

# TERMS OF REFERENCE FOR EXPERTS / TRAININGS

Terms of reference for onsite training missions or E-learning activities

**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 (CNSM)

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

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

- *Activity #1 –Assessing CNSM's expertise in social dialogue and its capacity to organize branches and mobilize members effectively*
- *Activity # 2 – ToT on Collective Bargaining and EU Labour Law*
- *Activity # 3– ToT on Due Diligence and European Works Councils*

**Tentative dates of implementation and location:**

**Activity 2 (on-site) - from June 02<sup>nd</sup> to July 27<sup>th</sup>, 2025** (with an on-site mission from June 30<sup>th</sup> to July 04<sup>th</sup>, 2025)

1. **Preparation phase:** from June 2<sup>nd</sup> to June 27<sup>th</sup>, 2025
2. **On-site mission in Chisinau:** from June 30<sup>th</sup> to July 04<sup>th</sup>, 2025
3. **Reporting phase:** from July 07<sup>th</sup> to 27<sup>th</sup>, 2025

**Activity 3 (on-site) - from September 08<sup>th</sup> to November 07<sup>th</sup>, 2025** (with an on-site mission from October 13<sup>th</sup> to 17<sup>th</sup>, 2025)

1. **Preparation phase:** from September 08<sup>th</sup> to October 10<sup>th</sup>, 2025
2. **On-site mission in Chisinau:** October 13<sup>th</sup> to 17<sup>th</sup>, 2025
3. **Reporting phase:** from October 20<sup>th</sup> to November 07<sup>th</sup>, 2025

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

- Activity # 2: Expert # 1 (principal) –Trade Unions and Social Dialogue
- Activity # 3: Expert # 1 (principal) – Social dialogue and Human Rights
- Activity # 2 & #3: Expert # 2 – Labour legislation

**Workload:**

Activity #2 - Expert #1: Total 13 days ( 8 days at distance; and 5 days onsite)

Activity #3 - Expert #1: Total 13 days ( 8 days at distance; and 5 days onsite)

Activity # 2 & #3 - Expert #2: Total 24 days (14 days at distance; and 10 days onsite)

**Call for experts' reference:** 24-18/MDA/2/1, 24-18/MDA/3/1, 24-18/MDA/2-3/2

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

☐ Draft

☒ Final

**Date:** April 17<sup>th</sup>, 2025

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## 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 km<sup>2</sup> 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 (CNSM) 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. CNSM is guided by national legislation, international conventions, and EU directives, promoting decent work, labour rights, social security, and union democracy. CNSM 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, CNSM 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 CNSM 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 CNSM 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 CNSM'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.

CNSM 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 CNSM 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, CNSM works to address Moldova's economic inequality and strengthen its role in social dialogue.

CNSM is affiliated with the International Trade Union Confederation (ITUC) and the European Trade Union Confederation (ETUC). These affiliations connect CNSM 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 CNSM 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 CNSM.

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 CNSM including proposal of training programme and outline of trainings content.

D2: Training of trainers including compendium of materials on E-learning platform for further dissemination

D3: Training of trainers including compendium of materials on E-learning platform for further dissemination

# 3 METHODOLOGY

## 3.1 General methodology (of the action)

CNSM has a trainers' pool composed of 25 trainers, all employees within federations. These trainers report annually to CNSM 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 (CNSM) through targeted capacity-building initiatives. The action aligns with CNSM's 2022–2027 strategic objectives and aims to strengthen its organizational capacity, outreach, and influence.

The first activity was concluded with an assessment of CNSM's training needs, identifying gaps in areas such as: participation to dialogue, advocacy, membership engagement, and institutional development. This assessment informed two Training of Trainers (ToT). In activity 1, experts have identified the target audience (trainers and senior representatives of CTUM), collected and analysed the data on the capacity building needs, and developed training recommendations. The specific areas of training to be performed in activity 2 and 3 derive as the outcome of the mentioned analysis.

Trainings will be conducted in a hybrid format, combining in-person sessions with online components to maximize accessibility and engagement. Experts will be supported by SOCIEUX+ in utilizing SOCIEUX+ learning platform (<https://elearning.socieux.eu/>) for both the preparation and implementation of the ToT program, ensuring structured content delivery and interactive learning. The in-person modules will be conducted at the Labour Institute and/or the CNSM premises.

SOCIEUX+ will commission translation/interpretation English to Romanian and vice versa.

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

The following activities are currently planned for the action:

- *Activity 1 – Assessing CNSM 's available expertise and members' capacities in engaging in social dialogue, organize professional branches and mobilize members effectively*
- *Activity 2 – ToT on Collective Bargaining and EU labour law*
- *Activity 3 – ToT on Due Diligence and European Works Councils*

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

- Activity #2 and #3.

### 3.3 Inclusion of cross-cutting issues

SOCIEUX+ recognises the importance to include cross-cutting issues in social protection, labour and employment policies and systems. The following cross-cutting issues are duly considered:

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

## 4 ACTIVITY DESCRIPTION

### 4.1 Training format

The training will be conducted on-site in Chisinau, combining in-person sessions with online components to maximize accessibility and engagement. The in-person modules will be conducted at the Labour Institute and/or the CNSM premises. Experts will choose their methodology for preparing and delivering the training.

Experts will be supported by SOCIEUX+ staff in utilizing SOCIEUX+ learning platform for both the preparation and implementation of the ToT program, ensuring structured content delivery and interactive learning. It will not be the experts' responsibility to upload content, however, they will be asked to provide content (online resources, reports, videos etc.).

### 4.2 Learning objectives

#### **Activity 2 – ToT on Collective Bargaining and EU labour law**

Experts will design and deliver the training-of-trainers program for CNSM's national trainers and senior representatives on collective bargaining and related EU directives.

ToT will cover the following topics:

- Collective Bargaining Agreements (CBA) – representation and negotiation techniques
- Best practices on promoting CBA and membership in EU trade unions
- EU Law and decision-making process and benefits of the EU integration and role of the social partners in the integration process (including EU policies, EU Funds, ESG reporting)
- Provisions of the Directive (EU) 2022/2041 of the European Parliament and of the Council of 19 October 2022 on adequate minimum wages in the European Union
- Provisions of the Directive (EU) 2024/2831 of the European Parliament and of the Council of 23 October 2024 on improving working conditions in platform work

The mobilized experts will refine the learning objectives in close coordination with the Partner Institution, drawing upon the training needs assessment conducted under Activity 1. Nevertheless, preliminary learning objectives are outlined below:

- **Enhanced knowledge of EU frameworks and relevant policies**, including:
  - The EU legal system and its main principles;
  - The EU decision-making process;
  - EU policies for social partners;
  - Principles of EU-funded programmes;
  - Principles and objectives of ESG (Environment, Social, and Governance) reporting.
- **Improved understanding of labour-related regulatory developments**, including:
  - The subjective and objective scope of collective labour agreements in EU law;
  - Prospects for changes in national legal regulations concerning collective labour agreements in light of the Directive on adequate minimum wages;

- Prospects for changes in national legal regulations concerning platform work.
- **Strengthened practical and strategic capacities**, including:
  - Negotiation skills (building argumentation, presenting positions, reaching agreements);
  - Presenting practical solutions from EU countries to support advocacy activities;
  - Inspiration for designing innovative approaches to reach out to potential new members.

### **Activity 3 – ToT on Due Diligence and European Works Councils**

Experts will design and deliver a training-of-trainers programme for CNSM's trainers and senior representatives, focusing on due diligence and European Works Councils.

Based on the training needs assessment, the following key topics will be addressed:

- Human Rights Due Diligence for Trade Unions;
- Directive 2009/38/EC of the European Parliament and of the Council of 6 May 2009, concerning the establishment of a European Works Council or a procedure in Community-scale undertakings and Community-scale groups of undertakings for the purpose of informing and consulting employees;
- Directive 2008/104/EC of the European Parliament and of the Council of 19 November 2008 on temporary agency work.

The mobilized experts will refine the learning objectives in close coordination with the Partner Institution, drawing upon the training needs assessment conducted under Activity 1. Nevertheless, the preliminary learning objectives are to enhance knowledge on:

#### **Enhanced knowledge of compliance with EU and ILO standards, including:**

- Alignment of national laws and procedures with EU and ILO requirements;
- Key obligations and principles derived from international labour standards relevant to national contexts.

#### **Improved understanding of European Works Councils (EWCs), including:**

- Legal basis for the establishment of EWCs;
- Procedures for informing and consulting employees in Community-scale undertakings;
- Rights and obligations related to the functioning of EWCs in practice.

#### **Strengthened knowledge of the regulatory framework for temporary agency work, including:**

- Definitions and objective scope of the relevant EU and national regulations;
- Legal obligations of work agencies towards temporary employees;
- Regulatory limitations and their implications for employers and employees.

## **4.3 General methodology**

The training activity can be implemented on-site in a hybrid format. The training will be delivered using the SOCIEUX+ E-Learning Platform (<https://elearning.socieux.eu>).

In the preparation phase, Experts will develop the training modules relevant to the learning objectives, as well as the corresponding training materials and tools, and define the specific target audience in collaboration with the Partner Institution (PI). It is recommended that a pre-assessment of the skills, knowledge and learning needs of the audience is made during the preparation phase, through structured interviews of key individuals at the PI or surveying of selected members of the audience.

The findings and training proposals emerging from the preparation phase shall be developed into the 'Training Methodology' (TMT), a template for individual capacity building activities design provided by SOCIEUX+. Experts will indicate the key characteristics of the training (learning objectives, audience, agenda, roles of trainers, etc.) and fill the training Matrix in which the appropriate modules format and tools and the associated materials shall be specified. Experts will also set up means for the verification of learning progress (e.g. intermediate/final assessment).

The PI will work together with Experts supporting the preparation and implementation of the activity. One, or more, resource person(s) shall be appointed by the PI to support experts in the material and technical organisation of the trainings. The organisation of the logistics necessary for the activity and ensuring attendance is of the responsibility of the PI; in particular, the PI will have the responsibility to invite participants to the training's venue and to ensure attendance. In case of



remote training, logistic support encompasses the provision of connectivity for participants to be able to join the E-Learning Platform; in parallel, SOCIEUX+ Team will support participants to enrol and have access to the Platform.

At the end of the trainings, upon assessment, participants may be awarded an attendance certificate. Certification of participation will only be provided for trainings whereby final-scored assessments of and feedback questionnaires (PAF) by participants have been collected.

## **4.4 Main tasks of the expert team**

### **4.4.1 Preparation**

1. Ahead of the on-site mission, get substantial knowledge of the local context; review relevant background documents provided by SOCIEUX+ and the PI;
2. Develop learning sub-objectives and define the specific target audience with the PI, and co-develop the mission's methodology and agenda, to be validated by SOCIEUX+;
3. Prepare the training and the assessment materials using SOCIEUX+ templates; this includes relevant materials to be uploaded and organized in the E-Learning Platform by SOCIEUX+ Course creator during the week preceding the training;
4. When the E-Learning Platform is used, and in view to allow time to Course creation, submit the Training Methodological Note (TMT) and the required training and the assessment materials to SOCIEUX+ team 6 working days before the start of the training;
5. Take part in a pre-mission briefing with SOCIEUX+ team before the mission; when the E-Learning Platform is used, a briefing with the Course creator can be organized during the week preceding the training in view of familiarizing with the format and functionality of the E-Learning Platform.

### **4.4.2 Implementation**

6. Deliver the training sessions and the (pre/)post-training assessment(s), according to the approved Training Methodological Note (TMT);
7. Provide feedback to participants on assessments and key messages to take home;
8. At the end of the training, plan a short final session for participants to complete the feedback questionnaire for participants (PAF) [online](#);
9. Be available to participate in a briefing and debriefing with the EU Delegation.

### **4.4.3 Reporting**

10. Submit to SOCIEUX+ all the final deliverables (within 10 working days after the activity); an additional round of adjustments may be conducted in interaction with SOCIEUX+ and the Partner;
11. When the E-Learning Platform is used, make sure that the training materials' final versions are stored in the E-Learning Platform;
12. Provide visibility and knowledge development materials to SOCIEUX+ as relevant. Any materials must be taken/used with the consent of participants.
13. Participating in a debriefing with SOCIEUX+ team.

## **4.5 Deliverables**

### **4.5.1 Pre-mission deliverables**

- P1: A Training Methodological Note (TMT), detailing the learning objectives, audience, working approach, tools and methods to employ, a risks analysis, etc. (template provided).

### **4.5.2 Final deliverables**

- D1: An individual Expert Mission Report (ExMR) (template provided). It is a confidential product intended solely for SOCIEUX+. The expert team may also submit a single-joint ExMR report.



- D2: An individual Expert Feedback Form (ExF) completed online (see instructions and link on the ExMR template).
- D3: A collective Activity Report (AcR) (template provided). This AcR is to be produced jointly by the mission team. It is intended for the PI, and will be shared, most probably, with key stakeholders of the action. The report will reflect the tasks conducted during the activity.
- Annex to AcR: All training materials, including assessments and tools developed during the training sessions. Their final versions may be stored in the SOCIEUX+ E-Learning Platform, if the latter is used.

## 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.

Deliverables D1, D2 and D3 are to be submitted in electronic in electronic editable versions [Microsoft Word 97-2003 [doc], PowerPoint 97-2003 [ppt] and Excel 97-2003 [xls]; or in equivalent OpenDocument format).

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 the working language of the PI, or in English.

### 5.2 Submission and approval

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

#### 5.2.1 Pre-mission deliverables

- Pre-mission deliverables (Training Methodological Note - TMT) shall be submitted no later than 6 working days before the start of the training activity. The TMT includes all materials and tools used for the training; when the E-Learning Platform is used, they shall be stored in a dedicated digital space that is indicated in the TMT.
- Pre-mission deliverables will be shared and reviewed by the SOCIEUX+ and the Partner Institution. Feedback on the deliverables should be provided to the Principal Expert at latest 2 days after their submission to the SOCIEUX+ team. Comments and recommendation of this feedback shall be taken into account for the implementation of the activity by the experts.
- The validated TMT and the annexed materials will be transferred to the SOCIEUX+ Course creator who will be responsible for uploading and organizing the training materials into the SOCIEUX+ E-Learning Platform during the week preceding the training, in connection with the Experts.

## 5.2.2 Final deliverables

- The first draft versions of the final deliverables must be submitted by the Experts Team to the SOCIEUX+ Team no later than ten working days after the completion of the Experts Team's mission.
- Feedback from the SOCIEUX+ Team on the first draft version of the report should be provided within five working days of its submission.
- The Experts Team is expected to incorporate this feedback into the draft versions within five working days of receiving 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 must approve or provide comments and/or requests for amendments within five working days of receipt.
- If comments and/or requests for amendments are received, the Experts Team will have an additional five working days to finalize the deliverables. Generally, only one round of feedback and revision is permitted.
- 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

#### Activity 2

#### Principal expert #1

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

**Specific skill(s) & competency(ies) :** Organisational structures, roles and arrangements, Individuals' capacity building/training; Governance, transparency & accountability, 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): **Seven (7) years.**
- c) Experience in designing, developing and delivering training modules adapted to the specific needs of adult learners
- d) Familiar with learning management systems e.g. Moodle or similar (for remote training)

- e) Required language knowledge: English  
N.B.: Translation and interpretation services may be commissioned by SOCIEUX+.
- f) Other essential qualification(s):
  - Relevant experience in trade union governance and dialogue;
  - Excellent understanding of EU decision making process and labour policies;

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

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

**Activity 2&3**

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

**Area(s) of expertise:** *Labour legislation*

**Specific skill(s) & competence(s):** *Human resources management & development; Change management & facilitation ; Individuals' capacity building/training*

**Requirements (essential/required):**

- a) The education type and level required:  
  
"Bachelor's" degree (or equivalent academic degree or diploma requiring three (3) years of formal education) in the areas of expertise (see above), or another directly related discipline. In its absence, the bachelor's degree can be replaced by a combination of:
  - A first-level academic degree ("License" or equivalent) with an additional two (2) years of professional experience in one or more relevant fields.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): **Five (5) years.**
- c) Familiarity with IT tools (writing reports, developing presentations, conducting video-calls)
- d) Required language knowledge: English  
N.B.: Translation and interpretation services may be commissioned by SOCIEUX+.
- e) Other essential qualification(s):
  - Relevant experience in trade union governance and dialogue;
  - Experience in Collective Bargaining Agreements;
  - Excellent understanding and/or practical experience of European Work Councils;

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

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

### **Activity 3**

#### **Principal expert #1**

**Area(s) of expertise:** Social dialogue and Human Rights

**Specific skill(s) & competency(ies)** : Individuals' capacity building/training; Governance, transparency & accountability, L&R implementation and enforcement

#### **Requirements (essential/required):**

g) 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.

- h) The number of years of relevant work/professional experience combining the area(s) of expertise and demonstrated specific skill(s) & competence(s): **Seven (7) years.**
- i) Experience in designing, developing and delivering training modules adapted to the specific needs of adult learners
- j) Familiar with learning management systems e.g. Moodle or similar (for remote training)
- k) Required language knowledge: English  
N.B.: Translation and interpretation services may be commissioned by SOCIEUX+.
- l) Other essential qualification(s):
  - Relevant experience in trade union governance and social dialogue;
  - Excellent understanding of Due diligence in the area of social dialogue;

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

- d) A previous experience in delivering short-term technical assistance within SOCIEUX+ actions and/or 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](mailto:experts@socieux.eu), indicating the reference of the call for experts.

## 6.2 Estimated workload<sup>1</sup>

### Activity 2

	Preparation	Onsite work	Distance work	Reporting & deliverables	Total
Principal expert (#1)	5	5	0	3	13
<b>Total experts</b>	5	5	0	3	13

### Activity 3

	Preparation	Onsite work	Distance work	Reporting & deliverables	Total
Principal expert (#1)	5	5	0	3	13
<b>Total experts</b>	5	5	0	3	13

### Activity 2&3

	Preparation	Onsite work	Distance work	Reporting & deliverables	Total
Expert (#2)	10	10	0	4	24
<b>Total experts</b>	10	10	0	4	24

## 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+ on-line expert database: <https://pmt.socieux.eu> (currently only available in English). The application process is:

1. If they have not already, experts create their SOCIEUX+ account by clicking on "Create an account" using an 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>2</sup>:
  - a. Providing contact details
  - b. Providing information on the competences, 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 de sections on skills and competences as the SOCIEUX+ Team also regularly reviews profiles in the roster to identify and contact potential experts for future missions.*

<sup>1</sup> Please note that travel days are not considered as working days.

<sup>2</sup> SOCIEUX+ expert database and other management tools comply with the General Data Protection Regulation (GDPR) -Regulation (EU) 2016/679.

- c. Uploading of a curriculum vitae, preferably in Europass format<sup>3</sup>.
3. Once their profile is approved by the SOCIEUX+ Team, 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.

Experts can be identified and selected following a non-competitive procedure, which applies only in four specific circumstances:

- experts to be mobilized from a ‘preferred institution’, i.e. the EU MS public entity indicated by the PI in the REF as the desired and most suitable learning model and source of expertise;
- experts to be mobilized, on the request of the PI, from a ‘supporting entity’, i.e. a national or international development partner that supports the PI on the same or a similar area of work concerned by the request;
- experts to be mobilized to accompany a study-visit by a PI’s delegation to an EUMS, i.e. a public expert from one of the EUMS’ hosting institution;
- experts to be mobilized from PCs or former PIs for triangular cooperation.

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 in case an appropriate public expert cannot be identified.

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

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

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

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<sup>3</sup> Europass templates for CVs are available here:  
<http://europass.cedefop.europa.eu/en/documents/curriculum-vitae/templates-instructions>

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 in 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 employer or proof of their ability to be directly contracted under their status as 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 (+ Authorization 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 authorized 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 provided by SOCIEUX+.

National regulations on remuneration and compensation of public employees and civil servants applies 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 in accordance with the [Guide for Experts and Collaborative Institutions](#) (version as of the date of the contract signature), which provides detailed information on contracting with SOCIEUX+.

## 8 COMMUNICATION & VISIBILITY

SOCIEUX+ may use its communication channels, such as its website, newsletter and other media to share information on the implementation and results of the activities. To this end, contributions from mobilised experts are envisaged.



Small contributions for communication and visibility purposes, such as photographs, short texts and interviews, may be requested. Before and after the mission, short briefings may be organised with the SOCIEUX+ Communication Officer. These briefings will provide an opportunity to identify communication opportunities and strategies.

The correct use of SOCIEUX+ templates and visibility elements will be ensured in accordance with EU visibility guidelines.

For specific activities and events and under certain circumstances, visibility products such as brochures, folders, USB sticks, notebooks and other products may be made available to experts for face-to-face distribution.

## **9 CODE OF CONDUCT**

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

Experts mobilized do not represent SOCIEUX+ or the EU. Their technical opinions and recommendations are their own and do not reflect the official stance of SOCIEUX+ or the EU. They shall refrain from expressing negative opinions about the implementation of actions supported by SOCIEUX+ to third parties. However, they should be familiar with SOCIEUX+'s objectives and operations and promote its services to the best of their knowledge, whenever possible and feasible.

Experts shall perform their duties in the partner country in a manner that fully respects local institutions, policies, and cultural norms. They shall adopt culturally sensitive behavior when interacting with their local counterparts.

## **10 OTHER CONSIDERATIONS**

[...Text...]

## **11 ANNEXES**

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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), Fundación Internacional y para Iberoamérica de Administración y Políticas Públicas (FIIAPP) from Spain, Belgian International Cooperation on Social Protection (BELINCOSOC), and the Belgian Development Agency (Enabel).

The Facility's general objective is to expand and improve access to better employment opportunities and inclusive Social Protection systems in Partner Countries. Its specific objective is to enhance Partner Countries' capacity to design, manage, and monitor inclusive, effective, and sustainable employment strategies and Social Protection systems through short-term, peer-to-peer technical assistance and knowledge development.

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

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

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