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EU Expertise on Social Protection,
Labour and Employment

Terms of Reference for Experts

Terms of reference activities
and missions

SOCIEUX 2025-11 MONGOLIA (Act.1&2)

For external dissemination



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Terms of reference for on-site activities and missions

Action code and partner country: *SOCIEUX 2025-11 MONGOLIA*

Action title: Enhancing Public Employment Systems through Revision of Employment Promotion Law

Partner institution: Ministry of Family, Labour and Social Protection

Activity/ies number(s) and title(s) and tentative dates of implementation:

Activity 1: To carry out a comparative assessment of employment promotion in connection with the education system and social welfare system vis-à-vis EU practices and models

Preparation phase: 04 – 22 August 2025

Implementation (onsite mission in Ulaanbaatar): 25 August – 05 September 2025

Drafting of the final deliverables by the experts: 08-19 September 2025

Validation of the final deliverables of the activity by the partner institution: 22-26 September 2025

Activity 2: Revision / Assessment of the existing legal framework and reform proposals of the Employment Promotion Act of 2011

Preparation phase: 29 September – 10 October 2025

Implementation (onsite mission in Ulaanbaatar: 13-24 October 2025

Drafting of the final deliverables by the experts: 27 October – 07 November 2025

Validation of the final deliverables of the activity by the partner institution: 10-14 November 2025

Expert positions and responsibilities (by activity):

- Activity #1: Expert #1 (principal) – Employment Policy & Services; Education/Vocational training
- Activity #1: Expert #1 (principal) – Employment Policy & Services; Social Security
- Activity #2: Expert #1 (principal) - Employment Policy & Services; Vocational training; Labour Market
- Activity #2: Expert #2 - Employment Policy & Services; Social Security

Workload:

Activity #1 - Expert # 1: Total_20_days

Activity #1 - Expert #2 : Total_20_days

Activity # 2- Expert #1: Total_19_days

Activity # 2- Expert #2: Total_19_days

Call for experts' reference: 25-11/MNG/1/1, 25-11/MNG/1/2, 25-11/MNG/2/1, 25-11/MNG/2/2

Version - #: ____

☐ Draft

☒ Final

Date: 22 May 2025

1. Background information

1.1. Country Overview

Mongolia established a parliamentary democracy in 1992 after decades of single-party rule, with tripled GDP per capita since 1991. Recent governance focuses on structural reforms outlined in the “Development Plan for 2025”, which aligns with long-term strategies like “Vision-2050” and the “New Revival Policy”. The plan emphasizes eight priorities, including sustainable growth, human development, green policies, and enhanced governance through science and technology.

Economic Growth:

- GDP growth reached 5.7% year-on-year in H1 2024, driven by mining and transportation. Projections stand at 5.3% for 2024 and 6.5% for 2025, with medium-term growth averaging 6.0% (2026–2027).

- Agriculture contracted due to harsh weather, while domestic demand and public investments underpin expansion¹.

Human Development Index (HDI) & Sustainable Development Goals (SDGs):

HDI rose to 0.741 in 2022 (global average: 0.727). The government aims to advance Mongolia's global HDI ranking by 10 positions by 2028, targeting GDP per capita of \$8,000–\$10,000².

Mongolia's “Sustainable Development Vision 2030” prioritizes poverty eradication, resilient agriculture, environmental protection, and economic diversification. Key SDG targets include:

- ✚ Universal social protection and healthcare access.
- ✚ Sustainable food production and genetic diversity preservation.
- ✚ Cultural heritage conservation and land restoration.³

Social Protection, Labour & Employment

Mongolia's social welfare system has been critical in poverty reduction, though challenges like program fragmentation persist:

- COVID-19 relief measures, including Child Money Program top-ups, prevented a 3.5% poverty increase in 2020.
- Reforms since 2018 aim to improve targeting and reduce duplication, supported by a \$150 million ADB loan for welfare program consolidation.
- A *Central Provident Fund* (launched in 2024) directs 2% of social insurance premiums to health, education, and housing reserves⁴.

Over the past two decades, Mongolia has had sustained economic growth, labor productivity has increased, and a significant number of jobs have been created. Structural changes that mark a modernizing economy have been progressing—urbanization has increased substantially while an increasing number of workers has moved out of agriculture and into industry and especially services. At the same time, the country has also benefited from low dependency rates, and the working-age population is increasingly well-educated. Even though the COVID-19 pandemic had significant negative impacts, the economy has started to recover in 2022 and, with it, the prospects for resuming job creation.

¹ <https://www.worldbank.org/en/country/mongolia/overview>

² https://www.theglobaleconomy.com/Mongolia/human_development/

³ <https://www.un-page.org/static/e60cc65d06b528f49c255298ceefe8ee/mapping-of-national-development-policies-sdv-and-gdp-against-the-sdgs.pdf>

⁴ <https://www.adb.org/news/mongolia-s-social-welfare-programs-be-supported-adb-150-million-loan>

There are two major labor market challenges in Mongolia. The first and overarching employment challenge is to create more and better jobs than have been created during the past decade. The growth of labor demand has not been strong enough to reduce unemployment. Many of the jobs that have been created are in relatively low-paying sectors. The second employment challenge relates to inclusion; this includes raising labor force participation for specific groups and creating more opportunities for young people. Mongolia's labor force participation rate is particularly low for women, urban residents, and people with intermediate levels of education. The youth are facing difficulties in their transition into the labor market, and their unemployment rate is high⁵. As per an estimate, 46 percent of those working are working informally in both informal and formal economies, where 44 per cent were men and 56 per cent were women⁶.

1.2. Sector Situation & role of Partner Institution in the sector

The Ministry of Family, Labour and Social Protection of Mongolia is tasked with enhancing social protection systems and fostering inclusive economic growth. The Ministry formulates policies on employment, family welfare, labour market regulation, and vocational training, ensuring equal opportunities for all citizens.

Mongolia's labour market is characterized by significant challenges, including high unemployment rates, a mismatch between skills and market demand, and an over-reliance on informal employment. Youth unemployment remains a pressing issue, with many young people unable to find suitable opportunities due to limited vocational training and career guidance.

The government has prioritized public employment programs to address these challenges, focusing on vocational training, job matching services, and support for marginalized groups, including women, persons with disabilities, and rural workers. Policies such as the revised Labour Law and the Decent Work Agenda (2023-2027) aim to improve labor standards and promote sustainable employment.

In 2011, when the Employment Support Law came into effect, the labor force participation rate was 62.5 percent and the unemployment rate was 7.7 percent, while in 2023, the participation rate 57.6 percent and the unemployment rate was 5.4 percent. These indicators worsened for some population groups and regions, such women and youth, with no significant positive change in the main employment indicators.

It is important to note that the lack of coordination between employment and education policies has led to a mismatch between labor demand and supply, particularly in the form of a mismatch between professions and skills.

The quality and accessibility of employment services are inadequate, the administrative workload of service providers is high, and the staffing and organizational structure are not optimal.

According to the MFLSP, the legal framework for shifting employment services from "civil servant-based services" to "client-based case management services", developing public-private partnerships and collaboration in employment promotion, and setting service requirements and standards is weak.

There is a need to change the principle of "coverage and cost-based management" in the budget allocation of the Employment Support Fund to be evidence-based, result-based, and performance-based, and to improve the monitoring, evaluation, and reporting systema that regularly measures results. There is also a lack of coordination between employment support services and

⁵<https://documents1.worldbank.org/curated/en/099030001132333606/pdf/P17445302d04700790adb8066bc652052a1.pdf>

⁶ International Labour Organization, Ministry of Labour and Social Protection of Mongolia and Research Institute of Labour and Social Protection. 2021. "The state of informal employment in Mongolia: Survey report". 15 February 2023. <https://bit.ly/3xlcbqX>.

unemployment insurance, unemployment insurance support for employers, and financing of professional skills development and job retention services.

It is necessary to use the results of labor market research and analysis at all stages of planning, implementation, monitoring, and evaluation of employment support policies and services, and to improve the employment registration and information system.

The present Action will thus aim at contributing to improve public employment systems of Mongolia by allowing for efficient & performance-based public employment systems and policy coherence with education and social welfare systems. It will be achieved by formulating proposals & practical recommendations for revision of the Employment Promotion Act, while further support may be needed in the effective application of such revisions upon approval of the revised Law.

2. Action Description

2.1. Overall Objective

The institutional capacities of employment, labour and social protection institutions are strengthened and consolidated

2.2. Specific Objective (Purpose)

To contribute to improve public employment systems of Mongolia by allowing for efficient & performance-based public employment systems and policy coherence with education and social welfare systems

2.3. Expected Result

Proposals & practical recommendations for revision of the Employment Promotion Act of 2011 are formulated

2.4. Final Deliverables

D. 1: Comparative assessment of employment promotion in connection with the education system vis-à-vis EU practices and models [Act 1]



D. 2: Comparative assessment of employment promotion in connection with social security (including unemployment benefits) vis-à-vis EU practices and models [Act 1]

D. 3: Assessment report with recommendations & proposals to improve the Employment Promotion Act of 2011 [Act 2]

3. Methodology

3.1.Planned Activities (Work Plan of the Action)

The following activities are currently planned for the action:

-  Activity 1: To carry out a comparative assessment of employment promotion in connection with the education system and social welfare system vis-à-vis EU practices and models
-  Activity 2: Revision / Assessment of the existing legal framework and reform proposals of the Employment Promotion Act of 2011

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

- Activity *#1 and 2*.

3.2.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.
- Human rights (including rights of children, people living with disabilities, vulnerable groups and minorities.
- Social and economic inclusion of vulnerable groups.
- Inequality.

4. Activities description

4.1.Tasks

Activity 1 - To carry out a comparative assessment of employment promotion in connection with the education system and social welfare system vis-à-vis EU practices and models

Methodology:

The first activity is focused on carrying out **a comparative assessment of employment promotion in connection with the education system and social welfare system vis-à-vis EU practices and models**.

The activity will thus aim at producing the two following key technical deliverables:

- D.1: Comparative assessment of employment promotion in connection with the education system vis-à-vis EU practices and models

- D.2: Comparative assessment of employment promotion in connection with social security (including unemployment benefits) vis-à-vis EU practices and models

The technical deliverables D.1 and D.2 will serve as a basis for the following activity (Act.2) aiming at reviewing the Employment Promotion Act and providing recommendations in view of its revision.

This comparative assessment of employment promotion in connection with the education system and social welfare system vis-à-vis EU practices and models will be achieved through presenting relevant practices and examples from EU countries as well as EU recommendation in the area of employment promotion (legal framework and related support measures). The experts will conduct a series of presentational workshops (over a period of 10 (ten) working days) to show experiences and good practices, and to share the results of key research works in this area. The presentations will be followed by discussions and critical assessment of transferability and/or adjustability of these practices into local context.

Particularly, topics covered during these webinars may include different approaches to:

- Policy coherence of employment promotion measures with the education system
- Policy coherence of employment promotion measures with the social security system (including unemployment benefits)
- Good practices of active labour market policies in different EU MS
- Policy coherence with education and social welfare systems
- Registration process & financing of employment agencies
- Tools for enhancing performance of public employment services
- Examples of public-private partnerships in the running & delivery of employment services
- Employment services tailored for the needs of women, PwD, senior workers,...
- Employment promotion in rural areas/for rural workers etc.

The Partner institution and invited stakeholders may contribute to the presentations as relevant.

A critical discussion with the partner institution and relevant stakeholders would follow on the strengths and challenges of the approaches, modalities of adoption and implementation, and possible transferability to the context of Mongolia, as well as constraints and bottlenecks. Workshops will be presentational, with simultaneous interpretation made available.

The **final technical deliverables** will consist of practices shared (PPTs), comparative assessments made on those two key components (employment promotion vis-à-vis education system and social security) and results of discussion about relevance and adjustability of these practices to local context.

Experts' team:

The principal expert will lead the mission. He/she is responsible for the production of all deliverables of the activity. He/she will also be responsible for the preparation, coordination, implementation and reporting and/or coordination of the overall activity, in close coordination with the other expert.

The experts shall conduct the activity by means of organising a series of workshops with the Partner Institution and relevant stakeholders, based on the co-developed methodology and agenda.

Partner Institution:

The partner institution shall work in collaboration with experts supporting the preparation and implementation of the activity. The partner institution shall facilitate the organisation of the activity with regards to the following aspects:

- providing or more resource-persons to support the experts in the material and technical organisation, as well as in brainstorming sessions and in elaboration of recommendations
- contributing to the technical organisation of the activity, including sharing relevant background documents, contacts and technical inputs with the experts
- convening participants to the meetings and ensuring their participation, including external stakeholders
- the material organisation on site (including premises and logistics).

Tasks for this Activity 1:

Minimum tasks expected from the experts shall include:

- Ahead of the mission to get substantial knowledge of the local context; review any relevant background documents provided by the SOCIEUX+ Team and/or the Partner;
- Conduct preliminary contacts with the Partner in view of the preparation of the mission's methodology and agenda, to be transmitted ahead of the mission to the SOCIEUX+ team for approval;
- Take part to the pre-mission briefing with SOCIEUX+ team;
- During the mission, to conduct consultations with the Partner's executives and staffs, as well as any other external actor that can support the positive deployment of the mission;
- During the mission, to conduct workshops and discussions according to the agenda;
- At the end of the exchanges, ask the workshop participants to complete a short feedback questionnaire (link provided by SOCIEUX+).
- To make themselves available for a meeting with the EU Delegation;
- To present the outcomes of the mission to the partner in order to discuss and take into account comments on the contents of the deliverables before their finalization;
- At the end of the mission, timely submit to SOCIEUX+ of the final deliverables (10 working days after the mission), and be available to go through an eventual round of comments and adjustments in interaction with SOCIEUX+ and the Partner;
- To channel to SOCIEUX+ Communication officer any material that can be useful to inform the public about the activity (pictures, interviews, brief notes or articles).
- To employ the different templates and evaluation forms provided by the SOCIEUX+ team

The activity is planned onsite, with travel to Ulaanbaatar. Interpretation and translation of final documents is necessary for this activity; they will be provided by SOCIEUX+ within the limits indicated in the work plan below.

Activity 2: Revision / Assessment of the existing legal framework and reform proposals of the Employment Promotion Act of 2011

Methodology:

The second activity consists of developing an **Assessment report with recommendations & proposals to improve the Employment Promotion Act of 2011**. This assessment report shall include: (1) **assessment of the existing normative framework of the Employment Promotion Act of 2011** currently applied or applicable for regulation of employment promotion in terms of its sufficiency/performance/adequacy to international standards and good practices, gaps and needs for amendments or further development of regulatory framework as well as (2) **development of normative proposals** to be introduced into national legal framework in order to improve the regulation of employment promotion.

The assessment will be conducted by two experts mobilized by SOCIEUX+ and several representatives of the Partner Institution specializing in the relevant areas.

The assessment may take into consideration the key elements of the two technical deliverables produced under Activity 1, namely: D.1) Comparative assessment of employment promotion in connection with the education system vis-à-vis EU practices and models; and D.2) Comparative assessment of employment promotion in connection with social security (including unemployment benefits) vis-à-vis EU practices and models.

The legislative analysis shall encompass the following aspects:

- Provide general knowledge of the current national legislation, its main characteristics and contents, and implementation;
- Compare the current legal framework to good examples from other countries, EU recommendations, international standard, recent key research results;

- Identify gaps and needs for improvement of legal and regulatory framework on employment promotion and give recommendations;
- The Analysis shall take into consideration key elements of the Impact Assessment Report of the Employment Promotion Act carried out by the Ministry of Family, Labour and Social Protection in November 2024;
- The Analysis shall also take into account the provisions of the new Labour Code (2022) as well as the new Regulation on Financing on Public Employment Agencies.

The results of this assessment will be connected to the development of proposals for revisions of the current legal framework, with the **objective of contributing to improve public employment systems of Mongolia by allowing for efficient & performance-based public employment systems and policy coherence with education and social welfare systems.**

To do so, experts will work together with the team of specialists mobilized by the Partner Institution. A series of workshops and focus groups/working sessions can be organised to enable the co-drafting process. The workshops will be dedicated to the material drafting of the legislation proposal, which will be further refined by the experts in the reporting phase up to the desired stage as agreed.

The final deliverables will consist in (1) an assessment report containing description and a critical, comparative analysis of the legal framework applicable to employment promotion and (2) a document containing proposals of normative acts/amendments on a chosen number of priority areas of concern that may contribute to improving the relevant normative & regulatory framework in Mongolia.

Experts' team:

The team of experts will develop peer-to-peer methodology together with the Partner Institution as well as the agenda of the activity.

The principal expert will lead the mission on site. He/she is responsible for the production of all deliverables of the activity. However, both experts will be both responsible for the preparation, coordination, implementation and reporting and/or coordination of the overall activity.

Partner Institution:

The partner institution shall work in collaboration with experts supporting the preparation and implementation of the activity. The partner institution shall facilitate the organisation of the activity with regards to the following aspects:

- providing or more resource-persons to support the experts in the material and technical organisation, as well as in brainstorming sessions and in elaboration of recommendations
- identifying a team of internal specialists to be a part of the assessment working group with the experts;
- contributing to the technical organisation of the activity, including sharing relevant background documents, contacts and technical inputs with the experts; those documents, constituting the normative framework to be assessed, shall be shared with SOCIEUX+ well in advance as to allow a translation necessary for experts to prepare their mission;
- convening participants to the meetings and ensuring their participation, including external stakeholders
- the material organisation on site (including premises and logistics).

The activity 2 is planned on-site in Ulaanbaatar: on-site mission duration is planned as 10 working days.

Interpretation and translation of final documents is necessary for this activity; they will be provided by SOCIEUX+ within the limits indicated in the work plan below. Translation of documents, particularly those making up the legal framework applicable to employment promotion shall be ensured at the very beginning of the activity, as to allow expert to undertake preparation and backstopping work.

Tasks for this Activity 2:

Minimum tasks expected from the experts shall include:

- Ahead of the mission to get substantial knowledge of the local context; review any relevant background documents provided by the SOCIEUX+ Team and/or the Partner;
- Conduct preliminary contacts with the Partner in view of the preparation of the on-site mission's methodology and agenda, to be transmitted ahead of the mission to the SOCIEUX+ team for approval;
- Take part to the pre-mission briefing with SOCIEUX+ team;
- During the on-site mission, to conduct consultations with the Partner's executives, lawyers and staffs, as well as any other external actor that can support the positive deployment of the mission;
- To make themselves available for a briefing and/or debriefing meeting with the EU Delegation;
- To present the outcomes of the mission to the partner in order to discuss and take into account comments on the contents of the deliverables before their finalization;
- At the end of the mission, timely submit to SOCIEUX+ of the final deliverables (10 working days after the mission), and be available to go through an eventual round of comments and adjustments in interaction with SOCIEUX+ and the Partner;
- To channel to SOCIEUX+ Communication officer any material that can be useful to inform the public about the activity (pictures, interviews, brief notes or articles).
- To employ the different templates and evaluation forms provided by the SOCIEUX+ team

4.2. Deliverables

4.2.1. Pre-mission Deliverables – applicable for both Activity 1 and 2

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

4.2.2. Final Deliverables

Activity 1

- An individual **Expert Mission Report (ExMR)** in SOCIEUX+ format (template provided). This report is a confidential product intended solely for SOCIEUX+'s use. The expert team may also submit a single-joint ExMR report if they prefer to do so (see instructions on the template).
- An individual completed **Expert Feedback Form (ExF)** completed online (see instructions and link on the ExMR template).
- 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.
- **D. 1: Comparative assessment of employment promotion in connection with the education system vis-à-vis EU practices and models**
- **D. 2: Comparative assessment of employment promotion in connection with social security (including unemployment benefits) vis-à-vis EU practices and models**

Activity 2

- An individual **Expert Mission Report (ExMR)** in SOCIEUX+ format (template provided). This report is a confidential product intended solely for SOCIEUX+'s use. The expert team may also submit a single-joint ExMR report if they prefer to do so (see instructions on the template).

- An individual completed **Expert Feedback Form** (ExF) completed online (see instructions and link on the ExMR template).
- 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.
- **D. 3: Assessment report with recommendations & proposals to improve the Employment Promotion Act of 2011.** This assessment report shall include: (1) assessment of the existing normative framework of the Employment Promotion Act of 2011 currently applied or applicable for regulation of employment promotion in terms of its sufficiency/performance/adequacy to international standards and good practices, gaps and needs for amendments or further development of regulatory framework as well as (2) development of normative proposals to be introduced into national legal framework in order to improve the regulation of employment promotion.

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 equivalent OpenDocument format). Non-editable electronic documents, such Portable Document Format (PDF), will 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 is not allowed unless otherwise instructed in writing [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 lies solely with its authors. Neither the European Union, the European Commission, the implementation partners of SOCIEUX+, nor the SOCIEUX+ Staff are 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 must 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 the 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 upon with the Partner Institution and then submitted to the SOCIEUX+ Team no later than five working days before the departure on mission of the Experts Team.
- Pre-mission deliverables will be shared with and reviewed by SOCIEUX+. Feedback on the deliverables should be provided to the FFM Team no later than two working days before the departure on the mission of the experts. Comments and recommendations from 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 resubmitted by the Experts Team at the earliest possible occurrence.

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 1

Principal expert (Expert #1):

Area(s) of expertise: *Employment Policy & Services; Education / Vocational training*

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

L&R implementation and enforcement; Service delivery

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) At least 7 years of relevant work/professional experience combining the area(s) of expertise and demonstrated specific skill(s) & competence(s): **Employment Policy & Services / Education and Vocational Training**
- c) Required language knowledge: English
N.B.: Translation and interpretation services English-Mongolian are to be commissioned by SOCIEUX+.
- d) Other essential qualification(s):
- Experience in service delivery in the area of employment & education/vocational training
 - Relevant experience in capacity-building and knowledge of training methods/tools;
 - Acute sense of diplomacy and institutional relations.

e) Additional assets (advantageous in selection):

- A previous experience in delivering short-term technical assistance in international cooperation;
- Computer fluency (Zoom, PowerPoint etc.) and good presentation skills.

Expert #2:

Area(s) of expertise: *Employment Policy & Services; Social Security*

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

L&R implementation and enforcement; Service delivery

Requirements (essential/required):

- f) 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.

- g) At least 7 years of relevant work/professional experience combining the area(s) of expertise and demonstrated specific skill(s) & competence(s): **Employment Policy & Services / Social Security**
- h) Required language knowledge: English
N.B.: Translation and interpretation services English-Mongolian are to be commissioned by SOCIEUX+.
- i) Other essential qualification(s):
- Experience in service delivery in the area of employment & social security
 - Relevant experience in capacity-building and knowledge of training methods/tools;
 - Acute sense of diplomacy and institutional relations.
- j) **Additional assets (advantageous in selection):**
- A previous experience in delivering short-term technical assistance in international cooperation;
 - Computer fluency (Zoom, PowerPoint etc.) and good presentation skills.

Activity 2

Principal expert (Expert #1):

Area(s) of expertise: *Employment Policy & Services; Education / Vocational training*

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

P&S making and development

Requirements (essential/required):

- k) 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.
- l) At least 7 years of relevant work/professional experience combining the area(s) of expertise and demonstrated specific skill(s) & competence(s): **Employment Policy & Services / Education and Vocational Training**
- m) Required language knowledge: English
N.B.: Translation and interpretation services English-Mongolian are to be commissioned by SOCIEUX+.

n) Other essential qualification(s):

- Experience in legislative work; in policy-making and development in the area of employment & education/vocational training
- Relevant experience in capacity-building and knowledge of training methods/tools;
- Acute sense of diplomacy and institutional relations.

o) Additional assets (advantageous in selection):

- A previous experience in delivering short-term technical assistance in international cooperation;
- Computer fluency (Zoom, PowerPoint etc.) and good presentation skills.

Expert #2:

Area(s) of expertise: *Employment Policy & Services; Social Security*

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

P&S making and development

Requirements (essential/required):

p) 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.

q) At least 7 years of relevant work/professional experience combining the area(s) of expertise and demonstrated specific skill(s) & competence(s): **Employment Policy & Services / Social Security**

r) Required language knowledge: English

N.B.: Translation and interpretation services English-Mongolian are to be commissioned by SOCIEUX+.

s) Other essential qualification(s):

- Experience in legislative work; in policy-making and development in the area of employment & social security
- Relevant experience in capacity-building and knowledge of training methods/tools;
- Acute sense of diplomacy and institutional relations.

t) Additional assets (advantageous in selection):

- A previous experience in delivering short-term technical assistance in international cooperation;
- Computer fluency (Zoom, PowerPoint etc.) and good presentation skills.

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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 contact the SOCIEUX+ Team at experts@socieux.eu, indicating the reference of the call for experts.

6.2. Estimated workload

Activity 1

	Preparation	On-site work	Distance work	Reporting & deliverables	Total
Principal expert (#1)	5	10		5	20
Expert (#2)	5	10		5	20
Total experts	10	20		10	40

Activity 2

	Preparation	On-site work	Distance work	Reporting & deliverables	Total
Principal expert (#1)	4	10		5	19
Expert (#2)	4	10		5	19
Total experts	8	20		10	38

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 available only in English). The application process is as follows:

1. If they have not already done so, experts must create a SOCIEUX+ account by clicking “Create an account” and providing a valid email address.
2. Login details for their account will be sent to experts by email, experts should create and submit their profile for review by⁷:
 - 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 format⁸.
3. Once the SOCIEUX+ Team approves their profile, they can apply to any available calls for experts accessible under the tab “Call for Experts” and click on “Apply”.

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

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.

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

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

7.2. Selection of Experts

SOCIEUX+ primarily mobilises experts from the public administrations and mandated bodies of EU Member States, as well as practitioners working for social partners, including:

⁷ SOCIEUX+ expert database and other management tools comply with the General Data Protection Regulation (GDPR) - Regulation (EU) 2016/679.

⁸ Europass templates for CVs are available here: <http://europass.cedefop.europa.eu/en/documents/curriculum-vitae/templates-instructions>

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

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

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

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

7.3. Contracting of public experts

Public experts can be on active duty or retired. Retired employees from international specialised agencies or cooperation agencies can also be mobilised, regardless of whether their former employer collaborates with SOCIEUX+ on a specific action. Retired experts are considered public experts for all purposes, benefits, and financial compensation provided by SOCIEUX+.

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

Contracting Options:

- **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 servants 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 under local legislation; or
 - > Service contract with institution: experts without a TIN and unable to sign an employment contract under 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

Contracted 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 treated as public employees for all intents, purposes, benefits and financial compensation 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+. Compliance and verification are the responsibility of 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.



Co-funded by
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About SOCIEUX+

SOCIEUX+ EU Expertise on Social Protection, Labour and Employment is a technical cooperation facility established and co-funded by the European Union (EU), France, Belgium and Spain. It aims to enhance access to better employment opportunities and inclusive social protection systems, with a particular focus on women, youth, and vulnerable groups.

The Facility focuses on strengthening institutional capacities in partner countries, promoting social protection, decent work and responsible business practices. It also supports public institutions in preparing for and responding to EU directives and Member States' legislation on Corporate Sustainability Due Diligence expectations.

SOCIEUX+ targets partner countries' public authorities responsible for labour, employment, and social protection, as well as social partners, including employers' and workers' organizations involved in social dialogue. These entities are encouraged to apply for SOCIEUX+ technical cooperation.

Activities carried out by SOCIEUX+ are demand-driven, short-term, and primarily based on peer-to-peer cooperation between experts from EU Member States and partner countries.

SOCIEUX+ is implemented by a partnership composed of Expertise France (the partnership lead), France Travail, the Belgian Federal Public Service for Social Security through the Belgian International Cooperation on Social Protection (BELINCOSOC), the Belgian Development Agency (Enabel), and the Fundación para la Internacionalización de las Administraciones Públicas (FIAP) from Spain.

More information: www.socieux.eu



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Partnership led by

