-22 Azerbaijan
2. 2015-23 Azerbaijan
3. 2016-11 Cambodia
4. 2015-21 Gabon
5. 2016-05 Mexico
6. 2015-24 Mexico
7. 2015-16 Saint Kitts and Nevis
8. 2016-04 Tajikistan
9. 2015-09 Togo
10. 2014-15 Vietnam
11. 2014-26 Zanzibar

Summary #1 - 2015-22 Azerbaijan

Action code and partner country: 2015-22 AZERBAIJAN

Title: Support to the Scientific and Research Centre on Labour and Social Problems.

Area(s) of assistance: Access to basic social services

Partner institutions: Research and Training Centre on Labour and Social Problems (SRTCLSP)

General objective: Better equip SCRTCLSP to build capacity of institutions in Azerbaijan, disseminate knowledge and to provide qualitative research to support policy-making.

Specific objectives:

- Conduct a peer-to-peer review of the functioning of the SRTCLSP to identify the gaps and define the needs for capacity building.

Expected results:

- SRTCLSP staff is better equipped to perform applied research in the field of labour and social policies.

Latest activity synopsis:

Activity 1 (07 – 23 July 2016) – Assessment study.

SOCIEUX mobilised experts assessed SRTCLSP capacity building needs and shared their own experience in/with similar EU research centres, by presenting best European practices in labour and social policy analysis. The peer-to-peer assessment and the subsequent capacity building plan have been discussed with the SRTCLSP, as well as with key national social protection stakeholders.

Next steps: The capacity building plan is being translated into 5 training modules under a new addendum.

Summary #2 - 2015-23 Azerbaijan

Action code and partner country: 2015-23 AZERBAIJAN

Title: Support (to the Government of Azerbaijan) in implementation of a health financing reform and introduction of mandatory health insurance (based on European best practices).

Area(s) of assistance: Social insurance; Social health insurance

Partner institutions: Cabinet of Ministers of the Republic of Azerbaijan / State Agency for Mandatory Health Insurance (SAMHI)

General objective: Support the government of Azerbaijan and SAMHI in creating the necessary conditions for the introduction of mandatory health insurance in Azerbaijan.

Specific objectives:

- Enhance the knowledge of the Azerbaijani stakeholders in the area of healthcare on EU (best) practices on (mandatory) health insurance and financing;
- Provide input to the update of the "Concept and Action Plan for the introduction of mandatory health insurance and implementation of the health financing reform";
- Support the elaboration of an organisational structure for the SAMHI.

Expected results:

- Practical knowledge is acquired by SAMHI and other stakeholders' staff concerning healthcare providers' performance assessment based on best EU practices;
- Detailed recommendations are formulated and focus on improving the efficiency of the healthcare system's financing mechanisms;
- Risks and potential added-value of pay-for-performance are understood by SAMHI and other stakeholders' staff.

Latest activity synopsis:

Activity 2 (02 – 15 October 2016) – Building knowledge and capacities on healthcare providers' performance assessment contributing to an efficient implementation of the new financing system

Activity 1 took place at the time discussions on the future model of mandatory health insurance and health financing reform were under way in Azerbaijan. Two main models were discussed: pooling of all financial resources under a single payer under SAMHI; or giving SAMHI the role of regulator and opening the compulsory health insurance market to competing private insurance companies. In this regard the mission presented EU best practices as well as the experience of other countries that went through economic transition from planned economies.

The SOCIEUX mobilised experts and SAMHI agreed on the need to start developing a framework for performance assessment of healthcare providers and for monitoring the implementation of the new financing system.

Next steps: The possibility of providing further technical assistance by SOCIEUX is to be discussed.

Summary #3 - 2016-11 Cambodia

Action code and partner country: 2016-11 CAMBODIA

Title: Support to the implementation of allowances to disabled people.

Area(s) of assistance: Social assistance; Disability

Partner institutions: Ministry of Social Affairs, Veterans and Youth Rehabilitation (MSAVY)

General objective: To enhance effectiveness and efficiency in the delivery of social assistance in Cambodia.

Specific objectives:

- To improve the implementation of mechanisms of social transfers (grants/cash transfers) to people living with disabilities through better identification and delivery systems.

Expected results:

- Implementation mechanisms of social transfers to people living with disabilities are improved, thanks to better identification and delivery systems.
- Coordination and collaboration among relevant stakeholders (MSAVY, Ministry of Planning and UNICEF) is improved.

Latest activity synopsis:

Activity 1 (17 – 21 October 2016) - Recommendations and technical inputs to the mechanisms of social transfers to people living with disabilities.

Activity 1 aimed at developing recommendations and technical inputs to the mechanisms of social transfers to people living with disabilities. Meetings with the MSAVY and the Ministry of Planning allowed to collect information on legislation, policies, beneficiaries, and other relevant documentation. Such an assessment allowed the drafting of an orientation report providing recommendations for implementing the sub-decree (No. 137 of June 2011) on "Community-based Pension Support Scheme to poor people with disabilities".

Next steps: With the planned follow-up activities, SOCIEUX mobilised experts will provide technical inputs to the drafting of the Implementation Manual for the delivery of social grants planned by the MSAVY and UNICEF, in particular on identification tools and extension of coverage. Furthermore, a workshop or working sessions should be organised to present the main findings and conclusions of the Orientation Report and the technical inputs to the Manual.

Summary #4 - 2015-21 Gabon

Action code and partner country: 2015-21 GABON

Title of the Action: Assistance in the management of income-generating activities funding proposals.

Area(s) of assistance: Social assistance; Microfinance

Partner Institution: National Social Assistance Fund (Fonds National d'Aide Sociale – FNAS)

General objective: Technical support in the management of income-generating activities funding proposals.

Specific objectives:

- To identify and assess the needs of the FNAS in terms of capacity building and training, primarily in the field of project monitoring and evaluation, in order to draw up, in consultation with the FNAS, a concrete proposal of consecutive activities to be implemented by SOCIEUX.

Expected results:

- The needs of the FNAS in terms of capacity building and training, primarily in the field of project monitoring and evaluation are identified, and a concrete proposal of consecutive activities to be implemented by SOCIEUX is created.

Latest activity synopsis:

Activity 1 (18 – 29 April 2016): Analysis and evaluation of capacity building and training needs

A comprehensive analysis report of the institutional framework, organisation, tasks and activities of the FNAS in the area of income-generating activities have been elaborated. The experts' report includes a summary of gaps and needs identified as well as recommendations for addressing the needs in the short- and medium term. The necessity to elaborate a strategic plan for orientating the FNAS' activities and defining adequate M&E indicators for the FNAS and the income-generating activities has been identified as main need.

Next steps: Three follow-up activities are planned to be implemented within SOCIEUX+, covering technical support to the development of a strategic plan for the FNAS, a logic framework for M&E of FNAS's micro-credit activity and related micro-projects, as well as capacity building (training) of FNAS staff in the area of M&E methodologies and tools.

Summary #5 - 2016-05 Mexico

Action code and partner country:

Title: Support for evaluating the National Strategy for the Prevention of Bullying and Other Types of Violence.

Area(s) of assistance: Social assistance; Child protection

Partner institutions: National System for Integral Family Development (SNDIF)

General objective: To evaluate the National Strategy for the Prevention of Bullying and Other Types of Violence from the Family and Community Perspective of the SNDIF.

Specific objectives:

- To provide tools for training and results measurement for the development of the SNDIF's skills for successfully implement the National Strategy for the Prevention of Bullying and Other Types of Violence from the family and community perspective.
- To train state and municipal community workers in establishing networks that foster continued community involvement, behavioural and dynamics change; in order to lower the levels of violence against children and youth.

Expected results:

- State and municipal community workers are better capacitated for establishing networks that foster continued community involvement in order to modify cultural behaviours and dynamics that will lower the levels of violence against children and youth in the community.
- Tools for training and results measurement are available to the SNDIF, and specifically to the state and municipal community workers.

Latest activity synopsis:

Activity 1 (16 – 23 November 2016) - Support for evaluating the National Strategy for the Prevention of Bullying and Other Types of Violence.

The SNDIF is a decentralised public body under the authority of the Ministry of Health. It requested the support of SOCIEUX in evaluating the National Strategy for the Prevention of Bullying and Other Types of Violence, specifically the development of training materials for the "Spaces for Healthy Coexistence and Interactions with Individuals, Families and the Community through Community Networks" workshop.

The activity was implemented under a triangular approach by mobilising an expert of Argentina in the team. The support provided to the SNDIF helped it in evaluating the previous training materials available to workshop instructors as well as creating a guide for community workers. Community workers are so expected to obtain the necessary tools for establishing networks that foster behavioural change and violence towards youth and children.

Next steps: Follow-up activities will be identified with partner institution in January 2017.

Summary #6 - 2015-24 Mexico

Action code and partner country: 2015-24 MEXICO

Title: Follow up support to the reform of the pension system in Mexico.

Area(s) of assistance: Social insurance; Contributory pensions

Partner institution: Institute of Social Security of the State of Guanajuato (ISSEG)

General objective: Supporting the coordination of the contributory and non-contributory pension systems in Mexico.

Specific objectives:

- Supporting the Declaration on the establishment of the National Pension Council as well as the General Law on Pensions, and having this Declaration and law approved by the majority of the states in the Mexican Republic;
- Supporting the establishment of the National Pension Council;
- Creating a unified pension database on a national level.

Expected results:

Improved skills for effectively coordinating the pension systems

Latest activity synopsis:

Activity 3 (22 – 25 November 2016) – Support to the establishment of the National Pension Council and investigating on the project of creating a unified registry for beneficiaries at federal level.

By means of the activities supported by SOCIEUX after Activity 3, SOCIEUX mobilised experts will have engaged in working sessions with the ISSEG as well as with the social security and pension fund bodies in Mexico in order to support the establishment of a National Pension Council, by providing recommendations about the specific stages required for reaching this goal. Establishing this entity, as well as creating a unified registry of beneficiaries at federal level, or if applicable, interconnecting the multiple user registries, would make it possible to guarantee coordinated contributory and non-contributory pensions in Mexico, resolving the existing challenge of their fragmentation. At the completion of Activity 3, the following deliverables are expected:

- Work plan for establishing the National Pension Council on a federal level, with recommendations on the specific steps for reaching this goal;
- Feasibility study for the project to create a new user system on a national level, or if applicable, to interconnect the existing databases and to provide European expertise on the matter.
- Work-plan under SOCIEUX in order to investigate follow-up activities, which could consist of support to the drafting of a General Law on Pensions, or other relevant support to the establishment of the National Pension Council.

Next steps: Follow-up activities will be identified with partner institution in December 2016.

Summary #7 - 2015-16 Saint Kitts and Nevis

Action code and partner country: 2015-16 SAINT KITTS & NEVIS

Title: Support in capacity strengthening of social assistance officers/case workers and supervisors in implementation of the Restore, Inspire, Secure and Empower Families Programme (RISE).

Area(s) of assistance: Social assistance

Partner institutions: Ministry of Social Development - Department of Social Services, Nevis Island Administration (DSS-NIA)

General objective: Capacity building of the SSD-NIA through a training that enables the social assistance officers/case workers and their supervisors to better facilitate the empowerment and improvement of the living standards of the most vulnerable families.

Specific objectives:

- Improve the general theoretical knowledge of the social assistance officers/case workers and their supervisors;
- Determine the specific training needs of the DSS-NIA in view of a successful piloting and an expansion of RISE;
- Improve the competences and skills, attitudes and approaches to social assistance delivery of the social assistance officers/case workers and their supervisors to enable them to effectively deliver and manage RISE.

Expected results:

- A training plan for SSD-NIA is available, including an elaborated proposal of a specific follow-up training describing at least the training needs, the target group, the duration, the proposed training activities and the profile of the trainer.
- A general training on the main features of a social assistance programme should be delivered. The training should address the main features of a social assistance programme, linking theory to the daily practical challenges of the social workers.
- SSD-NIA is endowed with a manual summarizing the training materials, methods, and knowledge delivered, and which can be autonomously used to train newly-hired staff.

Latest activity synopsis:

Activity 3 (distance support in 11.2016) – Draft of a training manual on case management.

SOCIEUX mobilised experts have already delivered a general training on the main features of a social assistance programme and, particularly, case-management in very practical circumstances. Currently, a training manual based on the main features of the training on social assistance delivered. This will help the Partner Institution to autonomously train newly-hired staff.

Next steps: The Action is achieved with the preparation and hand-over to the Partner Institution of the training manual on case management.

Summary #8 - 2016-04 Tajikistan

Action code and partner country: 2016-04 TAJIKISTAN

Title: Analysis of the pension legislative framework and strategic guidance.

Area(s) of assistance: Social insurance; Contributory pensions

Partner institutions: Agency for Social Insurance and Pensions (ASIP)

General objective: Support the authorities of the Republic of Tajikistan to improve, organise and implement the pensions system originating by the Pension Law of 2013 and the associated legal framework.

Specific objectives:

- Improve the quality of the Pension Law and its recent amendment as well as the relevant regulatory framework by formulating specific recommendations for its revision;
- Identifying organisational & institutional requirements for the implementation the pension legislative framework and system;
- Strengthen ASIP's organisational capacities by evaluating its key functions and their adequacy for the implementation of the Pension Law;
- Outline information management and technology needs of ASIP in a draft an Information Technology strategy.

Expected results:

- A review of the pension laws and regulations is achieved and provides clear indications on the system's administrative needs, possible gaps and issues to be addressed;
- An evaluation of ASIP's key functions at central, regional and local level is conducted in the light of ASIP's mandate according to the laws and regulations;
- Clear recommendations are provided to ASIP in terms of way forward for the Pension Administration System and, if relevant and feasible, the supporting IT strategy.

Latest activity synopsis:

Activity 2 (24 October – 12 November 2016) – Support ASIP in defining a Pension Administration System and developing an IT strategy within an improved organisational framework

A review of the legislative (Law 2013 and amendment 2015) and associated regulatory framework, and a compendium of requirements for the implementation of the legal framework based on administrative functions that are needed to operationalise the system. The analysis is extensive but qualitative and pragmatic, meaning primarily taking into recommendations that are feasible in the short-term.

The matching of current functions and their adequacy in terms of human and material resources, technical competencies and tools, corporate organization and workflows against the requirements for the implementation of the Laws and regulations on pensions. Experts also reviewed the whole bulk of business processes and workflows of the agency, including current methodologies, formulas and processes used by ASIP for the calculation of pension benefits.

Next steps: The possibility of further technical assistance is under consideration.

Summary #9 - 2015-09 Togo

Action code and partner country: 2015-09 TOGO

Title: Support for the set-up of universal health insurance.

Area(s) of assistance: Social insurance; Social health insurance

Partner institutions: National Health Insurance Institute (INAM)

General objective: Support to the strategic management of the national health insurance scheme and the development of the INAM in the implementation of Universal Health Coverage in Togo.

Specific objectives:

- Assess INAM's current and future tasks and challenges in the existing institutional landscape.

Expected results:

- INAM has available methodologies, tools and capacities for developing its 2017-2020 Strategic Plan.
- INAM has available elements and knowledge needed to manage internal risks and to develop instruments to mitigate them.
- SOCIEUX and INAM have a coherent plan for short-term technical assistance by EU experts.

Latest activity synopsis:

Activity 2 (11- 24 September 2016) – Strategic support and planning technical assistance.

Following Activity 1 (November 2015), which resulted in the assessment of INAM's institutional evaluation and an analysis of its technical capacities, Activity 2 focused on two specific issues: strategic planning and internal risks' management (particularly those connected to taking in charge client's expenditures in case of sickness). INAM's staff was familiarised with principles and processes of strategic planning, with experts setting up a working group for the start-up of a corporate planning process for the period 2017-2020. INAM's staff also got introduced to the principles of risk management. Finally, experts identified, in connection with the Partner Institution, possible domains requiring further SOCIEUX technical assistance. This list of priorities shall be further discussed with the Partner Institution in view of outlining how SOCIEUX can best keep contributing to INAM's capacity enhancement.

Next steps: Based on the proposed technical assistance plan, SOCIEUX will design with the Partner Institution follow-up activities taking into account the latest evolution of the health insurance system towards Universal Health Coverage.

Summary #10 - 2014-15 Vietnam

Action code and partner country: 2014-15 VIETNAM

Title of the action: Support to the Vietnam Social Security's human resource development plan.

Area(s) of assistance: Social security

Partner institutions: Vietnamese Social Security (VSS)

General objective: To provide technical inputs enabling VSS to improve the current human resource development plan which aims to achieve an appropriately skilled organisation offering client-oriented services.

Specific objectives:

- To make a situational analysis and quick assessment of the HRD Strategy and practice within VSS;
- To perform a rapid training needs analysis of VSS staff;
- To provide recommendations on how to improve the HRD Plan of VSS.

Expected results:

- A situational analysis and quick assessment of the HRD Strategy and practice within VSS is performed;
- A rapid training needs analysis of VSS staff is conducted;
- Recommendations and technical inputs on how to improve the HRD Plan of VSS are provided.

Latest activity synopsis:

Activity 1 - Mission #2 (26 September - 07 October 2016) - Updating mission regarding HRD at VSS aiming at reviewing and updating the preliminary deliverables of Mission #1 (A situational analysis and quick assessment report & work-plan for further short-term technical assistance support) and to consult extensively with all stakeholders for the finalisation of the products.

A "methodological note" for the finalisation of the expected deliverables has been developed. A situational analysis regarding the HRD strategy and current context and practices at VSS has been carried out. An assessment of capacity building needs in HRD methods among human resource management and training centres staff, and key partners of the VSS was completed. The "peer group" approach has been proposed as an appropriate change management and implementation strategy for HRD activities. The experts proposed an updated work-plan for follow-up activities supported by SOCIEUX to support the peer group approach. This work-plan was submitted to the senior management of the VSS for consideration.

Next steps: The recommendations provided by the experts will offer great potential for defining follow-up activities within SOCIEUX+ to continue supporting VSS on HRD issues.

Summary #11 - 2014-26 Zanzibar

Action code and partner country: 2014-26 ZANZIBAR

Title of the action: Strengthening the capacity of the MESWYWC and other stakeholders in Zanzibar on a Universal Social Pension scheme for the elderly

Area(s) of assistance: Social pensions

Partner institutions: The Ministry of Labour, Empowerment, Elders, Youth, Women and Children (MLEEYWC) (formerly called Ministry of Empowerment, Social Welfare, Youth, Women and Children (MESWYWC))

General objective:

Strengthening the capacity of the MLEEYWC and other stakeholders in Zanzibar on the Universal Social Pension Programme for elderly

Specific objectives:

- To share the European experience in establishing and managing Universal Social Pensions and advise on what is affordable for Zanzibar in relation to its policy, fiscal, and demographic environment;
- To support the Government of Zanzibar through the MLEEYWC on capacity building to support its objectives and efforts in establishing an effective Universal Social Pension Scheme.

Expected results:

- Increased effectiveness and coordination of social protection in Zanzibar through a Universal Social Pension Scheme.
- Improved awareness, understanding and knowledge of the challenges to face by introducing a Universal Social Pension Scheme.
- Improved operation and management of the Universal Social Pension Scheme through information technology.

Latest activity and synopsis:

Activity 6 – Mission #1 (17 - 28 October 2016): Support in the development of a project proposal for establishing and funding of a MIS for the Zanzibar Universal Pension Scheme (ZUPS) on which a larger MIS for social protection could be built in the medium-term.

An assessment of the needs and requirements for setting up an operational MIS of the newly established ZUPS has been undertaken. Based on the results of this assessment, a first draft of an operational MIS interim proposal has been elaborated by the experts, which covers the main elements necessary to define, validate and design the architecture, implementation approach and estimated cost of the new MIS solution to support ZUPS operational processes. This draft **interim** proposal has been presented and discussed with the MLEEYWC Directors and Managers during a validation seminar for comments and endorsement. It was finalized in November 2016 in exchange with the MLEEYWC and is now at the Ministry for final approval.

Next steps: Mission #2 is planned to be implemented in January 2017 under SOCIEUX+, in order to assess, based on the (validated) interim proposal, related financial requirements for establishing the MIS by making a costing exercise. The expected deliverable will be the *final* project proposal for establishing and funding the MIS (*including the final design and architecture of the MIS as well as costing*).

Annex B - Overview of all requests received and actions implemented

#	Action Code	Partner Country	Title	Partner institution	Request date	Status as from end of December 2016	Latest activity financed by SOCIEUX+	Activities
1	2014-01	Liberia	Support to the Social Cash Transfers-Secretariat	Ministry of Planning and Economic Affairs	16/01/2014	Completed	No	<p><u>Act. 1:</u> Functional Review of the organisation and assessment of work practices of the Secretariat for Social Cash Transfers (in view of an extension of SCT-piloting)</p> <p><u>Act. 2:</u> Identifying training needs</p> <p><u>Act. 3:</u> Train the trainers (cancelled)</p>
2	2014-02	Burundi	Training on the pension systems combined with a general needs assessment for the ONPR	National Pensions and Occupational Risks Office (ONPR)	22/01/2014	Completed	No	<p><u>Act. 1:</u> Training on pension systems</p> <p><u>Act. 2:</u> General needs assessment for the ONPR</p>
3	2014-03	Jamaica	Strengthening the capacities of the Planning Institute of Jamaica and of other agencies in the view of the coordination and implementation of the Social Protection Strategy	Planning Institute of Jamaica (PIOJ)	04/02/2014	Completed	No	<p><u>Act. 1:</u> Technical training on financing of social protection systems</p> <p><u>Act. 2:</u> Technical training on M&E and review of the draft ToR for an M&E</p>

#	Action Code	Partner Country	Title	Partner institution	Request date	Status as from end of December 2016	Latest activity financed by SOCIEUX+	Activities
4	2014-04	Mexico	Support to contributory pensions (coverage, investment and administration) (at the ISSEG)	Institute of Social Security of the State of Guanajuato (ISSEG)	20/02/2014	Completed	No	<p><u>Act. 1:</u> Workshop 1. Exchange of information and knowledge and to display recommendations for the implementation of the ISSEG strategy paper "Challenge for 2018" through the EC White Paper, an Agenda for Adequate, Safe and Sustainable Pensions Brussels</p> <p><u>Act. 2:</u> Workshop 2. Exchange practical/operational information and knowledge to display recommendations for improvements the performance and to reduce administrative costs at the ISSEG in the field of the following topics operated in the EU MS</p>
5	2014-05	Djibouti	Support to the implementation of the Social Protection Strategy focused on Social Safety-nets (Analysis and technical capacity building for the SESN for the establishment of the Permanent Technical Secretariat of the Committee for Social Protection (STP-CI/PS))	State Secretariat for National Solidarity (SESN)	23/02/2014	Completed	No	<p><u>Act. 1:</u> Capacity needs analysis of the SESN for implementation of the Permanent Technical Secretariat (STP) of the Intersectoral Committee for Social Protection</p>
6	2014-06	Congo (Republic Of)	Review of the interim report of a feasibility study on the elaboration of a social protection policy	Fonds national de promotion et de service social (FNPSS)	28/02/2014	Rejected	No	

#	Action Code	Partner Country	Title	Partner institution	Request date	Status as from end of December 2016	Latest activity financed by SOCIEUX+	Activities
7	2014-07	Peru	Supporting the MTPE in concluding and drafting social security agreements for migrant workers	Ministry of Labour and Employment Promotion (Ministerio de Trabajo y Promoción del Empleo- MTPE)	07/03/2014	Completed	No	<u>Act. 1</u> : Training of trainers for the elaboration and implementation of social security agreements for migrant workers
8	2014-08	Peru	Strengthening capacities of the MTPE in view of establishing an inter-institutional coordination mechanism for social security	Ministry of Labour and Employment Promotion (Ministerio de Trabajo y Promoción del Empleo - MTPE)	07/03/2014	Rejected	No	
9	2014-09	Pakistan	Providing EU Expertise for the South Asia Labour Conference 2014	Department of Labour, Provincial Government of Punjab	27/03/2014	Completed	No	<u>Act. 1</u> : Active Participation of EU Member States in the Conference and awareness creation of the SOCIEUX Programme in the South Asian Region
10	2014-10	Kenya	Setting up of effective coordination systems for social protection	Ministry of Labour, Social Security and Services	13/05/2014	Rejected	No	
11	2014-11	Barbados	Strengthening capacities of the Ministry of Social Care to better monitor and evaluate social protection programmes/projects	Ministry of Social Care, Constituency, Empowerment and Community Development	14/May/2014	Completed	No	<u>Act. 1</u> : Peer review <u>Act. 2</u> : A draft Action Approval Form AAF <u>Act. 3</u> : Support to a workshop/feedback meeting

#	Action Code	Partner Country	Title	Partner institution	Request date	Status as from end of December 2016	Latest activity financed by SOCIEUX+	Activities
12	2014-12	Ghana	Enhance the effectiveness and coordination of social protection in Ghana	Ministry of Gender, Children and Social Protection	03/06/2014	Completed	No	<p><u>Act. 1:</u> Support the Ministry of Gender, Children and Social Protection, Departments and Agencies (technical input)</p> <p><u>Act. 2:</u> Organisation of a Workshop for senior staff of MoGCSP, Departments and Agencies</p> <p><u>Act. 3:</u> Assessment of potential next SOCIEUX focusing on capacity development.</p>
13	2014-13	Moldova	Support in the field of vocational rehabilitation of persons with disabilities (development of vocational rehabilitation services)	Ministry of Labour, Social Protection and Family	04/06/2014	Completed	No	<p><u>Act. 1:</u> Study visit (in Ireland) on vocational rehabilitation of disabled persons</p> <p><u>Act. 2:</u> General needs assessment of the newly created Vocational Rehabilitation Department</p> <p><u>Act. 3:</u> Training for staff of new vocational rehabilitation department (cancelled)</p>
14	2014-14	Vietnam	Support in the area of Social Security Fund Balance Management & Research and Policy Building (retirement and healthcare)	Vietnam Social Security	10/06/2014	Rejected	No	

#	Action Code	Partner Country	Title	Partner institution	Request date	Status as from end of December 2016	Latest activity financed by SOCIEUX+	Activities
15	2014-15	Vietnam	Support to the Vietnam Social Security's human resource development plan	Vietnam Social Security (VSS)	10/06/2014	Ongoing	No	<u>Act. 1:</u> Assessment and situational analysis of HRD at VSS
16	2014-16	Colombia	Support to the formulation of a public policy for the social inclusion of persons with disabilities in the region of Cundinamarca	Government of Cundinamarca	10/07/2014	Completed	No	<u>Act. 1:</u> Study on disability in Cundinamarca & relevant disability policies from other countries <u>Act. 2:</u> Evaluation & training relating to the preparation and formulation of disability policy <u>Act. 3:</u> Remote support by experts during the policy formulation process <u>Act. 4:</u> Consultation round-table with interested parties on the first policy draft <u>Act. 5:</u> Awareness-raising event for the policy on disability in Cundinamarca & recommendations
17	2014-17	Tunisia	Support for setting up an advanced business intelligence system (BIS) in the social protection field	Centre for Research and Social Studies (CRES)	15/072014	Completed	No	<u>Act. 1:</u> Diagnosis of the decision-making information system and technical capacity assessment <u>Act. 2:</u> Specialised training workshop on statistical modelling & analysis techniques applied in the social sciences <u>Act. 3:</u> Technical support and advice for the development of indicators and studies <u>Act. 4:</u> Study visit on the operation & management of a business intelligence system, data management and research in an EU MS

#	Action Code	Partner Country	Title	Partner institution	Request date	Status as from end of December 2016	Latest activity financed by SOCIEUX+	Activities
18	2014-18	Colombia	Institutional strengthening for the Strategy of Local Purchases	Colombian Institute of Family Welfare (ICBF)	14/08/2014	Rejected	No	
19	2014-19	Colombia	Capacity building of the National Agency for Over-coming Extreme Poverty (ANSPE) in the implementation of the UNIDOS Strategy	National Agency for Overcoming Extreme Poverty (ANSPE) – later: Administrative Department for Social Prosperity (Prosperidad Social)	27/08/2014	Completed	No	<p><u>Act. 1:</u> Assessment of technical capacities with particular focus on identifying training needs</p> <p><u>Act. 2:</u> Technical advice on redesigning baseline and 'graduation' surveys</p> <p><u>Act. 3:</u> Expert advice and recommendations to improve the UNIDOS information system (SIUNIDOS)</p> <p><u>Act. 4:</u> Theory and practice training workshop with expert advice on monitoring/management control, and assessment evaluation of the results and efficiency of the UNIDOS strategy</p> <p><u>Act. 5:</u> Advice for supporting the articulation and management of the new structure of the Administrative Department for Social Prosperity (DPS or Prosperidad Social)</p>
20	2014-20	Ivory Coast	Support for the Implementation of the National Social Protection Strategy (SNPS) - (replaced by 2015-06 and 2015-07)	Ministry of State, Ministry of Employment, Social Affairs & Vocational Education (MESAVE)	21/08/2014	Rejected	No	

#	Action Code	Partner Country	Title	Partner institution	Request date	Status as from end of December 2016	Latest activity financed by SOCIEUX+	Activities
21	2014-21	Moldova	Support on revising national legislation to introduce provisions for assisted decision-making for persons with mental, intellectual disabilities (and providing related support services)	Ministry of Labour, Social Protection and Family	15/09/2014	Rejected	No	
22	2014-22	Honduras	Support the political participation and the promotion of livelihoods activities for indigenous and Afro-Honduran people	Secretaría de Desarrollo e Inclusión Social	24/09/2014	Rejected	No	
23	2014-23	Tunisia	Support for setting up an expert group for health risk assessment	National Agency of the Sanitary and Environmental Control of Products (ANCSEP)	22/10/2014	Rejected	No	
24	2014-24	Burundi	Support/advice to improve the functioning of ONPR and quality of services offered	National Pensions and Occupational Risks Office (ONPR)	19/11/2014	Rejected (closed)	No	

#	Action Code	Partner Country	Title	Partner institution	Request date	Status as from end of December 2016	Latest activity financed by SOCIEUX+	Activities
25	2014-25	Mexico	Support to non-contributory and contributory pensions	Institute of Social Security of the State of Guanajuato (ISSEG)	24/12/2014	Completed	No	<p><u>Act. 1:</u> Provide (follow-up) support about legal, actuarial, financial and administrative implications of implementation of the pension reform by ISSEG</p> <p><u>Act. 2:</u> Working towards interstate and institutional collaboration on pensions</p> <p><u>Act. 3:</u> Support the organisation of a National Platform/Conference on pension systems in Mexico</p>
26	2014-26	Zanzibar	Strengthening the capacities of stakeholders on a universal social pension scheme for the elderly	Ministry of Empowerment, Social Welfare, Youth, Women and Children	24/12/2014	Ongoing	No	<p><u>Act. 1:</u> Peer review</p> <p><u>Act. 2:</u> Assessment study</p> <p><u>Act. 3:</u> Review of the existing documentation</p> <p><u>Act. 4:</u> Support developing manuals, standard procedures and ICT-support</p> <p><u>Act. 5:</u> Support to the Ministry for drafting an Implementation Plan</p> <p><u>Act. 6:</u> Support in the development of a project proposal for establishing and funding a Management Information System</p>

#	Action Code	Partner Country	Title	Partner institution	Request date	Status as from end of December 2016	Latest activity financed by SOCIEUX+	Activities
27	2015-01	Jordan	Strengthening the policy dialogue, policy implementation and capacity of the NAF, National Aid Fund	National Aid Fund (NAF)	22/01/2015	Completed	No	<p><u>Act. 1:</u> Peer review</p> <p><u>Act. 2:</u> Assessment of the NAF organisational structure</p> <p><u>Act. 3:</u> Formulation of recommendations (for potential next activities)</p> <p><u>Act. 4:</u> Support to a workshop (discussion of the assessment)</p> <p><u>Act. 5:</u> Support to the development of a system of key performance indicators</p> <p><u>Act. 6:</u> Formulation of detailed recommendations for follow up activities (on communication and training)</p>
28	2015-02	Colombia	Support to awareness raising and capacity building in the area of occupational health and safety (OHS)	Office of the Attorney General of the Nation (Procuraduria General de la Nacion)	21/01/2015	Rejected	No	<p><u>Act. 1:</u> Technical assistance in designing an awareness/training programme on OHS with special focus on workers and employers of small and medium enterprises.</p> <p><u>Act. 2:</u> Technical assistance during and after the implementation of an awareness-raising/training event on OHS with special focus on workers and employers of small and medium enterprises.</p>
29	2015-03	Namibia	Support to informally employed and unemployed	Social Security Commission Development Fund (SSC-DF)	06/02/2015	Completed	No	<p><u>Act. 1:</u> Review of documents</p> <p><u>Act. 2:</u> Assessment mission</p> <p><u>Act. 3:</u> Support to a workshop/feedback meeting</p>
30	2015-04	Namibia	Support to graduates in first employment	Social Security Commission (SSC)	06/02/2015	Completed (merged)	No	<i>See Action 2015-03</i>

#	Action Code	Partner Country	Title	Partner institution	Request date	Status as from end of December 2016	Latest activity financed by SOCIEUX+	Activities
31	2015-05	Zambia	Universal coverage through social health	Ministry of Community Development, Mother and Child Health	17/02/2015	Rejected (closed)	No	
32	2015-06	Ivory Coast	Support to the development of the legal, institutional and structural framework for social assistance	Ministry of State, Ministry of Labour, Social Affairs & Vocational Education	19/02/2015	Completed	No	<p><u>Act. 1:</u> Needs analysis and assessment in the area of social assistance</p> <p><u>Act. 2:</u> First step in the development of a basic social services' package</p> <p><u>Act. 3:</u> Follow-up mission on the progress of the Working Group</p> <p><u>Act. 4:</u> Mission to close the activities of the Working Group</p> <p><u>Act. 5:</u> Presentation of the Terms of Reference (<i>cahier des charges</i>) of the Social Development Centres and training in change management</p>
33	2015-07	Ivory Coast	Identification and mobilisation of financial resources for implementation of the National Social Protection Strategy	Ministry of State, Ministry of Employment, Social Affairs & Vocational Education (MESAVE)	19/02/2015	Completed (merged)	No	<p><u>Act. 1:</u> Needs analysis and assessment for the financing of social protection</p> <p><u>Act. 2:</u> Support to improving efficiency of expenditures in the area of social protection (not implemented)</p>
34	2015-08	Togo	Support to the elaboration of a master plan for the information system	National Health Insurance Institute (INAM)	27/022015	Completed (merged)	No	See Action 2015-09

#	Action Code	Partner Country	Title	Partner institution	Request date	Status as from end of December 2016	Latest activity financed by SOCIEUX+	Activities
35	2015-09	Togo	Support for the set-up of universal health insurance coverage	National Health Insurance Institute (INAM)	27/02/2015	Ongoing	No	<u>Act. 1</u> : Institutional analysis and evaluation and analysis of INAM's technical capabilities <u>Act. 2</u> : Contributing to a management strategy and planning of technical support activities
36	2015-10	Togo	Support to actuarial piloting and risk management in the health insurance system	National Health Insurance Institute (INAM)	27/02/2015	Completed (merged)	No	<i>See Action 2015-09</i>
37	2015-11	Jordan	Support to revise the Social Protection Strategy of the Ministry of Social Development in Jordan	Ministry of Social Development (MSD)	11/03/2015	Completed	No	<u>Act. 1</u> : Support to strategic planning <u>Act. 2</u> : Support to strategic planning <u>Act. 3</u> : Submit comments social protection review and information framework <u>Act. 4</u> : Completion of the strategic planning process
38	2015-12	Moldova	Assistance on "Personal Assistance Service" for people with severe disabilities	Ministry of Labour, Social Protection and Family	22/01/2015	Rejected	No	
39	2015-13	Kyrgyzstan	Support to the provision of care services for children with disabilities	Ministry of Social Development	01/04/2015	Rejected	No	

#	Action Code	Partner Country	Title	Partner institution	Request date	Status as from end of December 2016	Latest activity financed by SOCIEUX+	Activities
40	2015-14	Mali	Building capacities of the Technical Union of Mutual Insurers to enable the management of universal health insurance coverage	Technical Union of Mutual Insurers (<i>Union Technique de la Mutualité - UTM</i>)	10/042015	Completed	No	<p><u>Act. 1:</u> General appraisal of UTM's organisation and functioning, management, medium and long-term strategic planning and decision making processes</p> <p><u>Act. 2:</u> Define the structure and know-how necessary for implementation of the institutional strategic development plan and the preparation of a capacity building plan</p> <p><u>Act. 3:</u> Support the drafting of a strategic development plan: carry out a strategic diagnosis and draw up a strategic framework note</p>
41	2015-15	Israel	Social protection for the Bereaved	Ministry of Social Affairs and Services (Dep. Sudden Loss and Bereavement)	01/06/2015	Rejected	No	
42	2015-16	Saint Kitts & Nevis	Capacity building (training) of social assistance staff to facilitate implementation of the RISE Families Programme	Ministry of Social Development: Department of Social Services, Nevis Island Administration (NIA)	17/06/2015	Ongoing	No	<p><u>Act. 1:</u> Training mission including training needs assessment, a general basic training and the drafting of a training plan</p> <p><u>Act. 2:</u> Training of the new and current RISE programme staff</p> <p><u>Act. 3:</u> Drafting of a training manual on case management</p>
43	2015-17	Morocco	Support for the elaboration of a universal social protection policy/strategy	Ministry of Economy and Finance	22/06/2015	Rejected	No	

#	Action Code	Partner Country	Title	Partner institution	Request date	Status as from end of December 2016	Latest activity financed by SOCIEUX+	Activities
44	2015-18	Ghana	(Support to) Enhance the effectiveness and coordination of social protection in Ghana	Ministry of Gender, Children and Social Protection	07/07/2015	Completed	No	<u>Act. 1 - 3</u> : see 2014-12 Ghana <u>Act. 4</u> : Technical inputs to the Ghana National Social Protection Policy, Zero Draft, of August 2015
45	2015-19	Cameroon	Supporting the establishment and implementation of an association of employers (groupement d'employeurs associatifs du Cameroun)	CTD VISA (NGO)	13/07/2015	Rejected	No	
46	2015-20	Togo	Support for the Forum on Pensions within the Inter-African Conference for Social Welfare (CIPRES) region	Inter-African Conference for Social Welfare (Conférence Interafricaine de la Prévoyance Sociale - CIPRES)	03/08/2015	Completed	No	<u>Act. 1</u> : Support to the Forum on Pensions in the CIPRES zone
47	2015-21	Gabon	Assistance in the management of income-generating activities funding proposals.	National Social Aid Fund (<i>Fonds Nationale d'Aide Sociale</i> - FNAS)	22/09/2015	Ongoing	No	<u>Act. 1</u> : Analysis and evaluation of capacity building and training needs
48	2015-22	Azerbaijan	Support to the Scientific Research and Training Centre on Labour and Social Problems	Scientific Research and Training Centre on Labour and Social Problems (SRTCLSP)	14/10/2015	Ongoing	No	<u>Act. 1</u> : Institutional assessment <u>Act. 2</u> : Training SRTCLSP staff on labour policies <u>Act. 3</u> : Training SRTCLSP staff on statistical analysis <u>Act. 4</u> : Training SRTCLSP staff on measurement of accessibility and inclusion policies of people with disabilities

#	Action Code	Partner Country	Title	Partner institution	Request date	Status as from end of December 2016	Latest activity financed by SOCIEUX+	Activities
49	2015-23	Azerbaijan	Support for the implementation of a health financing reform and introduction of mandatory health insurance	State Agency for Mandatory Health Insurance (under the Cabinet of Ministers)	06/11/2015	Ongoing	No	<p><u>Act. 1:</u> Assisting the Government of Azerbaijan in updating the Concept for Health Financing Reform and Introduction of Mandatory Health Insurance (and its Action Plan)</p> <p><u>Act. 2:</u> Building knowledge and capacities on healthcare providers' performance assessment contributing to an efficient implementation of the new financing system</p>
50	2015-24	Mexico	Follow-up support to the reform the pension system in Mexico	Institute of Social Security of the State of Guanajuato (ISSEG)	10/12/2015	Ongoing	Yes	<p><u>Act. 1:</u> Support to the ISSEG in legal, actuarial and administrative reforms (support in preparation of Declaratory for the creation of a National Platform/Commission on Pensions)</p> <p><u>Act. 2:</u> Involvement of the Legislative in the project of the National Council and the General Law on Pensions</p> <p><u>Act. 3:</u> Support of the establishment of a Social Protection Committee at Federal level in Mexico and capacity building on linkages of pension databases (single registry)</p>
51	2015-25	Jordan	Support for finalising and implementing the national strategy of the Ministry of Social Development	Ministry of Social Development (MSD)	21/12/2015	Completed	No	<p><u>Act. 1:</u> Support the MSD in the development of a clearly defined implementation plan for the 2016-2020 Strategy and assistance in the development of capacity in the MSD for the delivery, management and review of strategy implementation</p> <p><u>Act. 2:</u> Support in completing the process of strategic planning</p>

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52	2016-01	Togo	Support to the strengthening of social dialogue and extension of social protection in Togo	Ministry for the Civil Service, Work and Administrative Reform	18/03/2016	Rejected (closed)	No	
53	2016-02	Cambodia	Support to the extension of social protection in Cambodia	Ministry of Economy and Finance	12/04/2016	Completed	Yes	<u>Act. 1</u> : Fact finding mission <u>Act. 2</u> : Training on pensions
54	2016-03	Colombia	Support to the development and implementation of a local policy for people with disabilities, Alcaldía de Fusagasugá	Secretariat for Social Development of the Municipality of Fusagasuga	19/04/2016	Rejected	No	
55	2016-04	Tajikistan	Analysis of the pension legislative framework and strategic guidance	Agency for Social Insurance and Pensions (ASIP)	05/07/2016	Ongoing	Yes	<u>Act. 1</u> : Assessment of the actual legislative/regulatory norms framing the pensions system in Tajikistan. <u>Act. 2</u> : Support ASIP in defining a Pension Administration System and developing an IT strategy within an improved organisational framework
56	2016-05	Mexico	Support for evaluating the national strategy for the prevention of bullying and other types of violence	National System for Integral Family Development (SNDIF)	03/08/2016	Ongoing	Yes	<u>Act. 1</u> : Support for evaluating the National Strategy for the Prevention of Bullying and other Types of Violence
57	2016-06	Argentina	Support to the organisation of the Conference on Trade Unions' strategy to address social vulnerability	Ministry of Labour, Employment and Social Security (MTEySS)	11/08/2016	Request	No	

#	Action Code	Partner Country	Title	Partner institution	Request date	Status as from end of December 2016	Latest activity financed by SOCIEUX+	Activities
58	2016-07	Gabon	Development of a management information system for the Pension and Family Fund of the State Civil Service CPPF	Pension and Family Fund of the State Civil Service (<i>Caisse des Pensions et des Prestations Familiales des Agents de l'Etat - CPPF</i>)	19/08/2016	Ongoing	No	<p><u>Act. 1:</u> Review and orientation of CPPF's corporate strategy</p> <p><u>Act. 2:</u> Development of social marketing and a communication policy</p> <p><u>Act. 3:</u> Assessment of IT system architecture</p> <p><u>Act. 4a:</u> Development of new insurance schemes (complementary pensions)</p> <p><u>Act. 4b:</u> Development of new insurance schemes (survivors' benefits)</p>
59	2016-08	Gabon	Elaboration of an organisation strategy for the CPPF	CPPF	19/08/2016	Completed (merged)	No	<i>See Action 2016-07</i>
60	2016-09	Gabon	Development of a death grant scheme	CPPF	19/08/2016	Completed (merged)	No	<i>See Action 2016-07</i>
61	2016-10	Gabon	Development of complementary pension scheme	CPPF	19/08/2016	Completed (merged)	No	<i>See Action 2016-07</i>
62	2016-11	Cambodia	Support to the implementation of allowances to people with disabilities	Ministry of Social Affairs, Veterans and Youth Rehabilitation (MSAVY)	07/09/2016	Ongoing	No	<p><u>Act. 1:</u> Recommendations and technical inputs to the mechanisms of social transfers to people living with disability</p> <p><u>Act. 2:</u> Sharing information and fostering debate in a cohesive environment</p>
63	2016-12	Cambodia	Support to the implementation of cash transfers in Cambodia	Council for Agricultural and Rural Development	12/09/2016	Ongoing	No	<u>Act. 1:</u> Sharing expertise on the delivery of cash transfers

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64	2016-13	Vietnam	Support to the Institute of Labour Science and Social Affairs to shape social protection in Vietnam	Institute for Labour Science and Social Affairs (ILSSA)	15/09/2016	Ongoing	No	<u>Act. 1</u> : Fact-finding mission - Defining the scope of ILSSA's request
65	2016-14	Gabon	Development of terms of reference for the marketing, communication and public relations services of the CPPF	Pension and Family Fund of the State Civil Service (<i>Caisse des Pensions et des Prestations Familiales des Agents de l'Etat - CPPF</i>)	04/10/2016	Completed (merged)	No	<i>See Action 2016-07</i>
66	2016-15	Mexico	Capacity building on pension fund management of the ISSSTECAM	Institute of Social Security and Services for State Workers of the State of Campeche (<i>Instituto de Seguridad y Servicios Sociales de los trabajadores del Estado de Campeche, ISSSTECAM</i>)	12/12/2016	Request	No	

#	Action Code	Partner Country	Title	Partner institution	Request date	Status as from end of December 2016	Latest activity financed by SOCIEUX+	Activities
67	2016-16	Mexico	Institutional capacity building of the SIPINNA	National System for the Integral Protection of Children and Adolescents of Mexico (<i>Sistema Nacional de Protección Integral de Niñas, Niños y Adolescentes, SIPINNA</i>)	13/12/2016	Request	No	

Acknowledgements

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All data as from December 2016.