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EU Expertise on Social Protection,  
Labour and Employment

## Action Work-Plan (WP)

Action request 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)*

Responsible SOCIEUX+ officer:

*Masa, MITROVIC, action manager*

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Timeframe for implementation action:

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**Activity 1 - Assessment of training needs of CNSM including proposal of training programme and outline of trainings content** from **February 17<sup>th</sup> to April 18<sup>th</sup>, 2025** (with an on-site mission from March 10<sup>th</sup> to March 21<sup>th</sup>, 2025)

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

**Activity 2 (on-site) - from June 23<sup>rd</sup> to August 15<sup>th</sup>, 2025** (with an on-site mission from July 21<sup>th</sup> to July 25<sup>th</sup>, 2025)

1. **Preparation phase:** from June 23<sup>rd</sup> to July 18<sup>th</sup>, 2025
2. **On-site mission in Chisinau:** from July 21<sup>th</sup> to July 25<sup>th</sup>, 2025
3. **Reporting phase:** from July 28<sup>th</sup> to August 15<sup>th</sup>, 2025

**Activity 3 (on-site) - ToT on Due Diligence and European Works Councils** 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

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Type of work-plan:

Initial [following DG INTPA & DG NEAR's non-objection]

Version - #:   Draft  Final Date: *Month Day, Year*

Author (if different from responsible SOCIEUX+ officer):  
*First Name, FAMILY NAME (COUNTRY), institution, position*

Revision (*following an implemented activity*)

Revision - #: 1 - following act #\_1\_Date: *April 15<sup>th</sup>, 2025* - Reviewer: *Masa, MITROVIC*

Revision - #: 2 - following act #\_1\_Date: *May 08<sup>th</sup>, 2025* - Reviewer: *Masa, MITROVIC*

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Version - #:  Draft  Final Date: *April 15<sup>th</sup>, 2025*

**Author (if different from responsible SOCIEUX+ officer):**  
*First Name, FAMILY NAME (COUNTRY), institution, position*

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*Form version: 11/03/2025*



SYNOPSIS			
<b>Action Title:</b>	Capacity building for impactful social dialogue of the National Trade Union Confederation of Moldova (CNSM)	<b>Country:</b>	Moldova
<b>Partner Institution:</b>	National Trade Union Confederation of Moldova (CNSM)		
<b>Purpose of the action:</b>			
<p><i>Historical context of Moldova has left trade unions with limited autonomy, capacity, and power to influence policies or advocate effectively for fair wages and better working conditions, despite the existence of social dialogue platforms. Their constrained role weakens their ability to address workers' rights in a rapidly evolving labour market.</i></p> <p><i>The National Trade Union Confederation of Moldova (CNSM) operates as a national interbranch trade union centre independent of other institutions. According to CNSM's official data, the confederation consists of 23 national-branch trade union centres and 5,403 grassroots trade unions.</i></p> <p><i>According to the request for technical cooperation, the CNSM faces challenges such as declining membership, setting up branches, lack of strong advocacy and leadership capacity. Additionally, government reluctance to engage social partners in policymaking further undermines collective action and diminishes the role of trade unions.</i></p> <p><i>CNSM has a trainers' pull composed of 25 trainers, all employees within federations. These trainers report annually to CTUM 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.</i></p> <p><i>The action aims to strengthen CNSM's ability to advance its organization and outreach actions by implementing targeted capacity-building measures. These include the assessment of CNSM 's training needs, resulting in a tailored training plan that aligns with the confederation's strategic objectives (2022-27). Training plan will be consisted of the two Training for Trainers, in specific areas in order to achieve:</i></p> <ul style="list-style-type: none"> <li><i>• effective negotiation with employers and policymakers to safeguard workers' rights;</i></li> <li><i>• expanding and engaging the membership base to enhance the union's influence and sustainability of trade unions;</i></li> <li><i>• fostering collaboration with stakeholders will amplify efforts to promote labour policy reforms, addressing key issues such as job security, equal pay, and workplace inclusivity in line with the of EU integration processes.</i> <p><i>ToT program will enhance the skills and competencies of CNSM's dedicated trainers, enabling them to lead effective learning initiatives and disseminate knowledge widely across the unions organization.</i></p> </li></ul>			
<b>General objective:</b>			
<a href="#">Select only 1.</a>			
<input checked="" type="checkbox"/> Institutional capacities of employment, labour and social protection institutions are strengthened and reinforced.			
<input type="checkbox"/> Equitable access to employment and social protection is expanded to poor and vulnerable groups.			
<input type="checkbox"/> Awareness and knowledge on social protection and decent work is increased, labour rights and responsible business conduct are increased.			

<p><input type="checkbox"/> Capacities of public institutions to address requirements of the Corporate Sustainability Due Diligence are enhanced.</p>			
<p><b>Specific objectives:</b>  <u>Maximum 3 specific objectives.</u></p>			
S. 1:	<p><i>The CNSM plays an effective role in social dialogue around labour rights at national level</i></p>		
<p><b>Expected results:</b>  <u>Maximum 4 final expected results.</u></p>			
R. 1:	<p><i>Identified specific training needs to enhance representation and advocacy, drawing on comparative EU practices and the current capacities of CNSM.</i></p>		
R. 2:	<p><i>Improved competencies, attitudes, and approaches of union trainers in transferring knowledge on leadership and facilitating social dialogue.</i></p>		
<p><b>Final deliverables (maximum 4):</b>  <u>Maximum 4 final deliverables.</u>  <i>Intermediate deliverables are only to be identified in the description of activities</i></p>			
D. 1:	<p><i>Assessment of training needs of CNSM including proposal of training programme and outline of trainings content.</i></p>		
D. 2:	<p><i>Training of trainers including compendium of materials on E-learning platform for further dissemination</i></p>		
D. 3:	<p><i>Training of trainers including compendium of materials on E-learning platform for further dissemination</i></p>		
<p><b>Proposed activities:</b>  <u>Maximum 4 activities.</u>  <i>An activity may include several sub-activities to achieve the expected deliverables of the proposed action. But in all cases, a maximum of four (4) field missions shall be foreseen (in accordance with the principles of cooperation of SOCIEUX+).</i></p>		<p><b>Timeframe for start</b> (Month/year)</p>	<p><b>Workload per activity</b></p>
A. 1:	<p>Assessing CNSM 's available expertise and members' capacities in engaging in social dialogue, organize professional branches and mobilize members effectively</p>	<p>February 2025</p>	<p>33</p>

<b>A. 2:</b>	ToT on Collective Bargaining and EU labour law	June 2025	25
<b>A. 3:</b>	ToT on Due Diligence and European Works Councils	September 2025	25
<b>Total workload for action:</b>			<b>83</b>
		Days of expertise:	<b>20</b>
		Days of interpretation:	<b>300</b>
		Translation services (volume in pages/slides):	<b>83</b>

## Activities

Please number activities in order of implementation sequence (and priority).

Copy the table below as necessary

<b>Act. 1/3_:</b>	Assessing CNSM 's available expertise and members' capacities in engaging in social dialogue, organize professional branches and mobilize members effectively	
<b>Type of activity:</b> <i>At most, check only one box.</i>	<input type="checkbox"/> "Train-the-trainers" seminars <input type="checkbox"/> Technical trainings <input type="checkbox"/> Roundtable discussions <input type="checkbox"/> Thematic workshops <input checked="" type="checkbox"/> Gaps and needs assessment	<input type="checkbox"/> Expert advice and consulting on specific technical issues <input type="checkbox"/> Screening and reviews of documents/programmes <input type="checkbox"/> Expert support in drafting legislation/strategies <input type="checkbox"/> Study-visits
	<input type="checkbox"/> Other, <i>please specify:</i>	<b>Delivery method:</b> <input checked="" type="checkbox"/> Onsite <input type="checkbox"/> Online <input type="checkbox"/> Mixed delivery
<b>Description</b> (including the number of missions, tasks to be completed and role of each expert) & final deliverable(s) (and/or intermediary)		

**Act. 1/3\_:**

Assessing CNSM 's available expertise and members' capacities in engaging in social dialogue, organize professional branches and mobilize members effectively

**Methodology:**

Prior to on-site activities, the mobilized experts will familiarize themselves with the trade unions in Moldavian context, status of the social dialogue in the country and the partner institution organisation and actions. Methodology of the training will be agreed with the partner institution and consist of (non-exhaustive list): preliminary survey of the membership, in depth interviews with the leadership, focus group/workshop with the stakeholders, focus group/workshop with the members etc.

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

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

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

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

At the end of this activity, the partner shall agree upon the priority topics to be included in the training plan for the following activities. Training plan outline set of the training modules based on the Training for Trainer formula, a training matrix, learning plan, objectives and outcomes, means of instructions and evaluation, dissemination strategy and learning resources.

In collaboration with SOCIEUX+ action manager, experts will update Work Plan document of the Action proposing number and content of the training activities, and indicating profiles of the training experts.

The Experts:

The principal expert will lead the mission on site. Experts are responsible for the production of all deliverables of the Activity. They will also be responsible for the preparation, coordination, implementation and reporting and/or coordination of the overall Activity.

The experts shall conduct the activity by means of organising a series of surveys, focus groups, meetings and/or workshops with the partner institution and relevant stakeholders, based on the co-

<p><b>Act. 1/3_:</b></p>	<p>Assessing CNSM 's available expertise and members' capacities in engaging in social dialogue, organize professional branches and mobilize members effectively</p>
<p>developed methodology and agenda. The experts shall hold a meeting with the EU Delegation in Moldova as part of their onsite mission agenda.</p> <p><u>The Partner Institution</u></p> <p>The partner institution shall work in collaboration with the 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:</p> <ul style="list-style-type: none"> <li>- providing one or more resource-persons to support the experts in the material and technical organisation of the mission, as well as in brainstorming sessions and in elaboration of recommendations.</li> <li>- contributing to the technical organisation and implementation of the activity, including sharing relevant background documents (strategies, legislations, available studies etc and translating it to English language), information, contacts and technical inputs with the experts.</li> <li>- convening participants to the meetings and ensuring their participation to the peer-to-peer dynamic, including external stakeholders as relevant.</li> <li>- the material organisation on site (including premises and logistics).</li> <li>- supporting SOCIEUX+ in identifying interpreters/translators English/Romanian.</li> <li>- providing professional interpretation for the on-line preparatory meetings and debriefings with the experts mobilized by SOCIEUX+, if needed.</li> </ul> <p><b>Tasks:</b></p> <p>Minimum tasks expected from the experts shall include:</p> <p><u>Task 1 – Preparation of the mission.</u> The Experts Team:</p> <ul style="list-style-type: none"> <li>• gets substantial knowledge of the local context; reviews any relevant background document provided by the SOCIEUX+ Team and/or the Partner institution (PI).</li> <li>• establishes in close consultation with the PI the mission's methodology and agenda (MeN);</li> <li>• submits the MeN for approval by the SOCIEUX+ Team;</li> <li>• takes part in the pre-departure briefing with the SOCIEUX+ Team (around 1 week before the mission);</li> <li>• Contact the EU Delegation in Moldova to organise a briefing and/or debriefing upon arrival (SOCIEUX+ will introduce the experts to the focal point within the EU Delegation)</li> </ul> <p><u>Task 2 – Implementation of the mission.</u> The Experts Team:</p> <ul style="list-style-type: none"> <li>• reviews and finalises the agenda of the mission and the list of stakeholders to be consulted with the PI upon arrival; any changes to the MeN shall be timely communicated to the SOCIEUX+ Team;</li> <li>• organises, as necessary, a brief presentation of the objectives and methodology of the mission for the PI and relevant stakeholders;</li> <li>• provides a briefing on the background of the request and objectives of the mission to the EU Delegation, if applicable;</li> <li>• as per agenda, conducts consultations with the PI's executives and staff, and relevant stakeholders, including the EU Delegation;</li> <li>• compiles the initial findings and main conclusions emerging from the peer-to-peer technical exchange in a brief presentation that will be used for the final consultation and debriefing on-site;</li> <li>• channels to SOCIEUX+ Communication officer any material that can be useful to inform the public about the activity (pictures, interviews, brief notes or articles); and,</li> </ul>	



<p><b>Act. 1/3_:</b></p>	<p>Assessing CNSM 's available expertise and members' capacities in engaging in social dialogue, organize professional branches and mobilize members effectively</p>
<ul style="list-style-type: none"> <li>• at every stage of the implementation, liaises with the SOCIEUX+ Team in case of doubts on the eligibility of proposals raised by the PI, politically sensitive developments, or any other relevant issue that may require a formal position of SOCIEUX+.</li> </ul> <p><b>Task 3 – Final consultation and debriefing.</b> The Experts Team:</p> <ul style="list-style-type: none"> <li>• presents the initial findings and main recommendations emerging from the peer-to-peer technical exchange to the PI, relevant stakeholders and the EU Delegation; and,</li> <li>• collects the feedback of the PI, relevant stakeholders and the EU Delegation for inclusion, as possible, in their final draft of the activity's final deliverables.</li> </ul> <p><b>Task 4 – Finalisation and submission of the deliverables.</b> The FFM Team:</p> <ul style="list-style-type: none"> <li>• at the end of the mission, timely submit to SOCIEUX+ the final deliverables (10 working days after the mission). Use the templates and evaluation forms provided by SOCIEUX+.</li> <li>• elaborates the final deliverables for review and commenting by SOCIEUX+, the PI and eventually other stakeholders.</li> </ul> <p><b>Deliverables:</b></p> <p><u>Intermediary deliverables</u> (to be transmitted to SOCIEUX+ FMT at least 5 working days ahead of the activity)</p> <ul style="list-style-type: none"> <li>• MeN: A methodological note, detailing the working approach, tools and methods to be employed, a risks analysis, etc.; and an activity/mission agenda, detailing the meetings and working sessions to be held, persons to meet, etc. The Methodological Note shall not exceed 5 pages (excluding the cover page and annexes).</li> </ul> <p><u>Final deliverables</u> (to be transmitted to SOCIEUX+ FMT no later than 10 working days after the activity's completion):</p> <ul style="list-style-type: none"> <li>• D1: An individual <i>Expert Mission Report (ExMR)</i> in SOCIEUX+ format (template provided). This report is a confidential product intended solely for and use by SOCIEUX+. The expert team may also submit a single-joint ExMR report if they prefer to do so (see instructions on the template).</li> <li>• D2: An individual completed <i>Expert Feedback Form (ExF)</i> completed online (see instructions and link on the ExMR template).</li> <li>• D3: A collective <i>Activity Report (AcR)</i> in SOCIEUX+ format (template provided). This AcR is to be produced jointly by the mission team. It is intended for the Partner Institution, and will be shared, most probably, with key stakeholders of the action. The report will reflect the tasks conducted in during the activity. It shall provide a meaningful contribution towards the final deliverables of the action.</li> <li>• D4: A <i>Technical report</i> (representing the experts' contribution to the PI in relation to the content of the peer-to-peer exchanges and in view to attain the action's expected results and to contribute to the achievement of its specific objectives. It is a piece of technical work on the very subject matter of the peer-to-peer cooperation. The technical report shall comply with the description provided in ToREx and further agreed upon in the MeN):             <ul style="list-style-type: none"> <li>▪ Assessment of training needs of CNSM including proposal of training programme and outline of trainings content.</li> </ul> </li> </ul> <p>Update of the work plan for the activities of the ToT</p>	
<p><b>Profile of Expert(s) and/or collaborative institutions</b></p>	

<b>Act. 1/3_:</b>	Assessing CNSM 's available expertise and members' capacities in engaging in social dialogue, organize professional branches and mobilize members effectively
<p><b><u>Principal expert (Expert 1):</u></b></p> <p><b>Area(s) of expertise:</b> Trade Unions and Social Dialogue</p> <p><b>Specific skill(s) and competency(ies) of expertise:</b> Governance, transparency &amp; accountability; Communication &amp; social marketing; L&amp;R implementation and enforcement; P&amp;S steering and implementation,</p> <p><b><u>Expert 2:</u></b></p> <p><b>Area(s) of expertise:</b> Human Resources Management &amp; Development</p> <p><b>Specific skill(s) of expertise:</b> Needs assessments &amp; curricula; Organisational structures, roles and arrangements; Individuals' capacity building/training.</p>	

Estimated workload [in days] <i>please refer to SOP's Table 4: indicative standard workloads of each expert</i>					
	Preparation	Onsite work	Distance work	Reporting & deliverables	Total
Principal expert (#1)	3	10	0	4	17
Expert (#2)	3	10	0	3	16
<b>Total experts</b>	<b>6</b>	<b>20</b>	<b>0</b>	<b>7</b>	<b>33</b>
<b>Interpretation</b>		<b>10</b>			<b>10</b>
<b>Translation (volume in pages/slides)</b>				<b>100</b>	
<b>Timeframe (Month/Year – Month/Year)</b>					
<b>Start</b> <i>Including preparation</i>			<b>Completion</b> <i>Including delivery</i>		
<b>17<sup>th</sup> February 2025</b>			<b>18<sup>th</sup> April 2025</b>		



<b>Act. 2/3:</b>	ToT on Collective Bargaining and EU Labour Law	
<b>Type of activity:</b> <i>At most, check only one box.</i>	<input checked="" type="checkbox"/> "Train-the-trainers" seminars <input type="checkbox"/> Technical trainings <input type="checkbox"/> Roundtable discussions <input type="checkbox"/> Thematic workshops <input type="checkbox"/> Gaps and needs assessment	<input type="checkbox"/> Expert advice and consulting on specific technical issues <input type="checkbox"/> Screening and reviews of documents/programmes <input type="checkbox"/> Expert support in drafting legislation/strategies <input type="checkbox"/> Study-visits
	<input type="checkbox"/> Other, <i>please specify:</i>	<b>Delivery method:</b> <input checked="" type="checkbox"/> Onsite <input type="checkbox"/> Online <input type="checkbox"/> Mixed delivery
<b>Description</b> (including the number of missions, tasks to be completed and role of each expert) & final deliverable(s) (and/or intermediary)		
<p><b>Methodology:</b></p> <p>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.</p> <p>According to the training needs assessment prepared within Activity 1, the following topics are to be covered:</p> <ul style="list-style-type: none"> <li>- Collective Bargaining Agreements (CBA) – representation and negotiation techniques</li> <li>- Best practices on promoting CBA and membership in EU trade unions</li> <li>- 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)</li> <li>- 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</li> <li>- 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</li> </ul> <p>The training 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 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. The training will include cross-cutting themes such as gender equality, human rights, and social inclusion of vulnerable groups.</p> <p>Experts will develop a Compendium of learning materials, define instructional and evaluation methods, and assess the training's effectiveness on trainees’ skills, approaches and attitudes. A dissemination strategy will ensure the broader application of the training outcomes.</p> <p>This approach aims to strengthen the capacities of union specialists, enabling them to assume leadership roles within their respective federations and upskill their membership for effective social dialogue.</p> <p><u>The Experts:</u></p> <p>The principal expert will lead the mission on site. Experts are responsible for the production of all deliverables of the activity. They will also be responsible for the preparation, coordination, implementation and reporting and/or coordination of the overall activity.</p> <p>The experts shall conduct the activity by delivering training in the form of ToT, based on the co-developed methodology and agenda. The experts shall hold a meeting with the EU Delegation in Moldova as part of their onsite mission agenda.</p> <p><u>The Partner Institution</u></p> <p>The partner institution shall work in collaboration with the 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:</p>		

<b>Act. 2/3:</b>	<p>ToT on Collective Bargaining and EU Labour Law</p>
<ul style="list-style-type: none"> <li>- providing one or more resource-persons to support the experts in the organisation of the mission, as well as in training sessions and in elaboration of deliverables.</li> <li>- contributing to the technical organisation and implementation of the activity, including working premises and logistics of the invitation and participation of trainees, refreshments on the training and working materials/technical tools (for video presentations and translation equipment, if needed).</li> <li>- convening participants to the meetings and ensuring their participation to the peer-to-peer dynamic, including external stakeholders as relevant.</li> <li>- Supporting SOCIEUX+ in identifying interpreters/translators English/Romanian</li> <li>- Providing professional interpretation for the on-line preparatory meetings and debriefings with the experts mobilized by SOCIEUX+, if needed.</li> </ul> <p><b>Tasks:</b></p> <p>Minimum tasks expected from the experts shall include:</p> <p><u>Task 1 – Preparation of the mission.</u> The Experts Team:</p> <ul style="list-style-type: none"> <li>- gets substantial knowledge of the local context; reviews any relevant background document provided by the SOCIEUX+ Team and/or the Partner institution (PI);</li> <li>- establishes in close consultation with the PI the training methodology and agenda (TMT);</li> <li>- submits the MeN for approval by the SOCIEUX+ Team;</li> <li>- takes part in the pre-departure briefing with the SOCIEUX+ Team (around 1 week before the mission);</li> <li>- Contact the EU Delegation in Moldova to organise a briefing and/or debriefing upon arrival (SOCIEUX+ will introduce the experts to the focal point within the EU Delegation)</li> </ul> <p><u>Task 2 – Implementation of the mission.</u> The Experts Team:</p> <ul style="list-style-type: none"> <li>- reviews and finalises the agenda of the mission and the list of stakeholders to be consulted with the PI upon arrival; any changes to the TMT shall be timely communicated to the SOCIEUX+ Team;</li> <li>- organises, as necessary, a brief presentation of the objectives and methodology of the mission for the PI and relevant stakeholders;</li> <li>- provides a briefing on the background of the request and objectives of the mission to the EU Delegation, if applicable;</li> <li>- as per agenda, conducts consultations with the PI’s executives and staff, and relevant stakeholders, including the EU Delegation;</li> <li>- implements the training for trainers and the CTUM senior representatives;</li> <li>- holds the meeting with the social dialogue stakeholders (the CTUM, the Confederation of the Employers of Moldova, ministries’ representatives), on best social dialogue good practices in the EU countries;</li> <li>- compiles the initial findings and main conclusions emerging from the peer-to-peer technical exchange in a brief presentation that will be used for the final consultation and debriefing on-site;</li> <li>- channels to SOCIEUX+ Communication officer any material that can be useful to inform the public about the activity (pictures, interviews, brief notes or articles); and,</li> <li>- at every stage of the implementation, liaises with the SOCIEUX+ Team in case of doubts on the eligibility of proposals raised by the PI, politically sensitive developments, or any other relevant issue that may require a formal position of SOCIEUX+.</li> </ul> <p><u>Task 3 – Final consultation and debriefing.</u> The Experts Team:</p> <ul style="list-style-type: none"> <li>- presents the initial findings and main recommendations emerging from the peer-to-peer technical exchange to the PI, relevant stakeholders and the EU Delegation; and,</li> <li>- collects the feedback of the PI, relevant stakeholders and the EU Delegation for inclusion, as possible, in their final draft of the activity’s final deliverables.</li> </ul> <p><u>Task 4 – Finalisation and submission of the deliverables.</u> The FFM Team:</p>	

<b>Act. 2/3:</b>	<p>ToT on Collective Bargaining and EU Labour Law</p>
<ul style="list-style-type: none"> <li>- At the end of the mission, timely submit to SOCIEUX+ the final deliverables (10 working days after the mission). Use the templates and evaluation forms provided by SOCIEUX+.</li> <li>- elaborates the final deliverables for review and commenting by SOCIEUX+, the PI and eventually other stakeholders.</li> </ul> <p><b>Deliverables:</b></p> <p><u>Intermediary deliverables</u> (to be transmitted to SOCIEUX+ FMT at least 5 working days ahead of the activity)</p> <ul style="list-style-type: none"> <li>- TMT: A training methodology, detailing the working approach, tools and methods to be employed, a risks analysis, etc.; and an activity/mission agenda, detailing the meetings and training sessions to be held, persons to meet, etc. The Methodological Note shall not exceed 5 pages (excluding the cover page and annexes).</li> </ul> <p><u>Final deliverables</u> (to be transmitted to SOCIEUX+ FMT no later than 10 working days after the activity's completion):</p> <ul style="list-style-type: none"> <li>- D1: An individual <i>Expert Mission Report (ExMR)</i> in SOCIEUX+ format (template provided). This report is a confidential product intended solely for and use by SOCIEUX+. The expert team may also submit a single-joint ExMR report if they prefer to do so (see instructions on the template).</li> <li>- D2: An individual completed <i>Expert Feedback Form (ExF)</i> completed online (see instructions and link on the ExMR template).</li> <li>- D3: A collective <i>Activity Report (AcR)</i> in SOCIEUX+ format (template provided). This AcR is to be produced jointly by the mission team. It is intended for the Partner Institution, and will be shared, most probably, with key stakeholders of the action. The report will reflect the tasks conducted in during the activity. It shall provide a meaningful contribution towards the final deliverables of the action.</li> <li>- D4: A <i>Technical report</i> (representing the experts' contribution to the PI in relation to the content of the peer-to-peer exchanges and in view to attain the action's expected results and to contribute to the achievement of its specific objectives. It is a piece of technical work on the very subject matter of the peer-to-peer cooperation. The technical report shall comply with the description provided in ToREx and further agreed upon in the TMT):</li> </ul> <p>Delivered Training of trainers and prepared compendium of materials for further dissemination comprising of: training matrix, learning plan, objectives and outcomes, means of instructions and evaluation, dissemination strategy and learning resources.</p>	
<b>Profile of Expert(s) and/or collaborative institutions</b>	
<p><b><u>Principal expert (Expert 1):</u></b></p> <p><b>Area(s) of expertise:</b> <i>Trade Unions and Social Dialogue</i></p> <p><b>Specific skill(s) and competency(ies) of expertise:</b> <i>Individuals' capacity building/training; Governance, transparency &amp; accountability, L&amp;R implementation and enforcement</i></p> <p><b>Additional skills:</b> <i>EU decision making process and policies; capacity building of social partners</i></p> <p><b><u>Expert 2:</u></b></p> <p><b>Area(s) of expertise:</b> <i>Labour legislation</i></p> <p><b>Specific skill(s) of expertise:</b> <i>Human resources management &amp; development; Change management &amp; facilitation ; Individuals' capacity building/training</i></p> <p><b>Additional skills:</b> <i>Collective Bargaining Agreements – theory and practice</i></p>	

Estimated workload [in days] <i>please refer to SOP's Table 4: indicative standard workloads of each expert</i>					
	Preparation	Onsite work	Distance work	Reporting & deliverables	Total
Principal expert (#1)	5	5	0	3	13
Expert (#2)	5	5	0	2	12
<b>Total experts</b>	<b>10</b>	<b>10</b>	<b>0</b>	<b>5</b>	<b>25</b>
Interpretation		5			5
Translation (volume in pages/slides)	100				
Timeframe (Month/Year – Month/Year)					
Start <i>Including preparation</i>			Completion <i>Including delivery</i>		
<b>21st July 2025</b>			<b>25<sup>th</sup> July 2025</b>		

<b>Act. 3/3_:</b>	ToT on Due Diligence and European Works Councils	
<b>Type of activity:</b> <i>At most, check only one box.</i>	<input checked="" type="checkbox"/> "Train-the-trainers" seminars <input type="checkbox"/> Technical trainings <input type="checkbox"/> Roundtable discussions <input type="checkbox"/> Thematic workshops <input type="checkbox"/> Gaps and needs assessment	<input type="checkbox"/> Expert advice and consulting on specific technical issues <input type="checkbox"/> Screening and reviews of documents/programmes <input type="checkbox"/> Expert support in drafting legislation/strategies <input type="checkbox"/> Study-visits
	<input type="checkbox"/> Other, <i>please specify:</i>	<b>Delivery method:</b> <input checked="" type="checkbox"/> Onsite <input type="checkbox"/> Online <input type="checkbox"/> Mixed delivery
<b>Description</b> (including the number of missions, tasks to be completed and role of each expert) & final deliverable(s) (and/or intermediary)		
<p><b>Methodology:</b></p> <p>Experts will design and deliver training-of-trainers program for CNSM’s trainers and senior representatives on due diligence and European Works Councils.</p> <p>According to the training needs assessment, the following topics are to be covered:</p> <ul style="list-style-type: none"> <li>- Human rights Due diligence for trade unions</li> <li>- Provisions of the <i>Directive 2009/38/EC of the European Parliament and of the Council of 6 May 2009 on the establishment of a European Works Council or a procedure in Community-scale undertakings and Community-scale groups of undertakings for the purposes of informing and consulting employees</i></li> <li>- Provisions of the <i>Directive 2008/104/EC of the European Parliament and of the Council of 19 November 2008 on temporary agency work</i></li> </ul> <p>Experts will develop a Compendium of learning materials, define instructional and evaluation methods, and assess the training's effectiveness on trainees’ skills, approaches and attitudes. A dissemination strategy will ensure the broader application of the training outcomes.</p> <p>The training 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 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. The training will include cross-cutting themes such as gender equality, human rights, and social inclusion of vulnerable groups.</p> <p>This approach aims to strengthen the capacities of union specialists, enabling them to assume leadership roles within their respective federations and upskill their membership for effective social dialogue.</p> <p><u>The Experts:</u></p> <p>The principal expert will lead the mission on site. Experts are responsible for the production of all deliverables of the activity. They will also be responsible for the preparation, coordination, implementation and reporting and/or coordination of the overall activity.</p> <p>The experts shall conduct the activity by delivering training in the form of ToT, based on the co-developed methodology and agenda. The experts shall hold a meeting with the EU Delegation in Moldova as part of their onsite mission agenda.</p> <p><u>The Partner Institution</u></p> <p>The partner institution shall work in collaboration with the 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:</p>		



<b>Act. 3/3_:</b>	<p>ToT on Due Diligence and European Works Councils</p>
<p>- providing one or more resource-persons to support the experts in the organisation of the mission, as well as in training sessions and in elaboration of deliverables.</p> <p>- contributing to the technical organisation and implementation of the activity, including working premises and logistics of the invitation and participation of trainees, refreshments on the training and working materials/technical tools (for video presentations and translation equipment, if needed).</p> <p>- convening participants to the meetings and ensuring their participation to the peer-to-peer dynamic, including external stakeholders as relevant.</p> <p>- Supporting SOCIEUX+ in identifying interpreters/translators English/Romanian</p> <p>- Providing professional interpretation for the on-line preparatory meetings and debriefings with the experts mobilized by SOCIEUX+, if needed.</p> <p><b>Tasks:</b></p> <p>Minimum tasks expected from the experts shall include:</p> <p><u>Task 1 – Preparation of the mission.</u> The Experts Team:</p> <ul style="list-style-type: none"> <li>• gets substantial knowledge of the local context; reviews any relevant background document provided by the SOCIEUX+ Team and/or the Partner institution (PI);</li> <li>• establishes in close consultation with the PI the training methodology and agenda (TMT);</li> <li>• submits the TMT for approval by the SOCIEUX+ Team;</li> <li>• takes part in the pre-departure briefing with the SOCIEUX+ Team (around 1 week before the mission);</li> <li>• Contact the EU Delegation in Moldova to organise a briefing and/or debriefing upon arrival (SOCIEUX+ will introduce the experts to the focal point within the EU Delegation)</li> </ul> <p><u>Task 2 – Implementation of the mission.</u> The Experts Team:</p> <ul style="list-style-type: none"> <li>• reviews and finalises the agenda of the mission and the list of stakeholders to be consulted with the PI upon arrival; any changes to the MeN shall be timely communicated to the SOCIEUX+ Team;</li> <li>• organises, as necessary, a brief presentation of the objectives and methodology of the mission for the PI and relevant stakeholders;</li> <li>• provides a briefing on the background of the request and objectives of the mission to the EU Delegation, if applicable;</li> <li>• as per agenda, conducts consultations with the PI’s executives and staff, and relevant stakeholders, including the EU Delegation;</li> <li>• implements the training for trainers and the CTUM senior representatives;</li> <li>• holds the meeting with the social dialogue stakeholders (the CTUM, the Confederation of the Employers of Moldova, ministries’ representatives), on best social dialogue good practices in the EU countries;</li> <li>• compiles the initial findings and main conclusions emerging from the peer-to-peer technical exchange in a brief presentation that will be used for the final consultation and debriefing on-site;</li> <li>• channels to SOCIEUX+ Communication officer any material that can be useful to inform the public about the activity (pictures, interviews, brief notes or articles); and,</li> <li>• at every stage of the implementation, liaises with the SOCIEUX+ Team in case of doubts on the eligibility of proposals raised by the PI, politically sensitive developments, or any other relevant issue that may require a formal position of SOCIEUX+.</li> </ul> <p><u>Task 3 – Final consultation and debriefing.</u> The Experts Team:</p> <ul style="list-style-type: none"> <li>• presents the initial findings and main recommendations emerging from the peer-to-peer technical exchange to the PI, relevant stakeholders and the EU Delegation; and,</li> <li>• collects the feedback of the PI, relevant stakeholders and the EU Delegation for inclusion, as possible, in their final draft of the activity’s final deliverables.</li> </ul>	

<b>Act. 3/3_:</b>	<b>ToT on Due Diligence and European Works Councils</b>
<p><b>Task 4 – Finalisation and submission of the deliverables.</b> The Experts Team:</p> <ul style="list-style-type: none"> <li>At the end of the mission, timely submit to SOCIEUX+ the final deliverables (10 working days after the mission). Use the templates and evaluation forms provided by SOCIEUX+.</li> <li>elaborates the final deliverables for review and commenting by SOCIEUX+, the PI and eventually other stakeholders.</li> </ul> <p><b>Deliverables:</b></p> <p><u>Intermediary deliverables</u> (to be transmitted to SOCIEUX+ FMT at least 5 working days ahead of the activity)</p> <ul style="list-style-type: none"> <li>TMT: A training methodology, detailing the working approach, tools and methods to be employed, a risks analysis, etc.; and an activity/mission agenda, detailing the meetings and training sessions to be held, persons to meet, etc. The Methodological Note shall not exceed 5 pages (excluding the cover page and annexes).</li> </ul> <p><u>Final deliverables</u> (to be transmitted to SOCIEUX+ FMT no later than 10 working days after the activity's completion):</p> <ul style="list-style-type: none"> <li>D1: An individual <i>Expert Mission Report (ExMR)</i> in SOCIEUX+ format (template provided). This report is a confidential product intended solely for and use by SOCIEUX+. The expert team may also submit a single-joint ExMR report if they prefer to do so (see instructions on the template).</li> <li>D2: An individual completed <i>Expert Feedback Form (ExF)</i> completed online (see instructions and link on the ExMR template).</li> <li>D3: A collective <i>Activity Report (AcR)</i> in SOCIEUX+ format (template provided). This AcR is to be produced jointly by the mission team. It is intended for the Partner Institution, and will be shared, most probably, with key stakeholders of the action. The report will reflect the tasks conducted in during the activity. It shall provide a meaningful contribution towards the final deliverables of the action.</li> <li>D4: A <i>Technical report</i> (representing the experts' contribution to the PI in relation to the content of the peer-to-peer exchanges and in view to attain the action's expected results and to contribute to the achievement of its specific objectives. It is a piece of technical work on the very subject matter of the peer-to-peer cooperation. The technical report shall comply with the description provided in ToREx and further agreed upon in the MeN):</li> </ul> <p>Delivered Training of trainers and prepared compendium of materials for further dissemination comprising of: training matrix, learning plan, objectives and outcomes, means of instructions and evaluation, dissemination strategy and learning resources.</p>	
<b>Profile of Expert(s) and/or collaborative institutions</b>	
<p><b><u>Principal expert (Expert 1):</u></b></p> <p><b>Area(s) of expertise:</b> <i>Social dialogue and Human Rights</i></p> <p><b>Specific skill(s) and competency(ies) of expertise:</b> <i>Individuals' capacity building/training; Governance, transparency &amp; accountability; L&amp;R implementation and enforcement</i></p> <p><b>Additional skills:</b> <i>Due diligence in the area of social dialogue – theory and practice</i></p> <p><b><u>Expert 2:</u></b></p> <p><b>Area(s) of expertise:</b> <i>Labor Law and Labor Relations</i></p> <p><b>Specific skill(s) of expertise:</b> <i>Human resources management &amp; development; Change management &amp; facilitation ; Individuals' capacity building/training</i></p> <p><b>Additional skills:</b> <i>European Work Councils – theory and practice</i></p>	

<b>Estimated workload [in days]</b> <i>please refer to SOP's Table 4: indicative standard workloads of each expert</i>					
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<b>Total experts</b>	<b>10</b>	<b>10</b>	<b>0</b>	<b>5</b>	<b>25</b>
<b>Interpretation</b>					
		5			5
<b>Translation (volume in pages/slides)</b>			100		
<b>Timeframe (Month/Year – Month/Year)</b>					
<b>Start</b> <i>Including preparation</i>			<b>Completion</b> <i>Including delivery</i>		
<b>8<sup>th</sup> September 2025</b>			<b>07<sup>th</sup> November 2025</b>		

**A. List of areas of intervention and skills**

Table 1: Areas of intervention of the proposed action

<p><b>A. Work</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Decent Work</li> <li><input type="checkbox"/> Future of Work</li> </ul> <p><i>Employment</i></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Informal Employment</li> <li><input type="checkbox"/> Youth Employment</li> <li><input type="checkbox"/> Green Jobs</li> <li><input type="checkbox"/> Employment Policy</li> <li><input type="checkbox"/> Employment Services</li> </ul> <ul style="list-style-type: none"> <li><input type="checkbox"/> Forced Labour</li> <li><input type="checkbox"/> Labour Market</li> <li><input type="checkbox"/> Labour Policy</li> <li><input type="checkbox"/> Livelihoods/Income Generating Activities</li> </ul> <p><i>Workers</i></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Workers with Disabilities</li> <li><input type="checkbox"/> Women workers</li> </ul> <hr/> <p><b>B. Working Conditions</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Conditions of Employment</li> <li><input type="checkbox"/> Maternity Protection</li> <li><input type="checkbox"/> Quality of Working Life</li> <li><input type="checkbox"/> Work Environment</li> <li><input type="checkbox"/> Work Organisation</li> </ul> <hr/> <p><b>C. Labour Relations</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Employers Organisations</li> <li><input type="checkbox"/> Social Dialogue</li> <li><input type="checkbox"/> Trade Unions</li> </ul>	<p><b>D. Labour Law</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Labour Legislation</li> <li><input type="checkbox"/> Labour Standards</li> </ul> <hr/> <p><b>E. Social Protection</b></p> <p><i>Social Assistance</i></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Employment Guarantee Schemes</li> <li><input type="checkbox"/> Income Guarantee Schemes</li> </ul> <p><i>Social Security</i></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Disability Benefits</li> <li><input type="checkbox"/> (Employment) Accident Benefits</li> <li><input type="checkbox"/> Family Benefits (incl. child benefits/family grants/Cash Transfers)</li> <li><input type="checkbox"/> Health Insurance</li> <li><input type="checkbox"/> Maternity Benefits</li> <li><input type="checkbox"/> Old Age Benefits</li> <li><input type="checkbox"/> Pension Schemes</li> <li><input type="checkbox"/> Social Security Financing</li> <li><input type="checkbox"/> Social Security Legislation</li> <li><input type="checkbox"/> Social Security Policy</li> <li><input type="checkbox"/> Survivors Benefits</li> <li><input type="checkbox"/> Unemployment Benefits</li> </ul> <p><i>Social Services</i></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Access to Health</li> <li><input type="checkbox"/> Access to Education</li> <li><input type="checkbox"/> Access to other Basic Social Services</li> </ul>	<p><b>F. Education and Training (Access to services)</b></p> <p><i>Training</i></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Vocational Guidance</li> <li><input type="checkbox"/> Vocational Training</li> <li><input type="checkbox"/> Occupational Qualification</li> <li><input type="checkbox"/> Lifelong Learning</li> </ul> <hr/> <p><b>G. Economic and Social Development</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Public-Private Partnerships</li> </ul> <hr/> <p><b>H. Economy</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Informal Economy</li> </ul> <hr/> <p><b>L. Human Rights</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Discrimination</li> <li><input type="checkbox"/> Economic and Social Rights</li> <li><input type="checkbox"/> Gender Equality</li> <li><input type="checkbox"/> Rights of The Child</li> <li><input type="checkbox"/> Rights of Disabled People</li> </ul> <hr/> <p><b>N. Government and Public Administration</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Labour Administration &amp; Inspection</li> <li><input type="checkbox"/> Social Security Administration &amp; Inspection</li> </ul>	<p><b>Q. Health (Access to services)</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Disabilities (in health)</li> <li><input type="checkbox"/> Health Policy</li> <li><input type="checkbox"/> Medical Care</li> <li><input type="checkbox"/> Occupational Safety and Health</li> <li><input type="checkbox"/> Rehabilitation</li> </ul> <hr/> <p><b>S. Technology</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Information and Communication Technologies</li> </ul> <hr/> <p><b>T. Management</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Human Resources Management &amp; Development</li> </ul> <hr/> <p><b>U. Statistics</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Labour Statistics</li> <li><input type="checkbox"/> Social Security Statistics</li> </ul> <hr/> <p><b>V. Research</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Data Analysis</li> <li><input type="checkbox"/> Data Collecting</li> <li><input type="checkbox"/> Survey</li> <li><input type="checkbox"/> Projections</li> </ul>
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Table 2: Specific skills classification used by SOCIEUX+ in its online database of experts

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**1. Policy & strategy (P&S)**

- 1.1. Governance, transparency & accountability
- 1.2. P&S making and development
- 1.3. P&S steering and implementation

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**2. Legislation & regulation (L&R) framework**

- 2.1. L&R making and development
- 2.2. L&R implementation and enforcement

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**3. Organisational management & administration**

- 3.1. Organ. structures, roles and arrangements
- 3.2. Quality assurance, inspection and audit
- 3.3. Human resources management & development
- 3.4. Change management & facilitation
- 3.5. Programme/Project management
- 3.6. Service delivery

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**4. Finance & budgeting**

- 4.1. Planning, budgeting & costing
- 4.2. Financial management, control and audit
- 4.3. Procurement

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**5. M&E, information & statistics**

- 5.1. Monitoring & Evaluation (M&E)
- 5.2. Information management systems
- 5.3. Information & communication technology
- 5.4. Statistics & business intelligence

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**7. Communication & social marketing**

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**8. Individuals' capacity building/training**

- 8.1. Needs assessments & curricula
- 8.2. E-learning and online trainings
- 8.3. Presential training activities

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**9. Research**

- 9.1. Quantitative methods
- 9.2. Qualitative methods
- 9.3. Theoretic models & approaches

# About SOCIEUX+

SOCIEUX+ EU Expertise on Social Protection, Labour and Employment is a technical cooperation facility established and co-funded by the European Union (UE), France, Belgium and Spain.

The Facility is dedicated to improving access to better employment opportunities and inclusive social protection systems, with a particular focus on women and youth. It aims to strengthen institutional capacities, and raise awareness on social protection, decent work and responsible business conduct. The Facility also supports public institutions to improve their capacity to comply with EU directives and Member States' legislation on Corporate Sustainability Due Diligence (CSDD).

SOCIEUX+ targets public authorities responsible for labour, employment, and social protection at various levels in over 160 countries and territories. Social partners are also encouraged to apply for SOCIEUX+ technical cooperation.

The activities carried out by SOCIEUX+ activities 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 Internacional y para Iberoamérica de Administración y Políticas Públicas (FIIAPP) from Spain.

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