

TERMS OF REFERENCE FOR EXPERTS

Terms of reference for on-site activities and missions

Action code and partner country: *SOCIEUX 2024-18 MOLDOVA*

Action title: : Capacity building for impactful social dialogue of the National Trade Union Confederation of Moldova (NTUCM)

Partner institution: *National Trade Union Confederation of Moldova (NTUCM)*

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

- *Activity 1 – Assessing NTUCM's expertise in social dialogue and its capacity to organize branches and mobilize members effectively*

Tentative dates of implementation and location:

*Activity 1 - from **February 17th to April 18th, 2025** (with an on-site mission from March 10th to March 21th, 2025)*

1. **Preparation phase:** from February 17th to March 07th, 2025
2. **On-site mission in Chisinau:** from March 10th to March 21th, 2025
3. **Reporting phase:** from March 24th to April 18th, 2025

Expert positions and responsibilities (by activity):

- *Activity 1 : Expert 1 (principal) – Trade Unions and Social Dialogue*
- *Activity 1 : Expert 2 – Human Resources Management & Development*

Workload:

Activity 1 - Expert 1 : Total_17_days (_7_days at distance; and 10_days onsite)

Activity 1 - Expert 2 : Tota 16 days (_6_days at distance; and 10 days onsite)

Call for experts' reference: 24-18/MDA/1/1, 24-18/MDA/1/2

Version - #: __

Draft

Final

Date: December 5th , 2024

SOCI^{EUX}+

EU expertise on social protection,
labour and employment

SOCI^{EUX}+ is implemented by

Partnership led by



Co-financed by the European Union



1 BACKGROUND INFORMATION

1.1 Country overview

Republic of Moldova is a landlocked country in Eastern Europe. The country spans a total of 33,483 km² and has a population of approximately 2.42 million. Moldova is a unitary parliamentary representative democratic republic with its capital in Chişinău, the country's largest city and main cultural and commercial centre. It is a former Soviet republic who became a member of the United Nations in 1992 and candidate country to EU in 2022.

In 2024, Moldova experienced significant political developments, with voters narrowly approving constitutional changes and re-electing president Maia Sandu, thus reaffirming the country's commitment to joining the European Union. While Moldova's constitution establishes a parliamentary republic with a formal separation of powers, the practical influence of democratic institutions often hinges on the dominance of key political figures.

Its resident population is 2,49 million people (2023), excluding the population of breakaway Transnistria region (0,46 million). In addition, about 1,2 million citizens of Moldova permanently live abroad. The population is mostly rural (58%). The country is facing decrease and ageing of population, its fertility rate about 1,57. Still, people of 65 and over represent only 10% of the population, and children under 15 are 16% of the population. 26,8% of population live under poverty rate (2020), and the human development index is 0.763 (ranking 86). Moldova recorded a 0.156 Gender Inequality Index value in 2022, ranking 41st out of 166 countries. In 2022, Moldovan women had an HDI value of 0.776 compared to 0.751 for men, resulting in a Gender Development Index value of 1.033, one of the highest in the Europe and Central Asia region.

Moldova is a small upper-middle-income economy (6110 USD GNI per capita). It is dominated by services sector, about 60%, while agriculture is an important source of export. Although the poorest country in Europe, it has made significant progress in reducing poverty and promoting inclusive growth since the early 2000s. The economy has expanded by an average of 5% annually, driven by consumption and fuelled by remittances. The latter account for a 12% of GDP, among the highest shares in Europe. The economy is unstable, and dependent on international trade, and external shocks. It was severely hit by the pandemics, with 8% GDP decline in 2020, and affected by the consequences of the war in Ukraine and energy crisis in 2022-2023 (1.2 million arrivals from Ukraine, 124 thousands refugees staying in Moldova; 28.7% of consumer prices inflation in 2022). Recently, Moldova's economy has been showing signs of recovery, including reduced inflation rate and slight economic growth.

1.2 Sector situation

Moldova has made significant advances in reducing its development gap with Europe, with national income per capita increasing from 14% of the EU average in 2000 to 29% in 2020. Despite this progress, Moldova remains one of the poorest countries in Eastern Europe, with low per capita incomes and wages.

Moldova's labour market faces significant challenges related to both demographics and working conditions. Employment rates are low, with high levels of economic inactivity, particularly affecting youth, women, and older workers. The population is ageing rapidly, while high levels of emigration exacerbate the "brain drain," depleting the workforce of skilled individuals. Additionally, the prevalence of informal employment undermines the formal economy, leaving many workers with inadequate wages, low minimum wage protections, and poor working conditions, including a high incidence of work-related accidents.

The labour and social protection legal framework has undergone extensive reforms, driven by Moldova's EU Association Agreement and its candidacy for EU membership, including:

- Labour Code: Amended multiple times, including in 2022, to align with international standards.
- National Employment Programme (NEP) 2022–2026: Aims to address gender employment gaps, reduce informal employment, and improve access to active employment services for people with disabilities.

Social dialogue exists at the national level, with a high collective bargaining coverage rate. However, it is weaker at local levels, where informal micro-enterprises dominate. Trade union membership remains relatively high at 42%, supported by public sector employment, though unions face challenges in modernising and advocating effectively in the private sector.

The Ministry of Labour and Social Protection assumed role in policy implementation, social dialogue, and overseeing reforms. However, systemic issues, such as political instability and a lack of influence of tripartite commissions, continue to hinder progress.

Despite recent reforms and international cooperation, Moldova’s labour market remains constrained by informality, demographic shifts, and the need for stronger social protection and dialogue mechanisms to promote sustainable growth.

1.3 Role of partner institution in the sector

The National Trade Union Confederation of Moldova (NTUCM) is operating as an independent national inter-branch trade union centre. It comprises of 24 national trade union federations and over 5,400 grassroots trade union organisations. NTUCM is guided by national legislation, international conventions, and EU directives, promoting decent work, labour rights, social security, and union democracy. NTUCM represents workers across diverse sectors, including education, agriculture, social services, and state institutions. Its mission includes advocating for higher wages, better working conditions, and aligning Moldova’s labour standards with EU requirements, a task given the country's pursuit of EU accession. Despite a high union density of 42% in 2022, NTUCM faces declining membership, limited influence in private enterprises, and difficulty impacting labour policies. These challenges are intensified by weak advocacy capacity, struggles in establishing branches, and government reluctance to involve social partners in policymaking, which diminishes collective action.

The NTUCM faces multiple challenges as it seeks to strengthen Moldova's labour movement amidst economic and social transitions. An important issue is declining union membership, which fell from 1.5 million in 1993 to 291,000 in 2023. This decline stems from workforce reductions, high emigration rates, and structural changes such as privatization. While NTUCM has a strong presence in state-owned sectors, it struggles to foster collective bargaining and protect basic worker rights in the private sector.

Another pressing issue is the lack of advocacy and leadership capacity. The government’s reluctance to engage social partners in policymaking limits NTUCM’s ability to influence labour policies effectively. Additionally, Moldova’s approximation to EU social standards demands strategic alignment with labour rights, gender equality, and anti-discrimination policies, areas where unions must enhance their advocacy efforts.

Public perception of trade unions remains weak, further undermining union efforts. Capacity-building initiatives, such as enhancing negotiation skills among union leaders and diversifying services for members, are needed to reinvigorate the labour movement.

The confederation launched a mobile application in 2022 allows members to report workers' rights violations, fostering transparency and accountability in collaboration with the State Labour Inspectorate.

NTUCM is pursuing the challenges posed by Moldova's EU accession, such as the need to align labour practices with EU social standards. Strengthening social dialogue and ensuring inclusivity in policymaking are important to addressing these sectoral needs.

The NTUCM benefits from financial and technical support from several international organisations, including the International Labour Organization (ILO), the New Democracy Fund, and SOLIDAR Austria. Coordination with these organisation shall be secured and coordinated. These partnerships have contributed to capacity-building efforts. In collaboration with international partners, NTUCM works to address Moldova's economic inequality and strengthen its role in social dialogue.

NTUCM is affiliated with the International Trade Union Confederation (ITUC) and the European Trade Union Confederation (ETUC). These affiliations connect NTUCM to broader networks of expertise and resources.

2 ACTION DESCRIPTION

2.1 Overall objective

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

2.2 Specific objective (s) (purpose)

The NTUCM plays an effective role in social dialogue around labour rights at national level

2.3 Expected results

R1: Identified specific training needs to enhance representation and advocacy, drawing on comparative EU practices and the current capacities of NTUCM.

R2: Improved competencies, attitudes, and approaches of union trainers in transferring knowledge on leadership and facilitating social dialogue.

2.4 Final deliverables

D1: Assessment of training needs of NTUCM including proposal of training programme and outline of trainings content.

D2: Update of the work plan for the activities of the ToT

3 METHODOLOGY

3.1 General methodology (of the action)

Describe the summary approach proposed to achieve the expected results and deliverables (400 words)

NTUCM has a trainers' pool composed of 25 trainers, all employees within federations. These trainers report annually to NTUCM on their activities, which is a requirement to maintain their license for the following year. Beyond their trainer roles, they also hold other high positions within their federations, often in management or high-level roles, which contributes to ownership and accountability in their work.

The proposed methodology focuses on empowering the National Trade Union Confederation of Moldova (NTUCM) through targeted capacity-building initiatives aimed to strengthen the trainers' capacity to trickle down capacity building. The action aligns with NTUCM's 2022–2027 strategic objectives and aims to strengthen its organizational capacity, outreach, and influence.

First activity encompasses assessment of NTUCM's training needs, identifying gaps in areas such as participation to dialogue, advocacy, membership engagement, and institutional development. This assessment will inform a tailored Training of Trainers (ToT) program. The number and content of ToT activities will be defined based on this initial assessment. The program will aim to equip trainers with advanced competencies to address pressing union challenges, including effective negotiation with employers and policymakers, articulating workers' concerns in social dialogues, and advocating for reforms in labour policies.

The final deliverables will include a detailed training plan with modules, learning objectives, and evaluation methods. This plan will serve as a roadmap for further training to be deployed in the following activities of action 2024-18 strengthening NTUCM's organizational and representational capacity, enabling the confederation to adapt to Moldova's evolving labour landscape and meet the demands of its members effectively.

3.2 Planned activities (work plan of the action)

The following activities are currently planned for the action:

Activity 1 – Assessing NTUCM's available expertise and members' capacities in engaging in social dialogue, organize professional branches and mobilize members effectively

Activity 2 - Training of union trainers based on the assessment results (TBD following activity 1)

Activity 3- Training of union trainers based on the assessment results (TBD following activity 1)

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

- Activity #1.

3.3 Inclusion of cross-cutting issues

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

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

4 ACTIVITIES DESCRIPTION

4.1 Tasks

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

The experts will conduct an assessment of NTUCM's existing knowledge, skills, and training needs in key areas constitutive of the Confederation and Unions' mandate (not exhaustive list):

- Policy analysis and labour market trends- identify key labour market challenges, including specific issues like the gender pay gap, discrimination, and social inclusion.

- Stakeholder engagement and collaboration- identify key stakeholders and their roles, study existing partnerships and areas where collaboration could be strengthened, map potential allies for joint advocacy initiatives.
- Advocacy and negotiation skills- current advocacy strategies and outcomes, negotiation techniques, explore examples of successful EU advocacy initiatives for inspiration and learning.
- Membership engagement and growth- current membership trends, analyse strategies for recruiting new members, level of member participation in activities and decision-making. Analyze the current structure of the Confederation and its existing branches, assess how responsibilities are distributed including governance, decision-making, and resource allocation, assess opportunities for leveraging partnerships or external support to strengthen branch development.
- Communication and public awareness- review existing communication channels and tools, assess reaching target audiences, how unions use communication to advocate for labour rights and influence policy.
- Organizational capacity and leadership development.
- Training needs assessment- conduct surveys or interviews with federations and branches to understand their professional development needs, identify gaps in knowledge related to leadership, advocacy, and policy engagement, prioritize topics for training programs based on the needs identified.

Experts will closely cooperate with NTUCM representatives, the group of 25 trainers, the Labour Institute, federation leaders, trainers, and other stakeholders to gather insights and develop a training approach tailored to their specific needs.

Experts will compile EU best practices in advocacy, negotiation, and social dialogue, delivering case studies that showcase effective strategies. These resources will help strengthen NTUCM's capacity for social dialogue and policy influence.

The peer-to-peer exchange will result into two technical deliverables, namely: 1) Assessment of training needs of NTUCM including proposal of training programme and outline of trainings content and 2) Update of the work plan for the activities of the ToT.

The experts shall co-develop a proposal for peer-to-peer methodology and agenda together with the Partner institution, to be discussed and validated ahead of the mission. Without prejudice to the choice of tools by experts, methodological approaches may include peer-to-peer consultations, presentation of EU good practices, preliminary survey of the membership, in depth interviews with the leadership, focus group/workshop with the stakeholders, focus group/workshop with the members, collecting and processing qualitative and quantitative data etc. Broader network of stakeholders can be involved into this activity, including social partners.

The activity will be implemented through an onsite mission to Chisinau.

Minimum tasks expected from the experts shall include:

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

- gets substantial knowledge of the local context; reviews any relevant background document provided by the SOCIEUX+ Team and/or the Partner institution (PI);
- establishes in close consultation with the PI the mission's methodology and agenda (MeN);
- submits the MeN for approval by the SOCIEUX+ Team;
- takes part in the pre-departure briefing with the SOCIEUX+ Team (around 1 week before the mission);
- Contact the EU Delegation in Moldova to organise a briefing and/or debriefing upon arrival (SOCIEUX+ will introduce the experts to the focal point within the EU Delegation)

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

- reviews and finalises the agenda of the mission and the list of stakeholders to be consulted with the PI upon arrival; any changes to the MeN shall be timely communicated to the SOCIEUX+ Team;

- organises, as necessary, a brief presentation of the objectives and methodology of the mission for the PI and relevant stakeholders;
- provides a briefing on the background of the request and objectives of the mission to the EU Delegation, if applicable;
- as per agenda, conduct consultations with the PI's executives and staff, and relevant stakeholders, including the EU Delegation;
- compiles the initial findings and main conclusions emerging from the peer-to-peer technical exchange in a brief presentation that will be used for the final consultation and debriefing on-site;
- channels to SOCIEUX+ Communication officer any material that can be useful to inform the public about the activity (pictures, interviews, brief notes or articles); and,
- at every stage of the implementation, liaise with the SOCIEUX+ Team in case of doubts on the eligibility of proposals raised by the PI, politically sensitive developments, or any other relevant issue that may require a formal position of SOCIEUX+.

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

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

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

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

4.2 Deliverables

4.2.1 Pre-mission deliverables

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

4.2.2 Final deliverables

- D1: An individual Expert Mission Report (ExMR) in SOCIEUX+ format (template provided). This report is a confidential product intended solely for and use by SOCIEUX+. The expert team may also submit a single-joint ExMR report if they prefer to do so (see instructions on the template).
- D2: An individual completed Expert Feedback Form (ExF) completed online (see instructions and link on the ExMR template).
 - D3: A collective Activity Report (AcR) in SOCIEUX+ format (template provided). The mission team will produce this AcR jointly. It is intended for the Partner Institution but will probably be shared with key stakeholders of the action. The report will reflect the tasks conducted during the activity. It shall provide a meaningful contribution towards the final deliverables of the action.
 - D4: A technical report representing the experts' contribution to the PI in relation to the content of the peer-to-peer exchanges to attain the action's expected results and contribute to achieving its specific objectives. It is a piece of technical work on the subject of peer-to-peer cooperation. The technical report shall comply with the description provided in ToREx and further agreed upon in the MeN:
 - 1) Assessment of training needs of NTUCM including proposal of training programme and outline of trainings content. At the end of this activity, the partner shall agree upon the priority topics to be included in the training plan for the following activities. Training plan will outline set of the Trainings for Trainers key

modules , a training matrix, learning plan, objectives and outcomes, means of instructions and evaluation, dissemination strategy and learning resources.

2) Update of the work plan for the activities of the ToT. In collaboration with SOCIEUX+ action manager, experts will update Work Plan document of the action proposing number and content of the training activities, indicating profiles of the training experts.

5 REPORTING AND SUBMISSION OF DELIVERABLES

5.1 Formats

All deliverables and products of the activity (notes, reports, presentations, etc) shall comply with the formats and templates provided by the SOCIEUX+ Team.

All deliverables are to be submitted in electronic editable versions [Microsoft Word 97-2003 [doc], PowerPoint 97-2003 [ppt] and Excel 97-2003 [xls]; or in equivalent OpenDocument format). Non-editable electronic documents, such Portable Document Format (PDF), shall not be accepted.

Templates for electronic presentations during the activity/mission are provided by the SOCIEUX+ Team. These templates are in Microsoft PowerPoint format and comply with the SOCIEUX+ corporate image standards. These templates are to be used as a sole format by all members of the expert mission team. They are to be used for all presentations by the experts during and for the activity/mission. The use by the experts of their own, or their organisation(s), templates or formats are not allowed unless otherwise instructed in written [by email] to the experts by the SOCIEUX+ Team.

All versions of deliverables or other products used or produced during activity/mission by the experts shall include the following disclaimer:

"Disclaimer:

The responsibility of this publication sole lies with its authors. The European Union, the European Commission, the implementation partners of SOCIEUX+ and the SOCIEUX+ Staff are not responsible for any use that may be made of the information contained therein."

Please refer to the expert information package for further guidance on communication and templates.

All deliverables are to be provided in English, or in the language of the Partner Institution.

5.2 Submission and approval

All deliverables versions (drafts, final or other) shall be submitted directly and only to SOCIEUX+ Team, unless otherwise instructed in writing [by email] to the experts by the SOCIEUX+ Team.

5.2.1 Pre-mission deliverables

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

5.2.2 Final deliverables

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

6 REQUIRED EXPERTISE

6.1 Expertise profile

Principal expert (Expert #1):

Area(s) of expertise: *Trade Unions and Social Dialogue*

Specific skill(s) & competency(ies): *Governance, transparency & accountability; Communication & social marketing; L&R implementation and enforcement;*

Requirements (essential/required):

- a) The education type and level required:

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

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

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

- b) The number of years of relevant work/professional experience combining the area(s) of expertise and demonstrated specific skill(s) & competence(s): **10**
- c) Required language knowledge: **English fluency, written and oral**
N.B.: Translation and interpretation services may be commissioned by SOCIEUX+.
- d) Other essential qualification(s):
-Substantial knowledge of legislative and administrative mechanisms related to the labour and social dialogue;

- Relevant experience in trade union governance and dialogue;
- Significant experience and proved competences in individual and organizational capacity building for trade union members

Additional assets (advantageous in selection):

- e. A previous experience in delivering short-term technical assistance within SOCIEUX+ actions and/or in international cooperation;
- f. A previous professional experience in Moldova and/or Eastern and Central Europe;
- g. Language(s): command of Romanian language

Principal expert (Expert #2):

Area(s) of expertise: *Human Resources Management & Development*

Specific skill(s) & competence(s) : *Needs assessments & curricula; Organisational structures, roles and arrangements; Individuals' capacity building/training;*

Requirements (essential/required):

- a) The education type and level required:

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

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

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

- b) The number of years of relevant work/professional experience combining the area(s) of expertise and demonstrated specific skill(s) & competence(s): **7**
- c) Required language knowledge: **English fluency, written and oral**

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

- d) Other essential qualification(s):

- Relevant experience in trade union organisation and management;
- Significant experience in individual and organisational capacity assessment and training delivery for trade union members

Additional assets (advantageous in selection):

- d) A previous experience in delivering short-term technical assistance in international cooperation;
- e) A previous professional experience in Moldova and/or Eastern and Central Europe;
- f) Language(s): command of Romanian language

!!!!!!!

Collaborative institutions:

Public or publicly mandated institutions from European Union Member States with relevant expertise and competencies as outlined above are also encouraged to directly apply and contact SOCIEUX+ to provide expertise and participate in these/this activity. Focal points and responsible staff may directly contact the SOCIEUX+ Team at:

experts@socieux.eu, indicating the reference of the call for experts.

6.2 Estimated workload

	Preparation	On-site work	Distance work	Reporting & deliverables	Total
Principal expert (#1)	3	10	0	4	17
Expert (#2)	3	10	0	3	16
Total experts	6	20	0	7	33

7 APPLICATIONS

7.1 Call for experts

All calls for experts for SOCIEUX+ activities are published online on the SOCIEUX+ website. Interested experts should submit their application on the SOCIEUX+ online expert database: <https://pmt.socieux.eu> (currently only available in English). The application process is:

1. If they have not already, experts need to create their SOCIEUX+ account by clicking on “Create an account” using a valide email address.
2. Login details for their account will be sent to experts by email, experts should create and submit their profile for review by¹:
 - a. Providing contact details
 - b. Providing information on the competencies, skills and working history of the expert. Experts are required to provide only limited information through fields marked with an asterisk. However, *experts are encouraged to complete in most detail the sections on skills and competencies as the SOCIEUX+ Team also regularly reviews profiles in the roster to identify and contact potential experts for future missions.*
 - c. Uploading of a curriculum vitae, preferably in Europass format².
3. Once the SOCIEUX+ Team approves their profile, they can apply to any available calls for experts accessible under the tab “Call for experts” and click on “Apply.”

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

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

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

7.2 Selection of experts

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

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

Active public experts from collaborative institutions are given priority in the selection. Private consultants may also apply. Their application will be considered if an appropriate public expert cannot be identified. The mobilisation of experts currently employed with specialised international agencies is limited to activities and/or actions that are jointly implemented with that expert's agency of origin, indicated as ‘Supporting Entity’ in the Request.

¹ SOCIEUX+ expert database and other management tools comply with the General Data Protection Regulation (GDPR) -Regulation (EU) 2016/679.

² Europass templates for CVs are available here: <http://europass.cedefop.europa.eu/en/documents/curriculum-vitae/templates-instructions>

Only short-listed applicants may be contacted. The selection process may include interviews by phone or other communication means.

Interested candidates may download the **Guide for Experts and Collaborative Institutions** with detailed information on contracting with SOCIEUX+ at www.socieux.eu

At SOCIEUX+ we value all experts as unique individuals, and we welcome the variety of experiences they bring to the Facility. As such, we have a strict non-discrimination policy. We believe everyone should be treated equally regardless of race, sex, gender identification, sexual orientation, national origin, native language, religion, age, disability, marital status, citizenship, genetic information, pregnancy, or any other characteristic protected by law. If you feel that you have been discriminated against, please let the SOCIEUX+ team know as soon as possible. Every complaint will be appropriately investigated.

7.3 Contracting of public experts

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

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

Various options for contracting:

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

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

- **Active Spanish Public Expert**

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

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

7.4 Financial compensations

Contract officials or active-duty or retired employees are entitled to standard fixed allowances of 350 euros per working day worked. The fees of private consultants are negotiated according to their number of years of relevant expertise and the standard scale of SOCIEUX+.

Retired experts are assimilated to public employees for all intents and purposes, benefits and financial compensation are provided by SOCIEUX+.

National regulations on remuneration and compensation of public employees and civil servants apply and may limit the payment of allowances by SOCIEUX+. The responsibility for compliance and verification lies with individual experts and their institutions of origin. The payment of income or other taxes is the sole responsibility of the mobilised experts and/or their organisations.

7.5 Travel costs

All travel expenses for the mobilised experts (public, private or international institutions) are covered by SOCIEUX following the [Guide for Experts and Collaborative institutions](#) with detailed information on contracting with SOCIEUX+ (version as of the date of signature of the contract).

8 COMMUNICATION & VISIBILITY

SOCIEUX + can use its communication channels, such as the web, newsletter and other media, to share information about the implementation and results of the activities. For this, contributions of the experts mobilised are expected. The experts may be requested to provide contributions for communication and visibility, such as photographs, short texts, and interviews.

Before and after the mission, short briefings can be organised with the Communication Officer of SOCIEUX+. These briefings will provide the opportunity to identify communication opportunities and strategies.

For specific activities, visibility products, such as brochures, USB sticks, notebooks and pens, can be made available to experts for on-site distribution.

9 CODE OF CONDUCT

The experts mobilised by SOCIEUX+ will provide technical assistance from the preparatory stages of each activity to the delivery of products. The SOCIEUX+ Team will assist experts to fulfil their assignments by supporting and advising on preparing background materials before meetings. The SOCIEUX+ team will collect feedback from partner institutions and relevant stakeholders to ensure that mission reports and recommendations are delivered to national authorities, the EU Delegations in the partner countries and the European Commission.

The experts mobilised are not representing SOCIEUX+ nor the EU. Technical opinions and recommendations expressed are their own. They shall not express negative opinions on the implementation of actions supported by SOCIEUX+ to third parties. Nevertheless, they shall be aware of SOCIEUX+'s objectives and functioning, and promote its services to the best of their knowledge, whenever possible and feasible.

The experts shall perform their duties in the Partner Country in a way that fully complies with and respects the local institutions, policies and cultural behaviours. They shall particularly adopt culturally sensitive behaviour when dealing with their local counterparts.

10 OTHER CONSIDERATIONS

[.....]

11 ANNEXES

[...Text...]

TABLE OF CONTENTS

1	Background information	3
1.1	Country overview	3
1.2	Sector situation	3
1.3	Role of partner institution in the sector	4
2	Action Description	5
2.1	Overall objective	5
2.2	Specific objective (s) (purpose).....	5
2.3	Expected results	5
2.4	Final deliverables	5
3	Methodology	5
3.1	General methodology (of the action)	5
3.2	Planned activities (work plan of the action)	6
3.3	Inclusion of cross-cutting issues.....	6
4	Activities description	6
4.1	Tasks	6
4.2	Deliverables	8
4.2.1	Pre-mission deliverables	8
4.2.2	Final deliverables.....	4
5	Reporting and submission of deliverables.....	9
5.1	Formats	9
5.2	Submission and approval	9
5.2.1	Pre-mission deliverables	9
5.2.2	Final deliverables.....	9
6	Required expertise.....	10
6.1	Expertise profile.....	10
6.2	Estimated workload	12
7	Applications	13
7.1	Call for experts	13
7.2	Selection of experts.....	13
7.3	Contracting of public experts	14
7.4	Financial compensations	14
7.5	Travel costs.....	14
8	Communication & Visibility.....	15
9	Code of conduct	15
10	Other considerations	15
11	Annexes.....	16
	About SOCIEUX+	1

ABOUT SOCIEUX+

The SOCIEUX+ Facility was established and funded by the EU through the European Commission's Directorate-General for International Partnerships (DG INTPA) and Directorate-General for Neighbourhood and Enlargement Negotiations (DG NEAR). The Facility is co-funded by France, Spain, and Belgium. It is implemented by a partnership composed of Expertise France (the partnership lead), the French Ministry for Europe and Foreign Affairs, France Travail, the Fundación Internacional y para Iberoamérica de Administración y Políticas Públicas (FIIAPP) from Spain, the Federal Public Service for Social Security of Belgium / Belgian International Cooperation on Social Protection (BELINCOSOC), and the Belgian Development Agency (Enabel).

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

SOCIEUX+ recognises the impact of social protection and employment in reducing poverty and vulnerability. It supports the efforts of partner governments in promoting inclusive and sustainable social protection and employment systems. SOCIEUX+ also complements the efforts made through other EU initiatives.

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

More information: www.socieux.eu