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# socioux+

EU Expertise on Social Protection,  
Labour and Employment

## Terms of Reference for Experts

Terms of reference activities  
and missions

SOCIEUX 2025-09  
MONTENEGRO

For external dissemination



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## Terms of reference for on-site activities and missions

**Action code and partner country:** SOCIEUX 2025-09 MONTENEGRO

**Action title:** Strengthening Capacities for the Integration of Montenegro into the EURES Network

**Partner institution:** Ministry of Labour, Employment and Social Dialogue and Employment Agency of Montenegro

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

- *Activity 1- Institutional and operational gap assessment of EAM and the Ministry to facilitate EURES network integration*
- *Activity 2- Support for Aligning National Occupational Classifications with ESCO*
- *Activity 3- Design of the structure and content of the National EURES portal*

**Tentative dates of implementation and location:**

**Activity 1** (on-site) –tentative dates from **September 22<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 22<sup>nd</sup> to October 10<sup>th</sup>, 2025
2. **On-site mission in Podgorica:** from 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

**Activity 2** (on-site) –tentative dates from **November 24<sup>th</sup> to January 16<sup>th</sup> , 2026** (with an on-site mission from December 15<sup>th</sup> to 19<sup>th</sup> , 2025)

1. **Preparation phase:** from November 24<sup>th</sup> to December 12, 2025
2. **On-site mission in Podgorica:** from December 15<sup>th</sup> to 19<sup>th</sup> , 2025
3. **Reporting phase:** from December 22<sup>nd</sup> , 2025 to January 16<sup>th</sup>, 2026

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

*Activity # 1&2: Expert # 1 (principal) – EURES Integration and Labour Mobility Expert*

*Activity # 1: Expert # 2 –Public Employment Service Development Expert*

*Activity # 2: Expert # 2 – ESCO Mapping and Occupational Classification Specialist*

**Workload:**

Activity #1&2 - Expert #1:Total 24 days ( 14 days at distance; and 10 days onsite)

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

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

**Call for experts' reference:** 25-09/MNE/1/1-2, 25-09/MNE/1/2, 25-09/MNE/2/2

**Version - #:** \_\_\_ ☐ Draft ☒ Final Date: July 30<sup>th</sup> ,2025

# 1. Background information

## 1.1. Country Overview

Montenegro is a country located in South-Eastern Europe, with a total surface area of 13,883 square kilometers and a population of approximately 613,100 inhabitants. The capital city is Podgorica. Montenegro is a parliamentary republic that declared its independence from Serbia in 2006. Since then, it has pursued a reform-oriented agenda aimed at strengthening democratic governance, enhancing economic competitiveness, and advancing its path towards European Union (EU) accession. The official language is Montenegrin; however, Bosnian, Croatian, Serbian, and Albanian are also officially recognised. In April 2023, presidential elections resulted in the election of Jakov Milatović as President of Montenegro.

Montenegro ranks 49<sup>th</sup> out of 189 countries according to the latest Human Development Report, with a Human Development Index (HDI) value of 0.832. Life expectancy has improved steadily, reaching 76.3 years – an increase of over two years since 2003 – signalling progress in healthcare and living standards.

Montenegro's economy has undergone significant transformation since independence. The country's Gross Domestic Product (GDP) stands at approximately USD 5.9 billion. While inflation has been notable in recent years, its direct impact on the cost of living has remained relatively contained. Nonetheless, high levels of public debt and an increasingly challenging global economic environment necessitate fiscal consolidation and structural reforms. The Gini coefficient for 2022 was 31.5, reflecting a moderate level of income inequality.

Montenegro became a candidate for EU membership in December 2010. Accession negotiations commenced on 29 June 2012. To date, 33 chapters have been opened, and three chapters have been provisionally closed. Notably, negotiations on Chapter 2 – Freedom of Movement for Workers – were initiated in December 2017. Benchmark under this chapter requires Montenegro to demonstrate adequate administrative structures and operational capacities for the implementation of the *acquis communautaire* in the area of labour mobility by the time of accession. One of the main components is the alignment with the European Employment Services network (EURES). Preparations for Montenegro's integration into EURES are ongoing, requiring significant upgrades to both administrative and technical capacities.

The Action is aligned with the Europe 2020 Strategy objectives of fostering smart, sustainable, and inclusive growth. It contributes directly to enhancing labour market participation and improving the employment prospects of human resources in Montenegro, particularly through the promotion of innovative and inclusive employment models.

Moreover, the Action supports the implementation of national strategic priorities as defined in Montenegro's Economic Reform Programme (ERP) 2021–2023, which was adopted in January 2021. The ERP identifies self-employment and local employment initiatives as key drivers of sustainable economic development. The Action is also consistent with the objectives outlined in the Country Action Programme for Montenegro 2020 (AD 2020), particularly in relation to smart and inclusive growth and addressing the mismatch between labour market needs and the skills provided by the education and training systems.

The outcomes of the action will contribute to meeting Montenegro's obligations under negotiation of Chapter 2 – Freedom of Movement for Workers and support its overall EU accession process.

## 1.2. Sector Situation

Montenegro has been progressively aligning its national employment policies and institutional frameworks with European Union standards. One of the key areas of this alignment concerns the facilitation of labour mobility and the country's preparation for integration into EURES, as outlined in Regulation (EU) 2016/589. This regulation, based on Article 46 of the Treaty on the Functioning of the European Union, provides the legal basis for the establishment and operation of EURES, with the objective of supporting mobility across the EU labour market.

The EURES Regulation requires Member States to develop a harmonised approach to labour market data and service interoperability. This includes the creation of national frameworks for cross-referencing occupational and skills classifications with the European Skills, Competences, Qualifications and Occupations (ESCO) taxonomy. Such interoperability is crucial for enabling jobseekers and employers to access accurate, standardised information across EU Member States.

In Montenegro, the Employment Agency (EAM) is the institution responsible for preparing the country's accession to the EURES network. While the theoretical and methodological understanding of EURES within Montenegro institutions has improved in recent years—largely due to EU-funded projects and technical assistance—a number of operational and technical challenges remain.

Foremost among these is the classification of occupations, skills, and qualifications. At present, EAM uses classifications of occupations (own classification from 1998, ISCO-08), for skills (own classification) and for qualifications (NOC and ISCED). Some of them are provided by other stakeholders, e.g. NOC terms from the educational sector / universities. Establishing a comprehensive mapping process and ensuring consistent data input from various national stakeholders, is essential for successful integration. The existing employment services system should be adapted to meet EURES data standards and ensure seamless data exchange with EU-level platforms.

Furthermore, capacity building of a dedicated EURES unit within the EAM organisational structure is strongly recommended. This unit would be tasked with implementing all functions arising from Montenegro's future obligations as a EURES member, including data harmonisation, employer and jobseeker services, and cross-border labour mobility coordination.

## 1.3. Role of Partner Institution in the Sector

The Employment Agency of Montenegro is the key public institution responsible for implementing employment policies, supporting job seekers, and facilitating labor market integration. It operates as an independent legal entity under the supervision of the Ministry of Labor and Social Welfare, in accordance with the Law on Employment and Rights of Unemployed Persons.

The EAM's mission is to enhance employment opportunities, reduce unemployment, and support workforce mobility by providing quality labor market services. Its vision is to develop a modern, efficient, and inclusive employment service aligned with EU labor market standards, ensuring better job matching and career development for all citizens.

**Key Roles & Responsibilities:**

- Job Mediation & Counseling – Assisting job seekers in finding employment and providing career guidance.

- Employer Services – Supporting businesses in recruiting workers and addressing labor shortages.
- Unemployment Benefits & Active Labor Market Measures – Implementing programs to upskill workers and increase employability.
- Data Collection & Labor Market Analysis – Monitoring employment trends and providing insights for policymaking.
- International Cooperation – Collaborating with EU institutions, including integration into EURES to enhance cross-border job mobility.

The institutional structure of the EAM consists of a central office in Podgorica and 24 local employment offices across all municipalities in Montenegro. Its work is governed by a Management Board, structured on a tripartite basis, comprising representatives of the government, employers, and employees

In recent years, the EAM has made notable progress toward modernisation, including the digitalisation of core services and the establishment of the Department for EURES and International Brokerage in Employment. This specialised unit serves as the focal point for activities related to labour mobility and future participation in the EURES network.

Significant investments have been made in upgrading the Agency's digital infrastructure. New hardware and software solutions are being procured to develop IT systems. This will ensure interoperability and lay the foundation for future integration with EURES services upon Montenegro's accession to the EU.

## 2. Action Description

As per approved RCL:

### 2.1. Overall Objective

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

### 2.2. Specific Objective(s) (Purpose)

To contribute to Montenegro's progress in meeting the requirements of Chapter 2 of the EU accession negotiations by supporting preparations for joining the EURES network

## 2.3. Expected Results

- R. 1: Enhanced institutional readiness of the Ministry of Labour, Employment and Social Dialogue and Employment Agency of Montenegro to map national occupational classifications and competences/skills in compliance with the ESCO classification
- R. 2: Improved preparedness for the development and interoperability of a national EURES portal.

## 2.4. Final Deliverables

- D. 1: Comparative assessment report with analysis of administrative, technical, and professional capacities of EAM and the Ministry
- D. 2: Roadmap for aligning national occupational classifications with the ESCO system, including tasks and resources.
- D. 3: Concept design for the National EURES portal, including key features and content elements

# 3. Methodology

## 3.1. General Methodology (of the Action)

The action supports Montenegro's alignment with the EURES Regulation (EU) 2016/589 and contributing to the country's progress under Chapter 2 – Freedom of Movement for Workers. The methodology builds on the established roles of the Employment Agency of Montenegro (EAM) and the Ministry of Labour, Employment and Social Dialogue, which will jointly steer the implementation process.

Institutional and operational assessment will be implemented in the frame of the Action.

The proposed action will strengthen the knowledge and skills of staff within the Employment Agency of Montenegro.

The expected outcomes of the support include enhanced technical expertise among relevant staff, enabling them to apply ESCO classification. Through exposure to practical applications and best practices from EU Member States, staff will gain peer-to-peer transfer of experience.

As well, the action will design the concept of a national EURES portal, envisaged as a one-stop shop for jobseekers, employers, members and partners providing accessible information on labour mobility opportunities and conditions within the Montenegro and EU.

Throughout the process, alignment with EU best practices and standards will be ensured. The expected outcomes will strengthen institutional readiness and interoperability, directly contributing to Montenegro's EU accession process and its future integration into the EURES network.

## 3.2.Planned Activities (Work Plan of the Action)

The following activities are currently planned for the action:

- *Activity 1 – Institutional and operational gap assessment of EAM and the Ministry to facilitate EURES network integration*
- *Activity 2 – Support for Aligning National Occupational Classifications with ESCO*
- *Activity 3 – Design of the structure and content of the National EURES portal*

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

- Activity # 1&2.

## 3.3.Inclusion of cross-cutting issues

SOCIEUX+ recognises the importance of including cross-cutting issues in social protection, labour and employment policies and systems. The following cross-cutting issues are duly taken into account:

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

# 4. Activities description

## 4.1.Tasks

The principal expert will lead the on-site mission. He/she/they will be responsible for producing all activity deliverables. He/she/they will be also responsible for preparing, coordinating, implementing and reporting the overall activity towards SOCIEUX+.

**First Activity.** In assessing the prerequisites for Montenegro's alignment with the EURES network, the action will be guided by relevant EU requirements concerning institutional, procedural, and technical readiness. This includes Commission Decisions that define standards for EURES membership procedures, programme coordination, data exchange, interoperability, and classification alignment. Specifically, the process will reference Commission Decisions 2017/1255, 2017/1256, 2017/1257, 2018/170, 2018/1020, and 2018/1021, which outline the necessary frameworks for admission, technical interoperability, data collection, and the use of the European classification for matching job vacancies and applications.

The experts will analyze following:

- Legal frameworks governing employment services, mobility support, and data exchange to assess compliance with EU norms and interoperability mandates.
- Professional capacity of staff for providing EURES services and coordination with other national and EU stakeholders.
- Administrative readiness to mapping Montenegro's national classification ensuring alignment with data privacy and interoperability requirements.
- Technical infrastructure supporting job matching and integration with the central EURES IT platform



This analysis focuses on assessing Montenegro's level of preparedness for future participation in the EURES network. It examines the current institutional, technical, and procedural framework in relation to EURES requirements, with particular attention to areas that will be further addressed in the upcoming activities. The findings will also inform the functional planning of the national EURES portal and the roadmap for aligning national occupational classifications with ESCO.

The assessment will include a gender-sensitive lens, across all components, particularly in relation to staff capacity and institutional practices. This will involve:

- Identifying whether the national classification system embeds gender markers in a way that could conflict with ESCO's neutral and inclusive terminology.
- Assessing if the occupational mapping to ESCO includes appropriate use of 'Preferred Terms' (neutral), and gendered variants ('Standard Female', 'Standard Male') while avoiding outdated 'Hidden Terms' in visible user interfaces.
- Reviewing whether EAM and the Ministry systematically incorporate gender-disaggregated data and inclusive language in their vacancy databases, job matching systems, and public communications.
- Identifying any legal or procedural gaps that may hinder the inclusion of non-binary, female, or gender-diverse workers in workers mobility services.

To support the progressive alignment of Montenegro with the EURES network and the requirements under Chapter 2 of the EU acquis, the action will include peer-to-peer knowledge exchange through expert-led workshops. These workshops will focus on practical aspects of preparing institutions for EURES service delivery, including job matching, employer cooperation, and support to mobile workers, based on established practices in EU Member States.

The activity will contribute to strengthening the operational capacity of the EAM by enhancing the knowledge and skills of staff involved in EURES-related functions. It will promote mutual learning with EU peers and facilitate the application of EU standards in labour mobility services.

**Second activity.** Commission Decision (EU) 2018/1020 designates the recognised EURES Members and Partners, and the use of ESCO (European Skills, Competences, Qualifications and Occupations) is a mandatory requirement for all, as established by Regulation (EU) 2016/589. ESCO provides a standardised classification that facilitates consistent job-matching and information exchange across the EU labour market, especially through the EURES portal.

Depending on the selected approach, countries seeking to join the EURES network—such as Montenegro—either directly adopt ESCO as their national classification system or map their existing national taxonomies to ESCO to ensure compatibility. Alignment does not require replacing national classifications but involves creating structured correspondences, along with potential technical upgrades and staff training to support effective ESCO implementation.

Support will be provided to develop a structured approach for aligning Montenegro's national occupational classifications with the ESCO system. This activity involves designing a structured, systematic approach for mapping Montenegro's national classification to ESCO standards.

To achieve these goals, the experts will begin by analysing the current state of national classification systems. This will be followed by an assessment of the most suitable methods for aligning existing national systems with ESCO. Based on this, the expert will propose a viable approach for implementing the mapping process, ensuring consistency with EU standards and long-term sustainability.

Key steps include:

- Analysis of the current national approach to classification framework versus ESCO's three pillars (occupations, skills, and qualifications).
- Identification of discrepancies, overlaps, and gaps to be resolved during the mapping process.
- Preparing of the proposition for methodology of mapping
- Exchange of best practices in implementation of protocols for continuous updating and synchronization with ESCO, supported by mechanisms for interoperability as described in Commission Decision (EU) 2018/1021.

To advance understanding and ensure practical application, a series of workshops will be organized. These workshops will facilitate knowledge exchange, promote learning from EU best practices, and involve stakeholders in designing the classification alignment process.

The mapping process will be prepared to take into account gender-sensitive considerations, ensuring that female-dominated occupations and transversal skills are adequately reflected and that classification alignment does not reinforce occupational gender stereotypes.

In activity, gender will be treated as a cross-cutting priority, with specific attention to:

- Reviewing national occupation titles and codes that embed gender markers (e.g. grammatical or natural gender distinctions in local language) to ensure that mapped terms reflect ESCO's gender-neutral 'Preferred Terms' wherever possible.
- Incorporating ESCO's gender attributes—'Standard Male', 'Standard Female', and 'Neutral'—in a way that avoids reinforcing traditional gender roles or occupational stereotypes.
- Highlighting gaps in the national taxonomy where female-dominated occupations, care-related professions, or gender-balanced terms are underrepresented or poorly defined.
- Ensuring that transversal skills relevant for promoting gender equality (e.g., "promote equal opportunities", "prevent workplace harassment", "support diversity in the workplace") are not excluded or deprioritized during mapping.

Minimum tasks expected from the experts shall include :

### **Task 1 – Preparation of the Mission**

The Experts Team:

1. Gains substantial knowledge of the local context; reviews any relevant background document provided by the SOCIEUX+ Team and/or the Partner institution (PI).
2. Establishes in close consultation with the PI the mission's methodology and agenda (TMT – for training – and MeN); then submits them for approval by the SOCIEUX+ Team.
3. Participates in a pre-departure briefing with the SOCIEUX+ Team (approximately one week before the mission). Take part in a pre-mission briefing with SOCIEUX+ team 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 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 Experts Team:

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

## 4.2. Deliverables

### 4.2.1. Pre-mission Deliverables

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

### 4.2.2. Final Deliverables

#### **For Activity 1:**

- 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 about peer-to-peer cooperation. The technical report shall comply with the description provided in the ToREx and further agreed upon in the MeN:
- **Comparative assessment report with analysis of administrative, technical, and professional capacities of EAM and the Ministry.** A detailed analysis of the administrative, technical, and professional capacities of the Employment Agency of Montenegro and the Ministry, benchmarking their readiness against EU best practices and EURES network requirements.

#### **For Activity 2:**

- 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:
  - **Roadmap for aligning national occupational classifications with the ESCO system, including key steps and resources:** A roadmap outlining the tasks, timelines, responsible entities, and resources needed to align Montenegro's national occupational classifications with the ESCO system. The roadmap will serve as a strategic guide for planning, coordination, and implementation of classification harmonization in line with Commission Decision (EU) 2018/1020

## 5. Reporting and submission of deliverables

### 5.1. Formats

All deliverables and products of the activity (notes, reports, presentations, etc) shall comply with the formats and templates provided by the SOCIEUX+ Team.

All deliverables are to be submitted in electronic editable versions (Microsoft Word 97-2003 [doc], PowerPoint 97-2003 [ppt] and Excel 97-2003 [xls]; or equivalent OpenDocument format). Non-editable electronic documents, such Portable Document Format (PDF), will not be accepted.

Templates for electronic presentations during the activity/mission are provided by the SOCIEUX+ Team. These templates are in Microsoft PowerPoint format and comply with the SOCIEUX+ corporate image standards. These templates are to be used as a sole format by all members of the expert mission team. They are to be used for all presentations by the experts during and for the activity/mission. The use by the experts of their own, or their organisation(s), templates or formats is not allowed unless otherwise instructed in writing [by email] to the experts by the SOCIEUX+ Team.

All versions of deliverables or other products used or produced during activity/mission by the experts shall include the following disclaimer:

*"Disclaimer:*

*The responsibility of this publication lies solely with its authors. Neither the European Union, the European Commission, the implementation partners of SOCIEUX+, nor the SOCIEUX+ Staff are responsible for any use that may be made of the information contained therein."*

*Please refer to the expert information package for further guidance on communication and templates.*

All deliverables must be provided in English, or in the language of the Partner Institution.

### 5.2. Submission and approval

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

### 5.2.1. Pre-mission deliverables

- Pre-mission deliverables shall be first agreed upon with the Partner Institution and then submitted to the SOCIEUX+ Team no later than five working days before the departure on mission of the Experts Team.
- Pre-mission deliverables will be shared with and reviewed by SOCIEUX+. Feedback on the deliverables should be provided to the FFM Team no later than two working days before the departure on the mission of the experts. Comments and recommendations from this feedback shall be taken into account for the implementation of the activity/mission by the experts. An updated version of the MeN, integrating the SOCIEUX+ Team's feedbacks and recommendations shall be resubmitted by the Experts Team at the earliest possible occurrence.
- The validated TMT and the annexed materials will be transferred to the SOCIEUX+ Course creator who will be responsible for uploading and organizing the training materials into the SOCIEUX+ E-Learning Platform during the week preceding the training, in connection with the Experts.

### 5.2.2. Final deliverables

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

## 6. Required expertise

### 6.1. Expertise profile

#### Activity 1&2

**Principal expert #1** - EURES Integration and Labour Mobility Expert

**Area(s) of expertise:** *Employment Policy, Employment Services, Labour Law*

**Specific skill(s) & competency(ies)** : 1.3. P&S steering and implementation - 2.2. L&R implementation and enforcement - 5.1. Monitoring & Evaluation(M&E)

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

- a) The education type and level required:

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

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

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

- b) The number of years of relevant work/professional experience combining the area(s) of expertise and demonstrated specific skill(s) & competence(s): **Seven (7) years.**
- c) Required language knowledge: English  
N.B.: Translation and interpretation services may be commissioned by SOCIEUX+.
- d) Other essential qualification(s):
  - Proven knowledge of EU labour mobility policies, particularly Regulation (EU) 2016/589 on EURES, and related acquis communautaire
  - Demonstrated experience in supporting institutional capacity building in public employment services or labour market institutions.

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

- a) A previous experience in delivering short-term technical assistance within SOCIEUX+ actions and/or in international cooperation;
- b) A previous professional experience in West Balkan;
- c) Language(s): command of Montenegrin, Serbian, Bosnian and/or Croatian language
- d) 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 1**

**Expert #2 - Public Employment Service Development Expert**

**Area(s) of expertise:** *Human Resources Management & Development , Public employment service modernization, Gender equality*

**Specific skill(s) & competency(ies) :** *3.Organisational management & administration, 3.4. Change management & facilitation ,*

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

- e) 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.

- f) The number of years of relevant work/professional experience combining the area(s) of expertise and demonstrated specific skill(s) & competence(s): **Five (5) years.**
- g) Required language knowledge: English  
N.B.: Translation and interpretation services may be commissioned by SOCIEUX+.
- h) Other essential qualification(s):
  - In-depth knowledge of public employment service structures, functions, and reform processes, preferably within EU Member States or candidate countries.
  - Demonstrated expertise in human resources development, including capacity needs assessment, training programme design, and staff performance management.
  - Experience in integrating gender-sensitive approaches to capacity-building initiatives.

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

- e) A previous experience in delivering short-term technical assistance within SOCIEUX+ actions and/or in international cooperation;
- f) A previous professional experience in West Balkan;
- g) Language(s): command of Montenegrin, Serbian, Bosnian and/or Croatian language
- 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.

**Activity 2**

**Expert #2 - ESCO Mapping and Occupational Classification Specialist**

**Area(s) of expertise:** *Employment Policy, Employment Services, Labour Law, Gender equality*

**Specific skill(s) & competency(ies) :** *1.3.P&S steering and implementation 2.2.L&R implementation and enforcement*

**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): **Five (5) years.**
- k) Required language knowledge: English  
N.B.: Translation and interpretation services may be commissioned by SOCIEUX+.
- l) Other essential qualification(s):
  - Sound knowledge of the ESCO classification system and its practical application in employment services and labour market information systems.
  - Proven experience in conducting or supporting national-level mapping of occupations, skills, and qualifications to ESCO or similar frameworks .
  - Experience in integrating gender-sensitive approaches into legal frameworks, classification systems (e.g., ESCO).

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

- i) A previous experience in delivering short-term technical assistance within SOCIEUX+ actions and/or in international cooperation;
- j) A previous professional experience in West Balkan;
- k) Language(s): command of Montenegrin, Serbian, Bosnian and/or Croatian language
- l) 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.

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**Collaborative institutions:**

*Public or publicly mandated institutions from European Union Member States with relevant expertise and competencies as outlined above are also encouraged to directly apply and contact SOCIEUX+ to provide expertise and participate in these/this activity. Focal points and responsible staff may contact the SOCIEUX+ Team at [experts@socieux.eu](mailto:experts@socieux.eu), indicating the reference of the call for experts.*

## 6.2. Estimated workload

**Activity 1**

Preparation	On-site work	Distance work	Reporting & deliverables	Total
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Principal expert (#1)	3	5	0	4	12
Expert (#2)	2	5	0	3	10
Total experts	5	10	0	7	22

## Activity 2

	Preparation	On-site work	Distance work	Reporting & deliverables	Total
Principal expert (#1)	3	5	0	4	12
Expert (#2)	2	5	0	3	10
Total experts	5	10	0	7	22

## 7. Applications

### 7.1. Call for Experts

All calls for experts for SOCIEUX+ activities are published online on the SOCIEUX+ website. Interested experts should submit their application on the SOCIEUX+ online expert database: <https://pmt.socieux.eu> (currently available only in English). The application process is as follows:

1. If they have not already done so, experts must create a SOCIEUX+ account by clicking “Create an account” and providing a valid email address.
2. Login details for their account will be sent to experts by email, experts should create and submit their profile for review by<sup>1</sup>:
  - a. Providing contact details
  - b. Providing information on the competencies, skills and working history of the expert. Experts are required to provide only limited information through fields marked with an asterisk. However, *experts are encouraged to complete in most detail the sections on skills and competencies as the SOCIEUX+ Team also regularly reviews profiles in the roster to identify and contact potential experts for future missions.*
  - c. Uploading of a curriculum vitae, preferably in Europass format<sup>2</sup>.
3. Once the SOCIEUX+ Team approves their profile, they can apply to any available calls for experts accessible under the tab “Call for Experts” and click on “Apply”.

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

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

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

For more information, please contact SOCIEUX+ by email at [experts@socieux.eu](mailto:experts@socieux.eu) with the reference number of the application.

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

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

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

## 7.2. Selection of Experts

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

- Practitioners, civil servants and employees from publicly mandated bodies;
- Collaborators and employees of social partner institutions, such as trade unions and employer associations; and
- Academic and research institutions.
- Regional experts: they provide significant added value, since they belong to the institutions with which SOCIEUX has already worked in the region where the action will be carried out. In addition, regional experts/s can provide a contextualized perspective on the socio-political, economic and cultural realities of the region, which reinforces the relevance, feasibility and sustainability of proposals and outcomes.

Active public experts from collaborative institutions are given priority in the selection. Private consultants may also apply. Their application will be considered if an appropriate public expert cannot be identified. The mobilisation of experts currently employed with specialised international agencies is limited to activities and/or actions that are jointly implemented with that expert's agency of origin, indicated as the "Supporting Entity" in the Request.

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

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

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

## 7.3. Contracting of public experts

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

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

Contracting Options:

- **Active French Public Expert** (Contracted by Expertise France)

Engagement letter (+ Cumulation of Activities form signed by the hierarchical superior)

- **Active Spanish Public Expert**

Spanish public servants will be contracted by FIIAPP according to its internal rules.

- **UE Public Expert** (including French and Spanish retired or private experts)
  - > Service contract with expert (+ Authorisation document from employer indicating the dates of the activity + a tax identification number (TIN) to be able to issue an invoice; or
  - > Umbrella company: experts who do not have a tax identification number allowing them to invoice for services in their country, but they are authorised to sign temporary employment contracts under local legislation; or
  - > Service contract with institution: experts without a TIN and unable to sign an employment contract under local legislation.
- **Regional expert**: Depending on local legislation and the preferences of the expert's institution, the contract will be signed either directly with the expert or with the institution to which he/she belongs.

## 7.4. Financial compensations

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

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

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

## 7.5. Travel costs

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

## 8. Communication & Visibility

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

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

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

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

face-to-face distribution.

## 9. Code of conduct

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

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

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

## 10. Other considerations

[.....]

## 11. Annexes

[...Text...]



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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](http://www.socieux.eu)



SOCIEUX+ is implemented and co-funded by

Partnership led by

