

## TERMS OF REFERENCE FOR EXPERTS

Terms of reference for on-site activities and missions

**Action code and partner country:** SOCIEUX+ 2024-21 ALBANIA

**Action title:** Enhance UTUA's capacity to effectively participate in social dialogue processes

**Partner institution:** Union of Trade Unions of Albania

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

- Activity 1 - Training needs assessment of UTUA union members and regional coordinators

**Tentative dates of implementation and location:**

- **3-21 March 2025** preparation at distance
- **24-28 March 2025** on site activity in Tirana
- **11 April 2025** deadline for delivery of final reports

**Expert positions and responsibilities (by activity):**

- Activity 1 : Expert 1 (principal) – Social dialogue, trade unions, education and training, Organisational structures, roles and arrangements, needs assessment & curricula
- Activity 1 : Expert 2 – Social dialogue, trade unions, human resource management & development, Human resources management & development, needs assessment & curricula

**Workload:**

Activity 1 - Expert 1 : Total 11 days (6 days at distance; and 5 days onsite)

Activity 1 - Expert 2 : Total 10 days (5 days at distance; and 5 days onsite)

**Call for experts' reference:** 24-21/ALB/1

**Version - #:** \_\_

Draft

Final

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## 1 BACKGROUND INFORMATION

### 1.1 Country overview

Albania, a small Southeastern European country with a population of approximately 2.4 million<sup>1</sup>, is a parliamentary democracy and NATO member aspiring to join the European Union. Albania's accession to the EU is an ongoing process. The country applied for membership in 2009 and was granted candidate status in 2014. Accession negotiations officially began in July 2022, marking a significant step forward. In regards specifically to our subject matter, Chapter 19: "Albania is moderately prepared on social policy and employment and made good progress during the reporting period, increasing the quality and effectiveness of labour market institutions and improving access to jobs. In line with last report's recommendations, the new 2023-2030 national employment and skills strategy was adopted. It focuses on the quality of jobs, skills development and better matching of demand with supply in the labour market. The national implementation plan for the Youth Guarantee scheme was approved, as an annex to the 2023-2030 national strategy. Efforts should continue on strengthening the social protection system, alongside the labour market measures<sup>2</sup>". The Progress Report of 2023 recommends Albania to adopt the new 2023-2030 Strategy for occupational health and safety, begin piloting the Youth Guarantee, increase budget allocation, implementation and monitoring of the social fund, strengthen the capacity of local government, and revise the procurement procedures for social care services.

More specifically, on social dialogue, in May 2022 the Council of Ministers approved the Decision 'On the determination of employers' organisations and trade union organisations in the National Labour Council', and in July 2022 the Ministry of Finance and Economics issued an order 'On the appointment of members and candidates of the National Labour Council, and representatives of employers' and employees' organisations. Progress was made on strengthening the capacity of the newly assigned staff of the National Labour Council's secretariat. However, the specialised commissions of the National Labour Council are yet to become operational. Efforts were made to enhance the tripartite collaboration between the State Labour and Social Services Inspectorate, trade unions and business organisations.

Its political landscape is characterized by a multi-party system, with ongoing efforts to strengthen governance, reduce corruption, and enhance judicial independence—a core requirement for EU accession. Recent reforms have focused on rule of law and anti-corruption measures.

Economically, Albania has transitioned from a centralized economy to an open-market system since the early 1990s. Agriculture, tourism, and energy are key sectors, with notable growth in renewable energy production. However, the country faces challenges like high unemployment, youth emigration, and regional disparities. GDP per capita stands at around \$8,300 in 2024<sup>3</sup>.

Albania's HDI value for 2022 is 0,789— which put the country in the High human development category—positioning it at 74 out of 193 countries and territories<sup>4</sup>, reflecting improvements in education, health, and living standards. Education reforms aim to enhance quality and accessibility, while healthcare systems are under pressure from limited resources and infrastructure gaps.

The country actively aligns with the UN Sustainable Development Goals (SDGs), prioritizing poverty reduction, quality education, gender equality, and climate action. Progress includes increased access to education and improved maternal and child health indicators. However, issues such as environmental degradation, economic inequality, and rural poverty persist.

Demographically, Albania's population is predominantly Albanian (98%), with small Greek, Roma, and other minority groups. Emigration significantly impacts its socio-economic fabric, with a large diaspora in Europe and North America contributing remittances.

Internationally, Albania plays a stabilizing role in the Western Balkans, advocating for regional cooperation. Its aspirations for EU integration and adherence to SDGs position it as a developing nation striving for sustainable growth amidst socio-economic challenges.

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<sup>1</sup> <https://www.instat.gov.al/media/14303/cens-2023.pdf>

<sup>2</sup> European Commission, Albania 2023 Report.

<sup>3</sup> <https://www.worldbank.org/en/country/albania/overview>

<sup>4</sup> <https://hdr.undp.org/data-center/specific-country-data#/countries/ALB>

## 1.2 Sector situation

Albania's social dialogue mechanisms have evolved significantly since the transition from a centralized to a market economy in the early 1990s. Initial reforms focused on labour law development and the establishment of social dialogue institutions, yet these efforts faced setbacks due to political instability and economic challenges.

The key institutional framework of social dialogue in Albania is as follows: the National Labour Council (NLC) which is the primary tripartite institution for social dialogue, involving the government, employers' organizations, and trade unions. Trade Unions and Employers' Organizations play a critical role, but their capacity and participation are limited due to weak structures and low membership.

There are structural weaknesses and representation issues that hinder the effectiveness of social dialogue. Trade Unions and Employers' organizations suffer from limited resources and expertise, which impedes in their effective participation. Trade Union density is low, with many workers – especially in the informal sector – lacking proper representation. On the other hand, employers' organizations are fragmented and often lack a unified voice.

The ILO has been present in the country since 2002 and provides assistance through the new Decent Work Country Programmes 2023 to 2026. The current support of the ILO is on 1) effective protection at work, 2) inclusive and productive employment, and 3) improved social dialogue.

There are 83 TUs established and operating in Albania. About 90% of membership is embraced by the two main trade union confederations at the national level: the Confederation of Trade Unions of Albania (KSSH) and the Union of Independent Trade Unions of Albania<sup>5</sup>. Both confederations are members of the ITUC (International Trade Union Confederation) and observers of the ETUC (European Trade Union Confederation).

## 1.3 Role of partner institution in the sector

The **Union of Trade Unions of Albania (UTUA)**, formed in 2022, is a national federal trade union organization **created on the voluntary union of employees and unions from different sectors** of the economy. Currently part of the Union are 6 Unions:

1. National Union of Telephone Operators (SKOT)
2. Union of Administration and Public Services (SASHP)
3. Hydrocarbon Sector Union (SSH)
4. Police Services Union of Albania (SSHPSH)
5. The Union of Health Services Employees (SPSHSH)
6. Union of Workers in the Garment and Footwear Industry (SPIVPK)

UTUA was created as the need of employees for more rights at work, to strengthen solidarity between them and to represent the voice and interests of employees in relation to employers and Institutions in a unified way.

The Union aims to be the voice of the interests of the employees and in dialogue with all other actors of the world of work, to guarantee decent work for all Albanian employees.

UTUA is relatively marginalized compared to the other two main Confederations of Unions, who dominate social dialogue in the country. UTUA's most urgent need is to strengthen its union members and regional coordinators capacity in vouching for employees rights at work.

SOCIEUX+ main motivation behind supporting UTUA is to allow a new union to be part of social dialogue in Albania, therefore increasing its representativeness and transparency.

The Union's main activities include:

- Supporting and assisting trade unions and/or employee groups through collective bargaining.
- Support and organization of employees, awareness campaigns, rallies, strikes, protests, demonstrations and any other civic engagement
- Advising and assisting employees to address any concerns related to non-compliance with Albanian labor legislation, such as: non-granting of permits, wages, social and health

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<sup>5</sup> Fation Dragoshi, Aleka Pappa, Long Road to Social Dialogue in Albania, Turning challenges into opportunities, Friedrich Ebert Stiftung, 2015.

insurance in accordance with the law or employment contract, non-compliance with health insurance and safety at work, conflicts and abuses in the workplace, unfair and unmotivated dismissals, etc.

- Information, education and awareness activities designed to meet the needs of employees and Albanian society in general through dialogue, negotiations, union action, etc.
- Undertaking surveys in enterprises / branches of activity / sectors of the economy and selected categories of employees to understand the level of respect for workers' rights and the applicability of social protection schemes at work.

## 1.4 Needs and gaps analysis

### Challenges

The Union of Trade Unions of Albania is a relatively new entity (created in 2023). However, its members (6 Unions in total) have a few years of experience. UTUA collaborates with one of the other main Confederations: the Independent Trade Unions of Albania and other stakeholders such as civil society (CLR, regional civil society organizations in Kosovo, Serbia and North Macedonia), Employers Organizations, members of the National Labour Council, and the Labour Inspectorate.

UTUA's main challenge at the moment is lack of human resources, lack of financial resources, and lack of weight in international organizations. They wish to have a seat at the table on the National Labour Council which is a challenge at the moment because it would need a unanimous vote, and they cannot obtain the vote from the Confederation of Trade Unions of Albania. They also wish to be part of ETUC and ITUC.

### Existing initiatives in the sector

Here are several key initiatives addressing social dialogue challenges in Albania:

- **ILO Decent Work Country Programme:** this program emphasizes promoting social dialogue to improve labor conditions and address employment issues. It facilitates collaboration among government bodies, employers, and workers to build consensus on labor reforms and enhance the implementation of employment policies.<sup>6</sup>
- **UNDP and UN Agencies' Social Inclusion Program:** this initiative strengthens social inclusion policies through capacity building and participatory governance. It focuses on vulnerable groups, promoting rights such as accessibility for persons with disabilities and gender equality in labor markets.<sup>7</sup>
- **EU-Funded Projects:** programs like **EU4SocialCare** support the development of high-quality, inclusive social services aligned with EU standards. They address systemic social care challenges by promoting cooperation among local stakeholders.<sup>8</sup>
- **EU 4 Labour Market Inclusion** –enhancing the partnership of the National Agency for Employment and Skills (NAES) with municipalities to establish and deliver inclusive and integrated employment, skills development for vulnerable groups, in collaboration with labour market actors.<sup>9</sup>
- **EU 4 Youth** – Piloting of Youth Guarantee in Albania.<sup>10</sup>
- **Leave No One Behind Program:** backed by UNICEF and the Swiss government, this program integrates social protection measures to combat poverty and foster social cohesion. It emphasizes inclusive policy-making and youth engagement in governance.<sup>11</sup>

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6 <https://albania.un.org/en/283785-ilo-delegation-discusses-key-social-protection-and-labor-reforms-albanian-authorities>

7 <https://www.undp.org/albania/projects/un-support-social-inclusion-albania5>

8 [https://www.eeas.europa.eu/delegations/albania/european-union-funds-31-million-eur-albania-social-care\\_en?s=214](https://www.eeas.europa.eu/delegations/albania/european-union-funds-31-million-eur-albania-social-care_en?s=214)

9 [https://www.eeas.europa.eu/delegations/albania/eu4labour-market-inclusion\\_en?s=214](https://www.eeas.europa.eu/delegations/albania/eu4labour-market-inclusion_en?s=214)

10 [https://www.eeas.europa.eu/delegations/albania/eu4youth\\_en?s=214](https://www.eeas.europa.eu/delegations/albania/eu4youth_en?s=214)

11 <https://www.unicef.org/albania/press-releases/albanias-social-protection-strategy-just-and-inclusive-future>

- **Institute for Democracy and Mediation (IDM) Initiatives:** IDM works to foster participatory governance and enhance the role of civil society in Albania. It supports democratization, EU integration, and improved social dialogue practices.<sup>12</sup>

These efforts collectively aim to enhance social dialogue mechanisms, addressing labor rights, inclusion, and governance challenges in Albania.

## 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)

- S. 1: to equip UTUA and its members with skills and tools to represent workers effectively
- S. 2: to enable UTUA and its members to articulate workers needs in negotiations with employers and the government

### 2.3 Expected results

- R. 1: Training needs of Union members and regional coordinators of UTUA are identified.
- R. 2: Trainings on collective bargaining, negotiation with employers, advocacy is delivered to UTUA members and regional coordinators.

### 2.4 Final deliverables

- D. 1: Training needs assessment of UTUA union members and regional coordinators
- D. 2: Training plan to be implemented in the following activities
- D. 3: Training materials used during the capacity building activities

## 3 METHODOLOGY

### 3.1 General methodology (of the action)

Prior to on-site activities, the mobilized experts will familiarize themselves with the trade unions in Albania, status of the social dialogue in the country and the partner institution organisation and actions. The Action Manager (AM) will provide experts with background documentation to assist them in their research.

The first activity will be dedicated to a training needs assessment of UTUA's union members and regional coordinators. We can already outline the areas to be assessed, although they will be determined by the experts mobilized: general union knowledge (collective bargaining, member rights and responsibilities, grievance procedures, workplace rights and laws) and specific skills and knowledge (communication, problem-solving, leadership, technological...). These are proposals and will be agreed upon at the stage of drafting the methodology and agenda of the mission.

For activity 1, experts will need to: identify the target audience, select data collection methods (surveys, questionnaires, interviews, observations), collect the data, analyse the data, and develop training recommendations.

The second and third activities will be dedicated to the trainings in previously identified topics.

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<sup>12</sup> <https://idmalbania.org/publication-cpt/long-road-to-social-dialogue-in-albania/>

The purpose of these trainings is also to train the trainers for newcomers, whether new union members or new regional coordinators.

SOCIEUX+ will commission translation/interpretation English ↔ Albanian.

### 3.2 Planned activities (work plan of the action)

The following activities are currently planned for the action:

Activity 1 – Training needs assessment of UTUA union members and regional coordinators

Activity 2 – Training on representation: collective bargaining, negotiation techniques

Activity 3 – Training on communication and advocacy for union members

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:

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

## 4 ACTIVITIES DESCRIPTION

### 4.1 Tasks

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

#### Tasks:

Minimum tasks expected from the experts shall include:

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);

Experts will choose the methodology best suited for this training needs assessment (TNA), in agreement with the Action Manager. However, we can already outline methodological techniques to perform training needs assessments:

#### 1. Define Organizational Goals and Objectives:

- Clearly articulate the organization's strategic goals.
- Identify the key performance indicators (KPIs) linked to these goals.

#### 2. Identify the Target Audience:

- Determine the specific groups or individuals who require training (although in this case, we know the persons who will benefit from the training are: union members, and regional

coordinators. By the end of the mission, experts should have a list of names of persons to be trained)

- Consider factors like job roles, departments, or levels of experience.

### 3. Select Data Collection Methods:

- Choose a combination of methods to gather comprehensive data:
  - **Surveys and Questionnaires:** Distribute structured surveys to members and coordinators to gather quantitative data on their perceived training needs, skill levels.
  - **Interviews:** Conduct one-on-one or group interviews with stakeholders to gain qualitative insights into specific training needs.
  - **Observations:** Observe individuals in their work environments to identify skill gaps and areas for improvement directly.

### 4. Collect Data:

- Administer surveys, conduct interviews, and observe members and coordinators
- Ensure data collection is unbiased and representative of the target audience.

### 5. Analyze Data:

- Identify trends, patterns, and specific skill gaps.
- Prioritize training needs based on urgency, impact, and alignment with organizational goals.

### 6. Develop Training Recommendations:

- Consider a variety of training methods, such as classroom training, online courses, workshops, or coaching.
- Develop a training plan, including timelines and resource allocation.

- 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);

#### 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 or de-briefing on the findings 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+.

#### 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.

#### Finalisation and submission of the deliverables. The Experts 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 report outlining the training needs of the target group and specifying the training plan to be implemented in the following activities.

Below is a **proposal** of the outline of the technical report (i.e. the training needs assessment):

#### 1. Executive Summary

- Concise overview of the entire report
- Key findings and recommendations
- Purpose of the TNA

#### 2. Introduction

- Background information on the organization
- Purpose of the TNA
- Scope and methodology of the assessment

#### 3. Methodology

- Data collection methods used (e.g., surveys, interviews, observations, document analysis)
- Sample size and selection criteria
- Data analysis techniques employed

#### 4. Current Performance Analysis

- Assessment of the organization's current performance
- Identification of performance gaps
- Analysis of root causes for performance gaps
- Comparison of current performance to desired performance standards

#### 5. Training Needs Identification

- Detailed analysis of the identified training needs
- Prioritization of training needs based on urgency and impact
- Alignment of training needs with organizational goals and objectives

#### 6. Training Recommendations

- Specific training interventions to address identified needs
- Recommended training methodologies (e.g., classroom, online, blended learning)
- Proposed training content and delivery formats
- Estimated training costs and resource requirements

#### 7. Implementation Plan

- Timeline for implementing the recommended training
- Roles and responsibilities for training delivery and evaluation
- Evaluation metrics to measure the effectiveness of the training

#### 8. Conclusion

- Summary of key findings and recommendations
- Reiteration of the importance of the identified training needs



- Call to action for implementing the proposed training solutions

## 9. Appendices

- Detailed data analysis results
- Survey questionnaires
- Interview transcripts
- Supporting documents

# 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:* **Social dialogue, trade unions, education and training**

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

**Organisational structures, roles and arrangements, needs assessment & curricula**

#### **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): **15**
- c) Required language knowledge: **English**  
*N.B.: Translation and interpretation services may be commissioned by SOCIEUX+.*
- d) Other essential qualification(s):
- e) Substantial knowledge of legislative and administrative mechanisms related to the labour and social dialogue;
- f) Experience in trade union governance and dialogue
- g) Experience and competence in individual and organisational capacity building for trade union members

#### **Additional assets (advantageous in selection):**

- h) A previous professional experience in Balkan region will be an asset
- i) Language(s): Albanian language will be a significant asset

#### **Principal expert (Expert #2):**

**Area(s) of expertise: Social dialogue, trade unions, human resource management & development**

**Specific skill(s) of expertise: Human resources management & development, needs assessment & curricula**

**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**

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

d) Other essential qualification(s):

e) Substantial knowledge of legislative and administrative mechanisms related to the labour and social dialogue;

f) Experience in trade union governance and dialogue

g) Experience and competence in individual and organisational capacity building for trade union members

**Additional assets (advantageous in selection):**

a) A previous professional experience in Balkan region will be an asset

b) Language(s): Albanian language will be a significant asset

## **6.2 Estimated workload**

<b>Estimated workload [in days]</b>				
	<b>Preparation</b>	<b>Onsite work</b>	<b>Reporting &amp; deliverables</b>	<b>Total</b>
Principal expert (#1)	<b>2</b>	<b>5</b>	<b>4</b>	<b>11</b>
Expert (#2)	<b>2</b>	<b>5</b>	<b>3</b>	<b>10</b>
<b>Total experts</b>	<b>4</b>	<b>10</b>	<b>7</b>	<b>21</b>
<b>Interpretation</b>				<b>5</b>
<b>Translation (volume in pages/slides)</b>			<b>30 pages / 30 slides (estimation)</b>	
<b>Timeframe (Month/Year – Month/Year)</b>				
<b>Start</b> Including preparation		<b>Completion</b> Including delivery		
<b>3-21 March preparation at distance 24-28 March 2025 on site activity in Tirana</b>		<b>11 April 2025 deadline for delivery of final reports (experts)</b>		

## 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 by<sup>13</sup>:
  - 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 format<sup>14</sup>.
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."
4. Regional experts: If regional experts are part of the team, they will be selected through a non-competitive process.

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](mailto: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](mailto: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.
- Regional experts: they provide significant added value, since they belong to the institutions with which SOCIEUX has already worked in the region where the action will be carried out. In addition, regional experts/s can provide a contextualized perspective on the socio-political, economic and cultural realities of the region, which reinforces the relevance, feasibility and sustainability of proposals and outcomes.

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

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<sup>13</sup> SOCIEUX+ expert database and other management tools comply with the General Data Protection Regulation (GDPR) -Regulation (EU) 2016/679.

<sup>14</sup> Europass templates for CVs are available here: <http://europass.cedefop.europa.eu/en/documents/curriculum-vitae/templates-instructions>

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

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

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

- **Regional expert:** Depending on local legislation and the preferences of the expert's institution, the contract will be signed either directly with the expert or with the institution to which he/she belongs.

### 7.4 Financial compensations

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

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

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

### 7.5 Travel costs

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

## **8 COMMUNICATION & VISIBILITY**

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

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

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

## **9 CODE OF CONDUCT**

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

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

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

## **10 OTHER CONSIDERATIONS**

## **11 ANNEXES**

[...Text...]



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## ABOUT SOCIEUX+

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

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

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

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

More information: [www.socieux.eu](http://www.socieux.eu)