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EU Expertise on Social Protection,
Labour and Employment

Terms of Reference for Experts

Terms of reference activities
and missions

SOCIEUX 2025-10
Moldova



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CONTENT INDEX

1. Background information	5
1.1. Country Overview.....	5
1.2. Sector Situation	5
1.3. Role of Partner Institution in the Sector	6
2. Action Description	6
2.1. Overall Objective	6
2.2. Specific Objective(s) (Purpose)	6
2.3. Expected Results	7
2.4. Final Deliverables.....	7
3. Methodology	7
3.1. General Methodology (of the Action)	7
3.2. Planned Activities (Work Plan of the Action).....	8
3.3. Inclusion of cross-cutting issues	8
4. Activities description.....	9
4.1. Tasks.....	9
4.2. Deliverables	12
4.2.1. Pre-mission Deliverables.....	12
4.2.2. Final Deliverables	12
4.2.3. Deliverables expected from Regional or Non-EU Expert (if relevant) Erreur ! Signet non défini.	
4.2.4. In case triangular cooperation is part of the activity, the regional or non-EU expert shall elaborate distinct deliverables, namely: Erreur ! Signet non défini.	
5. Reporting and submission of deliverables	13
5.1. Formats	13
5.2. Submission and approval.....	13
5.2.1. Pre-mission deliverables	14
5.2.2. Final deliverables	14
6. Required expertise.....	14
6.1. Expertise profile	14
6.2. Estimated workload.....	20
7. Applications	22
7.1. Call for Experts.....	22
7.2. Selection of Experts	22
7.3. Contracting of public experts	23
7.4. Financial compensations.....	24
7.5. Travel costs	24
8. Communication & Visibility	24
9. Code of conduct	24
10. Other considerations	Erreur ! Signet non défini.
11. Annexes	Erreur ! Signet non défini.
About SOCIEUX+.....	26

Terms of reference for on-site activities and missions

Action code and partner country: SOCIEUX 2025-10 - MOLDOVA

Action title: Transposition of Directive 2008/94/EC: Strengthening Employee Protection in Cases of Employer Insolvency for Moldova's EU Integration

Partner institution: Ministry of Labour and Social Protection Secretariat

Activities number(s) and title(s):

- **Activity 1 – Propose the necessary legal, institutional, and operational adjustments for the implementation of Directive 2008/94/EC**, drawing on a comprehensive review of **EU best practices** regarding guarantee institutions, with particular focus on fund structure, governance models, and sustainability mechanisms, including investment strategies and reserve fund arrangements.
- **Activity 2 – Conduct a gender-responsive social impact study** to inform equitable scheme design.

Tentative dates of implementation and location:

Activity 1: *Propose the necessary legal, institutional, and operational adjustments for the implementation of Directive 2008/94/EC, drawing on a comprehensive review of EU best practices regarding guarantee institutions, with particular focus on fund structure, governance models, and sustainability mechanisms, including investment strategies and reserve fund arrangements*

15 September – 31 October 2025

1. Preparation phase:

Monday, 15 September 2025 - Friday, 3 October 2025 (3 weeks)

2. On-site implementation:

Monday, 6 October 2025 - Friday, 17 October 2025 (2 weeks)

3. Deliverables phase:

Monday, 20 October 2025 - Friday, 7 November 2025 (3 weeks)

4. Validation by PI:

Monday, 10 November 2025 - Friday, 14 November 2025 (1 week)

Activity 2: *Conduct a gender-responsive social impact study to inform equitable scheme design*

15 December 2025 - 6 February 2026

1. Preparation phase:

Monday, 15 December 2025 - Friday, 2 January 2026 (3 weeks)

2. On-site implementation:

Monday, 5 January 2026 - Friday, 16 January 2026 (2 weeks)

3. Deliverables phase:

- Monday, 19 January 2026 - Friday, 6 February 2026 (3 weeks)

4. Validation by PI:

Monday, 9 February 2026 - Friday, 13 February 2026 (1 week)

Expert positions and responsibilities (by activity):

- Activity 1: Expert 1 (principal)

Area(s) of Expertise:

A. Work

Decent Work; Employment Policy

D. Labour Law

Labour Legislation; Labour Standards

E. Social Protection

Social Security Legislation; Unemployment Benefits; Social Health Insurance Administration

L. Human Rights

Gender Equality

N. Government and Public Administration

Labour Administration & Inspection

- Expert 2:

Area(s) of expertise:

E. Social Protection

Unemployment Benefits

Social Security Legislation

Pension Schemes / Income Guarantee Schemes

L. Human Rights

Economic

and

Social

Rights

- Activity 2:

Area(s) of expertise:

Expert 1: *Area(s) of Expertise:*

A. Work

Decent Work; Employment Policy

D. Labour Law

Labour Legislation; Labour Standards

E. Social Protection

Social Security Legislation; Unemployment Benefits; Social Health Insurance Administration

L. Human Rights

Gender Equality

N. Government and Public Administration

Labour Administration & Inspection

Expert 2: *Area(s) of Expertise:*

E. Social Protection

Unemployment Benefits

Social Security Legislation

Pension Schemes / Income Guarantee Schemes

L. Human Rights

Economic and Social Rights

Workload:

Activity 1 - Expert 1 : Total 21 days (10 working days onsite)

Activity 1 - Expert 2 : Total 19 days (10 working days onsite)

Activity 2 - Expert 1 : Total 17 days (10 working days onsite)

Activity 2 - Expert 2 : Total 16 days (10 working days onsite)

Call for experts' reference: 25-10/MDA/1-2/1, 25-10/MDA/1/2, 25-10/MDA/2/2

Version - #: ____

☐ Draft

☒ Final

Date: July 21, 2025

1. Background information

1.1. Country Overview

Briefly describe:

Moldova formally launched EU accession negotiations in June 2024 after fulfilling key criteria. A national referendum narrowly supported EU integration. Despite challenges from Russia's aggression and energy insecurity, Moldova advanced reforms and hosted refugees. The EU-Moldova Security and Defence Partnership and the Moldova Growth Plan aim to boost resilience and integration.

Moldova has some preparation in social policy and employment and made limited progress. Employment promotion and coordination between social and employment services improved. However, previous EU recommendations remain largely unaddressed. Key next steps include reforming the National Employment Agency, strengthening the Labour Inspectorate, and advancing social assistance reform and digitalisation.

Moldova's gender equality legislation aligns with EU standards, though challenges remain. Women's political and labor participation is rising, but barriers like sexism and limited support persist. New national bodies and legal reforms address domestic violence and femicide. Further integration of gender into policy, budgeting, and accountability mechanisms is still needed.

(Commission staff working document republic of Moldova 2024. Report accompanying the document communication from the commission to the European parliament, the council, the European economic and social committee and the committee of regions)

1.2. Sector Situation

Briefly describe:

This action seeks to establish the necessary foundations for the transposition of Directive 2008/94/EC on the protection of employees in the event of employer insolvency, adapting it to Moldova's legal, social, and institutional landscape. It is not only a technical and legislative exercise, but a strategic step toward aligning Moldova's labour protection systems with EU standards, while ensuring that the process is inclusive, equitable, and sustainable.

At the heart of the initiative lies the creation of a wage guarantee institution, a mechanism that can safeguard workers' rights when employers face insolvency. Exploring viable models for such institutions—drawing on EU Member State practices—will go hand in hand with the analysis of different financing mechanisms, whether based on static reserves, investment models, or mixed systems. These efforts aim to ensure the long-term sustainability and efficiency of the future guarantee scheme.

What distinguishes this action is its strong commitment to gender equality and social inclusion. The definition of beneficiaries will be grounded in a gender-responsive, ex-ante social impact assessment, ensuring that the proposed system does not reproduce existing inequalities, but rather works to correct them. Particular attention will be paid to the diverse realities of Moldova's labour market—especially for women, informal workers, and vulnerable groups—so that the final design of the scheme reflects the principles of equity and non-discrimination.

The action will result in four key outputs: a comprehensive report; an Options Paper comparing three viable implementation scenarios; a Beneficiaries Definition Report anchored in gender and inclusion criteria; and a Draft Law to transpose the Directive into national legislation. Altogether, these deliverables will provide Moldova with a concrete, inclusive, and gender-sensitive roadmap to strengthen its social protection architecture and move closer to EU integration.

1.3. Role of Partner Institution in the Sector

Briefly describe:

This action will be implemented through a peer-to-peer exchange in close collaboration with the Ministry of Labour and Social Protection of the Republic of Moldova. The Ministry is mandated to oversee labor, employment, and social welfare policies, ensuring their alignment with EU and ILO standards. It promotes fair labor practices, supports vulnerable groups, and works to modernize the country's social protection systems. Furthermore, the Ministry plays a key role in advancing Moldova's EU integration process, with a strong focus on financial sustainability and social inclusion.

2. Action Description

2.1. Overall Objective

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

2.2. Specific Objective(s) (Purpose)

To lay the ground to transpose the Directive 2008/94/EC on the protection of employees in the event of employer insolvency, appropriately tailored to the context and responsive to the needs and interests of Moldova

2.3. Expected Results

- R1. Suitable options for the establishment of guarantee institutions according to the framework set by Directive 2008/94/EC are explored
- R2. Financing models for the employer insolvency guarantee are explored
- R3. The beneficiaries' group of the wage guarantee scheme is defined based on a preliminary ex ante gender and social impact evaluation

2.4. Final Deliverables

- D1 **Report** including specific recommendations for legislative adjustments and the establishment of a viable wage guarantee institution and an **Options Paper** presenting at least three possible implementation models, which will, among other aspects, analyse whether the guarantee fund should be maintained as a static reserve or whether there are models in which the fund may accrue interest, be partially invested, or be recycled under specific conditions
- D2. **Inclusive Beneficiaries Definition Report**
- D3. **Draft law for transposing Directive 2008/94/EC into national legislation, ensuring worker protection in cases of employer insolvency**

3. Methodology

4. General Methodology (of the Action)

The activities will be implemented through a peer-to-peer, participatory methodology, grounded in EU best practices and designed to foster inclusive dialogue and national ownership. The experts team will benchmark wage guarantee institutions across EU Member States, analyzing their structure, governance, and financial sustainability mechanisms, including investment strategies and reserve models. This comparative analysis will serve as the foundation for context-specific recommendations aimed at legal and institutional reform in Moldova. Structured exchanges with key Moldovan stakeholders—including ministries, employment services, gender equality mechanisms, and social partners—will ensure that reforms are both feasible and aligned with national priorities.

A mixed-method approach will be adopted, integrating both qualitative and quantitative tools within a gender-sensitive and intersectional framework. An ex-ante social impact assessment will examine how the introduction of a wage guarantee scheme might affect diverse social groups, particularly women and other vulnerable populations. This includes considering the compounded effects of age, disability, income level, and employment status. National labor market and social protection data will be reviewed and disaggregated by sex and other relevant variables to identify structural inequalities and risks of exclusion.

The methodology will emphasize inclusive stakeholder engagement. Targeted consultations—such as interviews and focus groups—will be conducted with a wide range of actors, including government institutions, trade unions, women's rights organizations, and civil society groups. These participatory methods will ensure that the findings are informed by lived experiences and practical barriers to access, especially those faced by women and marginalized workers in the event of employer insolvency.

The evidence gathered will inform a comprehensive report containing concrete recommendations for legislative adjustments and the creation of a viable, gender-responsive wage guarantee institution. Additionally, an Options Paper will be developed, presenting at least three feasible models, each evaluated in terms of legal viability, institutional fit, financial sustainability, and compliance with EU standards. The final recommendation will be tailored to Moldova's social and institutional context. Clear eligibility criteria for beneficiaries will also be proposed, prioritizing equity, gender equality, and social inclusion, and ensuring that the wage guarantee scheme contributes meaningfully to Moldova's broader goals of social justice and economic resilience.

4.1. Planned Activities (Work Plan of the Action)

The following activities are currently planned for the action:

- Activity 1 – **Propose the necessary legal, institutional, and operational adjustments for the implementation of Directive 2008/94/EC**, drawing on a comprehensive review of **EU best practices** regarding guarantee institutions, with particular focus on fund structure, governance models, and sustainability mechanisms, including investment strategies and reserve fund arrangements.
- Activity 2 – **Conduct a gender-responsive social impact study** to inform equitable scheme design.
- Activity 3 – **Legal drafting and expert consultation for the transposition of Directive 2008/94/EC into national legislation** integrating findings from legal, social, and financial analyses to guide Moldova's roadmap toward alignment with EU labor standards

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

- Activity 1 & Activity 2

4.2. 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.

5. Activities description

ACTIVITY 1

5.1. Tasks

The activity will be implemented through a peer-to-peer, participatory approach.

Drawing from EU best practices, the expert team will conduct benchmarking of wage guarantee institutions across Member States, with a focus on fund structure, governance, and sustainability mechanisms, including investment strategies and reserve models. Comparative insights will be used to inform concrete and tailored recommendations for legal and institutional reform in Moldova.

Structured peer-to-peer exchanges will be held with representatives of relevant Moldovan institutions (e.g., Ministry of Labour and Social Protection, Ministry of Justice, gender equality mechanisms, public employment services, social partners...), to validate findings, ensure feasibility, and promote national ownership of the proposed reforms. A gender-sensitive approach will be integrated throughout the process through targeted stakeholder engagement and appropriate monitoring and knowledge management mechanisms

Based on the findings, the team will jointly produce a comprehensive report, including specific recommendations for legislative adjustments and the establishment of a viable wage guarantee institution. Additionally, an Options Paper will be developed, presenting at least three possible implementation models—evaluated in terms of legal feasibility, institutional fit, financial sustainability, and alignment with EU standards—with a final recommendation tailored to Moldova's context.

These documents should be consulted, among others, as part of the national reference materials relevant to the transposition of Directive 2008/94/EC concerning the protection of employees in the event of employer insolvency. This list is not intended to be exhaustive.

1. Labour Code of the Republic of Moldova — This document establishes the legal framework for employment relations, workers' rights, and employer obligations. It outlines labor contracts, working conditions, occupational safety, and dispute resolution mechanisms.
2. National Employment Strategy 2023-2027 — A policy document outlining Moldova's strategic approach to reducing unemployment, addressing labor market challenges, and promoting economic integration through skills development, vocational training, and job placement programs.
3. Law No. 489/1999 on the Public Social Insurance System
4. Law No. 289/2004 on Temporary Incapacity for Work and Other Social Security Benefits
5. Law No. 149/2012 on Insolvency
6. Law No. 156/1998 on Public Pensions system.
7. Country gender profile republic of Moldova. European Commission
8. 2023 Country Level Implementation Plan – CLIP (Republic of Moldova). European Commission

Alongside with the tasks described above, the minimum tasks expected from the experts shall include

Task 1 – Preparation of the Mission

The Experts Team:

- Gains substantial knowledge of the local context; reviews any relevant background document provided by the SOCIEUX+ Team and/or the Partner institution (PI).
- Establishes in close consultation with the PI the mission's methodology and agenda (MeN).
- Submits the (Training) Methodological Note (TMT, MeN) for approval by the SOCIEUX+ Team.
- Participates in a pre-departure briefing with the SOCIEUX+ Team (approximately one week before the mission).

Task 2 – Implementation of the Mission

The Experts Team:

- Reviews and finalises the mission agenda and the list of stakeholders to be consulted with the PI upon arrival; any changes to the MeN shall be communicated to the SOCIEUX+ Team in a timely manner.
- Organises, as necessary, a brief presentation of the mission's objectives and methodology for the PI and relevant stakeholders.
- Provides a briefing on the background of the request and mission's objectives to the EU Delegation, if applicable.
- Conducts consultations with the PI's executives and staff, as well as relevant stakeholders, including the EU Delegation, as per the agenda.
- 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 on-site debriefing.
- Channels to SOCIEUX+ Communication Officer any material that can be useful to inform the public about the activity (pictures, interviews, brief notes or articles).
- Liaises with the SOCIEUX+ Team at every stage of the implementation regarding doubts about the eligibility of proposals raised by the PI, politically sensitive developments, or any other relevant issue that may require a formal position from SOCIEUX+.

Task 3 – Final Consultation and Debriefing.

The Experts Team:

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

Task 4 – Finalisation and Submission of the Deliverables.

The FFM Team:

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

The principal expert will lead the on-site mission and will be responsible for producing all activity deliverables (see Section **Erreur ! Source du renvoi introuvable.** below), including preparing, coordinating, implementing and reporting the overall activity towards SOCIEUX+.

ACTIVITY 2

This activity will be implemented through a mixed-method, participatory and gender-sensitive methodology, combining qualitative and quantitative techniques with peer-to-peer exchanges. The objective is to conduct an ex-ante social impact assessment that identifies the potential effects of a wage guarantee scheme on different population groups and defines an inclusive and equitable group of beneficiaries. The study will ensure alignment with EU values on gender equality and Moldova's national social equity priorities.

In coherence with this,

The study will be based on internationally recognized gender and social inclusion analysis frameworks, adapted to the Moldovan context, integrating intersectional dimensions (e.g. age, disability, income level, employment status).

A review of national labor market and social protection data disaggregated by sex and other relevant variables will be conducted to identify structural inequalities and vulnerable groups potentially affected by employer insolvency.

Participatory methods such as interviews and focus groups will be carried out with relevant stakeholders, including government institutions, workers' organizations, women's associations, and civil society actors. These consultations will ensure the findings reflect lived experiences and practical barriers to access.

A forward-looking analysis will examine how the proposed wage guarantee scheme might affect different social groups, identifying risks of exclusion, unintended consequences, and enabling factors for equitable access.

Based on evidence gathered, the team will propose criteria for beneficiary eligibility that reflect gender equality and social inclusion objectives, supported by policy recommendations.

Alongside with the tasks described above, the minimum tasks expected from the experts shall include

Task 1 – Preparation of the Mission

The Experts Team:

- Gains substantial knowledge of the local context; reviews any relevant background document provided by the SOCIEUX+ Team and/or the Partner institution (PI).
- Establishes in close consultation with the PI the mission's methodology and agenda (MeN).
- Submits the (Training) Methodological Note (TMT, MeN) for approval by the SOCIEUX+ Team.
- Participates in a pre-departure briefing with the SOCIEUX+ Team (approximately one week before the mission).

Task 2 – Implementation of the Mission

The Experts Team:

- Reviews and finalises the mission agenda and the list of stakeholders to be consulted with the PI upon arrival; any changes to the MeN shall be communicated to the SOCIEUX+ Team in a timely manner.
- Organises, as necessary, a brief presentation of the mission's objectives and methodology for the PI and relevant stakeholders.
- Provides a briefing on the background of the request and mission's objectives to the EU Delegation, if applicable.

- Conducts consultations with the PI's executives and staff, as well as relevant stakeholders, including the EU Delegation, as per the agenda.
- 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 on-site debriefing.
- Channels to SOCIEUX+ Communication Officer any material that can be useful to inform the public about the activity (pictures, interviews, brief notes or articles).
- Liaises with the SOCIEUX+ Team at every stage of the implementation regarding doubts about the eligibility of proposals raised by the PI, politically sensitive developments, or any other relevant issue that may require a formal position from SOCIEUX+.

Task 3 – Final Consultation and Debriefing.

The Experts Team:

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

Task 4 – Finalisation and Submission of the Deliverables.

The FFM Team:

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

The principal expert will lead the on-site mission and will be responsible for producing all activity deliverables (see Section **Erreur ! Source du renvoi introuvable.** below), including preparing, coordinating, implementing and reporting the overall activity towards SOCIEUX+.

5.2. Deliverables

5.2.1. Pre-mission Deliverables

- MeN: A methodological note, detailing the working approach, tools and methods to be employed, a risks analysis, etc.; and an activity/mission agenda, 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).

5.2.2. Final Deliverables

- D1: An individual Expert Mission Report (ExMR) in SOCIEUX+ format (template provided). This report is a confidential product intended solely for 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).
- D2: An individual completed Expert Feedback Form (ExF) completed online (see instructions and link on the ExMR template).
- D3: A collective Activity Report (AcR) in SOCIEUX+ format (template provided). The mission team will produce this AcR jointly. It is intended for the Partner Institution but will probably be shared with key stakeholders of the action. The report will reflect the tasks conducted during the activity. It shall provide a meaningful contribution towards the final deliverables of the action.
- D4: A technical report representing the experts' contribution to the PI regarding the content of the peer-to-peer exchanges to attain the action's expected results and contribute to achieving its specific objectives. It is a piece of technical work on the subject of peer-to-peer cooperation. The

technical report shall comply with the description provided in the ToREx and further agreed upon in the MeN

- Deliverable activity 1: **Report** including specific recommendations for legislative adjustments and the establishment of a viable wage guarantee institution. Additionally, an Options Paper will be developed, presenting at least three possible implementation models—evaluated in terms of legal feasibility, institutional fit, financial sustainability, and alignment with EU standards—with a final recommendation tailored to Moldova’s context. As such, the **Options Paper** will, among other aspects, analyse whether the guarantee fund should be maintained as a static reserve or whether there are models in which the fund may accrue interest, be partially invested, or be recycled under specific conditions.

Deliverable activity 2: **Inclusive Beneficiaries Definition Report**

6. Reporting and submission of deliverables

6.1. 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.

6.2. 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.

6.2.1. 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.

6.2.2. 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+.

7. Required expertise

7.1. Expertise profile

ACTIVITY 1

Principal expert (Expert #1):

Area(s) of expertise

A. Work

Decent Work; Employment Policy

D. Labour Law

Labour Legislation; Labour Standards

E. Social Protection

Social Security Legislation; Unemployment Benefits; Social Health Insurance Administration

L. Human Rights

Gender Equality

N. Government and Public Administration

Labour Administration & Inspection

Specific skill(s) & competency(ies):

1. Policy & Strategy (P&S)
 - 1.1. Governance, transparency, and accountability
 - 1.2. Policy and strategy making and development
2. Legislation & Regulation (L&R)
 - 2.1. Law and regulation making and development
 - 2.2. Law and regulation implementation and enforcement
3. Organisational Management & Administration
 - 3.1. Organisational structures, roles, and arrangements
 - 3.4. Change management and facilitation

Requirements (essential/required):

- a) The education type and level required:

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

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

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

- b) The number of years of relevant work/professional experience combining the area(s) of expertise and demonstrated specific skill(s) & competence(s): 7
- c) Required language knowledge: Romanian and or English
N.B.: Translation and interpretation services may be commissioned by SOCIEUX+.
- d) Other essential qualification(s): experience in legislative adjustments and establishment of viable wage guarantee institution. Benchmarking of implementation models—legal feasibility, institutional fit, financial sustainability, and alignment with EU standards—

Additional assets (advantageous in selection):

- e) Experience advising governments on EU acquis alignment or convergence in labour and employment sector
- f) Strong skills in designing and conducting participatory diagnostics and reform planning in multi-stakeholder environments
- g) Working knowledge of Moldova’s governance context or other EU candidate countries; Romanian language skills is a plus

- h) Having passed the SOCIEUX+ e-learning '[Acting upon inequality](#)'. SOCIEUX+ aims to do no harm and contribute to the reduction of inequalities. Hence, we highly recommend doing this short e-course. It takes about 2h30.

Expert #2:

Area(s) of expertise:

E. Social Protection

Unemployment Benefits

Social Security Legislation

Pension Schemes / Income Guarantee Schemes

L. Human Rights

Economic and Social Rights

Specific skill(s) of expertise:

1.2. P&S making and development

3.1. Organisational structures, roles and arrangements

Requirements (essential/required):

- a) The education type and level required:

“Master’s” degree (or equivalent advanced academic degree or diploma requiring four 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 substituted with a combination of academic degree(s) and relevant years of work/professional experience combining the area of expertise and specific skills requested:

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

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

- b) Number of years of relevant work/professional experience combining the area(s) of expertise and demonstrated specific skill(s) & competence(s): 7
- c) Required language knowledge: Romanian and/or English
N.B.: Translation and interpretation services may be commissioned by SOCIEUX+.
- d) Other essential qualification(s): experience in reporting, including specific recommendations for legislative adjustments and the establishment of a viable wage guarantee institution. Experience in drafting Options Paper presenting different possible implementation models—evaluating legal feasibility, institutional fit, financial sustainability, and alignment with EU standards—with a final recommendation tailored to Moldova’s context.

Additional assets (advantageous in selection):

- e) Experience advising governments on EU acquis alignment or convergence in labour and employment sector
- f) Strong skills in designing and conducting participatory diagnostics and reform planning in multi-stakeholder environments
- g) Working knowledge of Moldova's governance context or other EU candidate countries
- h) Language(s): Romanian language skills are a plus
- i) N.B.: Translation and interpretation services may be commissioned by SOCIEUX+.
- j) Having passed the SOCIEUX+ e-learning '[Acting upon inequality](#)'. SOCIEUX+ aims to do no harm and contribute to the reduction of inequalities. Hence, we highly recommend doing this short e-course. It takes about 2h30.

ACTIVITY 2

Principal expert (Expert #1):

A. Work

Women Workers

Workers with Disabilities

B. Working Conditions

Maternity Protection

Quality of Working Life

L. Human Rights

Gender Equality

Discrimination

Rights of Disabled People

Rights of the Child

Specific skill(s) of expertise:

1.2. P&S making and development

3.4. Change management & facilitation

5.1. Monitoring & Evaluation (M&E)

7. Communication & social marketing

9.2. Qualitative methods

9.3. Theoretic models & approaches

Requirements (essential/required):

i) 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.

j) The number of years of relevant work/professional experience combining the area(s) of expertise and demonstrated specific skill(s) & competence(s): 7

k) Required language knowledge: Romanian and/or English

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

l) Other essential qualification(s): Gender equality mainstreaming

Additional assets (advantageous in selection):

- m) Experience in implementing participatory and gender-sensitive methodology, combining qualitative and quantitative techniques with peer-to-peer exchanges.
- n) Experience in conducting ex-ante social impact assessment that identifies the potential effects of a wage guarantee scheme on different population groups to define an inclusive and equitable group of beneficiaries
- o) Experience advising governments on EU acquis alignment or convergence in labour and employment sector
- p) Strong skills in designing and conducting participatory diagnostics and reform planning in multi-stakeholder environments
- q) Working knowledge of Moldova’s governance context or other EU candidate countries
- r) Language(s): Romanian language skills are a plus
- s) Having passed the SOCIEUX+ e-learning [‘Acting upon inequality’](#). SOCIEUX+ aims to do no harm and contribute to the reduction of inequalities. Hence, we highly recommend doing this short e-course. It takes about 2h30.

Principal expert (Expert #2):

.Work

A. Decent Work

E. Social Protection

Income Guarantee Schemes

Social Security Policy

Unemployment Benefits

Social Assistance

L. Human Rights

Economic and Social Rights

Specific skill(s) of expertise:

- 1.3. P&S steering and implementation
- 3.1. Organ. structures, roles and arrangements
- 4.1. Planning, budgeting & costing
- 5.4. Statistics & business intelligence
- 9.1. Quantitative methods
- 9.3. Theoretic models & approaches

Requirements (essential/required):

k) The education type and level required:

“Master’s” degree (or equivalent advanced academic degree or diploma requiring four 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 substituted with a combination of academic degree(s) and relevant years of work/professional experience combining the area of expertise and specific skills requested:

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

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

- l) Number of years of relevant work/professional experience combining the area(s) of expertise and demonstrated specific skill(s) & competence(s): 7
- m) Required language knowledge: Romanian and/or English
N.B.: Translation and interpretation services may be commissioned by SOCIEUX+.
- n) Other essential qualification(s): experience in model design for the alignment with EU values on gender equality and Moldova’s national social equity priorities.

Additional assets (advantageous in selection):

- o) Experience advising governments on EU gender acquis alignment or convergence in labour and employment sector
- p) Experience on integrating the gender and social inclusion analysis frameworks, adapted to the Moldovan/similar context, integrating intersectional dimensions (e.g. age, disability, income level, employment status).

- q) Experience in integrating gender and social inclusion analysis frameworks, in cases of employer insolvency.
- r) Experience in participatory methods such as interviews and focus groups including government institutions, workers' organizations, women's associations, and civil society actors
- s) Strong skills in designing and conducting participatory diagnostics and reform planning in multi-stakeholder environments
- t) Working knowledge of Moldova's governance context or other EU candidate countries
- u) Language(s): Romanian language skills are a plus
- v) Having passed the SOCIEUX+ e-learning '[Acting upon inequality](#)'. SOCIEUX+ aims to do no harm and contribute to the reduction of inequalities. Hence, we highly recommend doing this short e-course. It takes about 2h30.

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.

7.2. Estimated workload

ACTIVITY 1

	Preparation	On-site work	Distance work	Reporting deliverables	& Total
Principal expert (#1)	6	10		5	21
Expert (#2)	5	10		4	19
Total experts	11	20		9	40

ACTIVITY 2

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

8. Applications

8.1. 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 by¹:
 - a. Providing contact details
 - b. Providing information on the competencies, skills and working history of the expert. Experts are required to provide only limited information through fields marked with an asterisk. However, *experts are encouraged to complete in most detail the sections on skills and competencies as the SOCIEUX+ Team also regularly reviews profiles in the roster to identify and contact potential experts for future missions.*
 - c. Uploading of a curriculum vitae, preferably in Europass format².
3. Once the SOCIEUX+ Team approves their profile, they can apply to any available calls for experts accessible under the tab “Call for Experts” and click on “Apply”.
4. Regional experts: If regional experts are part of the team, they will be selected through a non-competitive process.

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

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.

8.2. 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:

- 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

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

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

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.

8.3. 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.

8.4. 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.

8.5. 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+.

9. 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.

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.

10. 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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