



Co-funded by
the European Union

socioux+

EU Expertise on Social Protection,
Labour and Employment

Terms of Reference for Experts

Terms of reference activities
and missions

SOCIEUX 2025-17
PAKISTAN



For external dissemination

SOCIEUX+ is implemented and co-funded by

Partnership led by



CONTENT INDEX

1. Background information	6
1.1. Country Overview	6
1.2. Sector Situation	7
1.3. Role of Partner Institution in the Sector	7
2. Action Description	7
2.1. Overall Objective	7
2.2. Specific Objective(s) (Purpose)	8
2.3. Expected Results	8
2.4. Final Deliverables	8
3. Methodology.....	8
3.1. General Methodology (of the Action)	8
3.2. Planned Activities (Work Plan of the Action).....	9
3.3. Inclusion of cross-cutting issues	9
4. Activities description.....	9
4.1. Tasks.....	9
4.2. Deliverables	14
4.2.1. Pre-mission Deliverables	14
4.2.2. Final Deliverables.....	14
5. Reporting and submission of deliverables.....	14
5.1. Formats	14
5.2. Submission and approval	15
5.2.1. Pre-mission deliverables	15
5.2.2. Final deliverables	15
6. Required expertise.....	16
6.1. Expertise profile	16
6.2. Estimated workload	21
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
About SOCIEUX+	25

Terms of reference for on-site activities and missions

Action code and partner country: *SOCIEUX 2025-17 PAKISTAN*

Action title: *EPF's constituency awareness and readiness for the green transition, including a situational analysis of low-carbon transition pathways and green job creation*

Partner institution: *Employers' Federation of Pakistan (EFP)*

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

- *Activity 1-- Design and Implement a Participatory Assessment of EPF's constituency Readiness for Just Transition*
- *Activity 2 – Facilitate Tripartite Dialogues on Corporate Sustainability and Inclusive Climate Action*
- *Activity 3 -- Develop EFP-Focused Strategic Guidance and Action Plan*

Tentative dates of implementation and location:

ACTIVITY 1:

Preparation: September 29th – 17th October

On site implementation (Pakistan): 20th October – 31st October

Drafting deliverables: 3th– 21st November

ACTIVITY 2:

Preparation 22th December– 9th January

On site implementation (Pakistan): 12th – 23nd January

Drafting deliverables: 26th January– 14th February

ACTIVITY 3:

Preparation 6th – 24th April

On site implementation (Pakistan):: 27th April – 8th May

Drafting deliverables: 25th May – 29th May

Expert positions and responsibilities (by activity):

- Activity 1:

Principal expert (Expert 1):

Area(s) of expertise:

Decent Work
Green Jobs
Employers Organisations
Social Dialogue
Gender Equality

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

1.2. Policy & Strategy making and development
3.5. Programme/Project management
4.1. Planning, budgeting & costing
5.1. Monitoring & Evaluation (M&E)
8.1. Needs assessments & curricula

Expert 2:

Area(s) of expertise:

Green Jobs
Vocational Training
Women Workers
Informal Employment
Gender Equality

Specific skill(s) of expertise:

5.4. Statistics & business intelligence
7. Communication & social marketing
8.3. Presential training activities
9.1. Quantitative methods
9.2. Qualitative methods

- Activity 2:

Principal expert (Expert 1):

Area(s) of expertise:

A. Work: Green Jobs, Employment Policy

C. Labour Relations: Employers' Organisations, Social Dialogue

L. Human Rights: Gender Equality

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

1. Policy & Strategy:

1.2. Policy and strategy making and development

1.3. Policy and strategy steering and implementation

3. Organisational management & administration:

3.4. Change management & facilitation

3.5. Programme/Project management

7. Communication & social marketing

Expert 2

Area(s) of expertise:

A. Work: Green Jobs, Women Workers

F. Education and Training (Access to services): Vocational Training, Lifelong Learning

L. Human Rights: Gender Equality, Economic and Social Rights

Specific skill(s) of expertise:

5. M&E, Information & Statistics

5.1. Monitoring & Evaluation (M&E)

8. Individuals' capacity building/training

8.1. Needs assessments & curricula

9. Research

9.2. Qualitative methods

9.3. Theoretical models & approaches

Workload:

Activity 1 Design and Implement a Participatory Assessment of EPF's constituency Readiness for Just Transition

Expert 1: Total 20 days (10 days at distance; and 10 days onsite)

Expert 2: Total 19 days (9 days at distance; and 10 days onsite)

Activity 2 – Facilitate Tripartite Dialogues on Corporate Sustainability and Inclusive Climate Action

Expert 1: Total 19 days (9 days at distance; and 10 days onsite)

Expert 2: Total 17 days (7 days at distance; and 10 days onsite)

Call for experts' reference:

25-17/PAK/1-2/1

25-17/ PAK/1/2

25-17/ PAK/2/2

Version - #: ____ ☐ Draft ☒ Final Date: *August, 1, 2025*



1. Background information

1.1. Country Overview

Pakistan Vision 2025 is a strategic national framework aimed at positioning the country as a globally competitive, upper-middle-income nation. It prioritizes inclusive growth, environmental sustainability, and responsible governance, aligning its long-term development with the Sustainable Development Goals (SDGs).

Vision 2025 embraces the core principles of the Just Transition: equity, social justice, gender responsiveness, and inclusive labor market transformation. It supports collaboration among government, private sector, and civil society to build a sustainable and fair economy, particularly in the face of climate change and economic restructuring. The plan highlights stakeholder engagement, participatory governance, and inclusive policymaking as key mechanisms for implementation.

In this regard, Pakistan is committed to strongly promote due diligence principles, such as good governance, transparency, and institutional reform. It encourages public-private partnerships and compliance with social and environmental standards. The framework supports integrating Environmental, Social, and Governance (ESG) considerations into national and corporate policies, alongside ethical practices and accountability systems.

Environmental resilience and sustainable growth are central to Pakistan. Under the Environment and Energy pillars, the strategy promotes a green economy through investment in renewable energy (solar, wind, hydropower), sustainable agriculture, water conservation, and energy efficiency. Ambitious goals include doubling national power generation, increasing indigenous energy sources to over 50%, and ensuring 80% usage of energy-efficient appliances. These efforts are designed to reduce emissions, enhance climate resilience, and support low-carbon development pathways.

Under Pillar I, Putting People First, Vision 2025 places strong emphasis on gender equality and human capital development. It sets clear goals to achieve gender parity in education (a Gender Parity Index of 1 at primary and secondary levels) and raise female labor force participation from approximately 24% to 45% by 2025. The framework commits to targeted investments in women's empowerment, skills development, and access to economic opportunities. Social inclusion of marginalized and vulnerable groups is embedded throughout the plan, reinforcing equity as a cross-cutting priority.



1.2. Sector Situation

Pakistan is one of the most vulnerable countries to climate change, despite contributing minimally to global greenhouse gas emissions.

In addition to this, Pakistan ranks 123rd in the world on the Gender Development Index, which is lower than its Human Development Index ranking. This indicates significant inequality in access to opportunities and resources between men and women.

The government has prioritized environmental sustainability and is eligible to receive support from the Green Climate Fund and other mechanisms under the UNFCCC and Kyoto Protocol. These international opportunities will be actively pursued to enhance national climate resilience (PAKISTAN VISION 2025)

In coherence with this, Pakistan has committed to integrating Corporate Sustainability Due Diligence (CSDD) and Just Transition principles into national frameworks, focusing on climate action, green enterprise development, and inclusive employment generation. The National Climate Change Policy reinforces a gender-sensitive approach, addressing the disproportionate impact of climate change on rural women, particularly in climate-sensitive sectors such as agriculture and forestry. The Decent Work Country Programme prioritizes gender wage equality, leadership opportunities for women, and promotion of green jobs

1.3. Role of Partner Institution in the Sector

The Employers' Federation of Pakistan (EFP), founded in 1950, plays a key role in shaping national labour policies, advocating for responsible business conduct, and representing the private sector at both national and international forums, including the International Labour Organization (ILO). EFP's institutional needs include enhanced capacities to support CSDD and Just Transition, to promote sustainable and inclusive practices among its members. Existing partnerships, such as with the ILO, will help address these needs by leveraging technical expertise and industry networks.

2. Action Description

2.1. Overall Objective

Capacities of public institutions to meet the requirements of corporate sustainability due diligence are enhanced



2.2. Specific Objective(s) (Purpose)

S1. To improve EFP constituents' awareness and current measures to address corporate sustainability due diligence commitments for Just Transition, including efforts to ensure decent work and inclusivity

S2. To foster the Just Transition and Corporate sustainability due diligence approach into the tripartite social dialogue to develop recommendations aligning EFP's constituency sector strategies with climate goals and from a gender perspective

S3. To enhance EFP's constituency sector engagement in climate action and identify opportunities for green enterprise development and employment generation

2.3. Expected Results

R1. Comprehensive assessment report on EFP's constituency readiness for a low-carbon transition

R2. Sector-specific challenges and skill gaps for green jobs, with focus on inclusivity and gender equality, identified

R3. Policy and strategy recommendations for Just Transition developed

R4. Enhanced collaboration between EFP, government bodies, and international partners

2.4. Final Deliverables

D1. Survey and Analytical Report

D2. Tripartite Dialogues and Stakeholder Validation Report

D3. EFP Strategic Guidance and Action Plan for Just Transition and CSDD

3. Methodology

3.1. General Methodology (of the Action)

A participatory, gender-responsive methodology will guide the action. It includes conducting a comprehensive assessment through surveys, interviews, and focus groups with EFP's members. Tailored tools will be developed with input from technical partners, such as a comprehensive report presenting the findings of a survey assessing EFP's constituency sustainability practices and Just Transition readiness. The report will identify key economic sectors, existing workforce skill gaps,



and training needs, with a focus on enabling green and gender-transformative job creation. Dialogues will validate findings and co-create strategies

3.2. Planned Activities (Work Plan of the Action)

The following activities are currently planned for the action:

Activity 1 – Design and implement a participatory assessment of EFP's constituency readiness for Just Transition.

Activity 2 – Facilitate tripartite dialogues on corporate sustainability and inclusive climate action.

Activity 3 – Develop EFP-focused strategic guidance and action plan.

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

Activity 1 – Design and implement a participatory assessment of EFP's constituency readiness for Just Transition.

Activity 2 – Facilitate tripartite dialogues on corporate sustainability and inclusive climate action.

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.
- Environmental sustainability.
- 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 and will be responsible for producing all activity deliverables and also responsible for preparing, coordinating, implementing and reporting the overall activity towards SOCIEUX+.

Minimum tasks expected from the experts shall include

Task 1 – Preparation of the Mission

SOCIEUX+ is implemented and co-funded by

Partnership led by



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).
- For training activities employing the SOCIEUX+ E-Learning Platform, experts shall/
- handle the 'table of standard contents' 6 working days before the start of the mission, as to allow SOCIEUX+ Team to ensure the course creation (uploading, organizing and adapting training materials into the E-Learning Platform).
- Be available for coordinating and fine-tuning exchanges with the Course creator made available by SOCIEUX+, as to own and familiarize with the E-Learning Platform and its contents.

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.

Alongside with this the following is required for:

Activity 1:

SOCIEUX+ is implemented and co-funded by

Partnership led by



Since the aim is to conduct a comprehensive, gender-responsive survey and assessment process involving key industries within the federation's constituency to map current sustainability practices, awareness of due diligence obligations, and capacity for engaging in a Just Transition, this process will be participatory, with active involvement from employer representatives and workers, ensuring that voices from diverse sectors, including women and underserved groups, are included.

For this purpose, at least 5 tailored information sessions will be conducted as well as guided interviews to build foundational awareness among participants, recognizing that the concept of Just Transition may be new. Ensure that tools and language are accessible to all stakeholders, including women and smaller enterprises. These sessions will serve to build baseline understanding and motivate active participation. Separate sessions may be offered for women entrepreneurs and SMEs to address specific needs and promote gender equity.

1. Preparatory Phase

Stakeholder Mapping and Engagement Plan:

Identify key sectors and enterprises within the federation's constituency, ensuring a representative mix of large, medium, and small enterprises, as well as sectors with high carbon intensity and those with potential for green job creation. Special emphasis will be placed on including women-led businesses and underserved groups. Develop an engagement plan to promote inclusive participation, including outreach to gender focal points and local employer networks.

Contextual Adaptation and Tool Development:

Design survey instruments and interview guides adapted to the national and sectoral context, using accessible and non-technical language. Tools will be co-developed with technical experts (i.e ILO, ILO gender Unit, etc) and validated with a small group of stakeholders to ensure clarity and relevance.

Questions will cover:

- Awareness of Just Transition and corporate due diligence
- Current sustainability practices (energy efficiency, circular economy, etc.)
- Workforce composition and green skills readiness
- Challenges and opportunities for inclusive climate action

2. Data Collection Phase

Survey Administration:

Launch the survey across identified enterprises using multiple formats (online, phone, paper-based if needed) to accommodate diverse capacities. The survey will include optional self-identification questions to collect gender- and diversity-disaggregated data.

Semi-Structured Interviews and Focus Groups:

Conduct a series of guided interviews and focus group discussions with selected employers, workers' representatives, and women's groups. These dialogues will allow deeper exploration of industry-specific barriers and enablers for sustainability and green employment.

Focus groups will be designed to ensure safe and inclusive spaces for women and underserved voices to contribute.

Continuous Support and Follow-Up:

A helpdesk or focal point will be available during the survey period to assist participants, answer



questions, and troubleshoot challenges—especially for those less familiar with the concepts or tools.

3. Analysis and Reporting Phase

Data Compilation and Thematic Analysis:

Compile quantitative and qualitative data to identify trends, gaps, and readiness levels across industries. Analysis will include disaggregation by gender, enterprise size, and sector. Key findings will reflect both barriers and good practices.

Drafting the Analytical Report:

The report will include:

- Overview of current sustainability and Just Transition practices
- Level of awareness and understanding of corporate due diligence
- Skill gaps for green jobs, with gender and inclusivity considerations
- Case examples of emerging leadership or innovation
- Recommendations for policy, training, and engagement pathways

The report will be visually structured for accessibility, with summary sections, infographics, and call-out boxes for gender-related insights.

Validation and Dissemination:

Initial findings will be shared in a consultation meeting with key stakeholders, including employer federation members, trade unions, and gender advocates. Feedback will be integrated into the final version of the report.

Cross-Cutting Considerations

Gender and Inclusion Lens:

At all stages, the process will integrate a gender lens—from tool design and outreach to analysis and validation. A gender specialist will advise on content and facilitation to ensure inclusiveness.

Participatory and Adaptive Approach:

Recognizing that the topic is new for many participants, methods will be responsive, supportive, and flexible. Interactive feedback mechanisms will allow for mid-course adjustments to maximize engagement and relevance.

ACTIVITY 2:

Since the aim is to foster structured, inclusive, and action-oriented dialogue among employer organizations, government entities, and worker representatives to validate the previous assessment findings (A1) to co-create policy recommendations and build consensus for a gender-responsive Just Transition (A3), the following methodology is suggested:

Dialogue Design and Facilitation

Structuring the Dialogues

One participatory dialogue session will be conducted, each structured to maximize exchange and co-creation:

SOCIEUX+ is implemented and co-funded by

Partnership led by



Session 1 – Validation and Collective Understanding

Present preliminary findings from the assessment report (A1).

Use interactive methods (e.g., breakout groups, sector-specific roundtables) to validate results, discuss sector-specific implications, and gather feedback.

Facilitate targeted discussions on inclusivity and gender equality in green skills development.

Session 2 – Co-development of Recommendations

Focus on formulating actionable policy and strategy recommendations (A3) that reflect shared priorities across sectors.

Explore how ESG principles and due diligence can be integrated into enterprise strategies, labor policies, and capacity-building efforts.

Include a dedicated segment on gender-responsive approaches and inclusive governance in Just Transition planning.

Facilitation Approach

Neutral and inclusive facilitation will ensure all voices are heard. Gender-balanced panels and breakout groups will be prioritized.

Experts peer exchange could be enhanced if professional facilitators with experience in social dialogue, green transition, and gender responsive approach would guide discussions (ILO gender unit, etc)

Documentation and Policy Co-creation

Consolidation of Dialogue Outcomes

Gather inputs from all working groups and plenary sessions to refine the findings and recommendations from.

Ensure that gender-specific insights and inclusive practices are integrated into the final outputs.

Drafting Policy and Strategy Recommendations (R3)

Produce a short internal report summarizing validated findings and co-developed recommendations.

Identify areas for further collaboration, capacity building, and alignment with national mandates and climate goals.

This output will also feed into Deliverable 3 (policy brief and communication package).

Feasibility Concern Addressed: Pre-dialogue briefings and accessible materials will build foundational knowledge and reduce resistance to mitigate the employer federation's constituency limited prior exposure to Just Transition.

Participatory Process: Tripartite structure and interactive methods ensure co-ownership of outcomes and build trust among stakeholders.



Gender-Responsive Approach: All activities will be designed to ensure meaningful participation of women and consideration of gender-differentiated impacts and opportunities in climate action.

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

- 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

ACTIVITY 1: Survey and Analytical Report: A comprehensive survey and analytical report assessing EPF's constituency sustainability practices and readiness for Just Transition, identifying key sectors, workforce skill gaps, and training needs for green and gender transformative job creation.

ACTIVITY 2: Tripartite Dialogues and Stakeholder Validation: one inclusive tripartite dialogue session with private sector leaders, policymakers, and experts to validate findings and co-develop recommendations aligning business strategies with climate goals and a gender-responsive Just Transition

5. Reporting and submission of deliverables

5.1. Formats

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

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



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

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

"Disclaimer:

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

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

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

5.2. Submission and approval

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

5.2.1. Pre-mission deliverables

- Pre-mission deliverables shall be first agreed upon with the Partner Institution and then submitted to the SOCIEUX+ Team no later than five working days before the departure on mission of the Experts Team.
- Pre-mission deliverables will be shared with and reviewed by SOCIEUX+. Feedback on the deliverables should be provided to the FFM Team no later than two working days before the departure on the mission of the experts. Comments and recommendations from this feedback shall be taken into account for the implementation of the activity/mission by the experts. An updated version of the MeN, integrating the SOCIEUX+ Team's feedbacks and recommendations shall be resubmitted by the Experts Team at the earliest possible occurrence.

5.2.2. Final deliverables

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



6. Required expertise

6.1. Expertise profile

ACTIVITY 1

Principal expert (Expert #1):

Area(s) of expertise:

A. Work

Decent Work
Green Jobs
Employers Organisations
Social Dialogue
L. Human Rights
Gender Equality

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

1.2. Policy & Strategy making and development
3.5. Programme/Project management
4.1. Planning, budgeting & costing
5.1. Monitoring & Evaluation (M&E)
8.1. Needs assessments & curricula

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: English

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



d) Other essential qualification(s):

- Demonstrated experience in conducting inclusive, participatory assessments and surveys in the context of labour markets, sustainability, or green transition
- Proven knowledge of Just Transition principles, corporate due diligence, and gender-responsive approaches.
- Familiarity with social dialogue mechanisms and engagement of employers' and workers' organizations
- Strong analytical and report writing skills, with the ability to synthesize quantitative and qualitative data
- Ability to develop and adapt tools (e.g., surveys, interview guides) to diverse contexts and stakeholder groups.

Additional assets (advantageous in selection):

- e) Higher level academic qualification(s): social sciences, environmental studies, labour economics, gender studies, sustainable development, or a related field
- f) Professional recognised certification(s): Certification in Monitoring and Evaluation (M&E), gender mainstreaming, ESG (Environmental, Social and Governance), or sustainability reporting would be considered an asset
- g) Language(s): Urdu and/or other regional languages spoken in Pakistan (e.g., Punjabi, Pashto, Sindhi) are considered a strong asset for engagement and inclusivity, fluency in English required for reporting and coordination with international partners.
- 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.

Principal expert (Expert #2):

Area(s) of expertise (Table 1):

Green Jobs
Vocational Training
Women Workers
Informal Employment
Gender Equality

Specific skill(s) of expertise:

5.4. Statistics & business intelligence
7. Communication & social marketing
8.3. Presential training activities
9.1. Quantitative methods
9.2. Qualitative methods

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: English

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

d) Other essential qualification(s):

- Demonstrated experience in conducting inclusive, participatory assessments and surveys in the context of labour markets, sustainability, or green transition
- Proven knowledge of Just Transition principles, corporate due diligence, and gender-responsive approaches.
- Familiarity with social dialogue mechanisms and engagement of employers’ and workers’ organizations
- Strong analytical and report writing skills, with the ability to synthesize quantitative and qualitative data
- Ability to develop and adapt tools (e.g., surveys, interview guides) to diverse contexts and stakeholder groups.

Additional assets (advantageous in selection):

- e) Higher level academic qualification(s): social sciences, environmental studies, labour economics, gender studies, sustainable development, or a related field
- f) Professional recognised certification(s): Certification in Monitoring and Evaluation (M&E), gender mainstreaming, ESG (Environmental, Social and Governance), or sustainability reporting would be considered an asset
- g) Language(s): Urdu and/or other regional languages spoken in Pakistan (e.g., Punjabi, Pashto, Sindhi) are considered a strong asset for engagement and inclusivity, fluency in English required for reporting and coordination with international partners.
- 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

Principal expert (Expert #1):

Area(s) of expertise:

A. *Work*: Green Jobs, Employment Policy

C. *Labour Relations*: Employers’ Organisations, Social Dialogue



L. Human Rights: Gender Equality

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

1. Policy & Strategy:

- 1.2. Policy and strategy making and development
- 1.3. Policy and strategy steering and implementation

3. Organisational management & administration:

- 3.4. Change management & facilitation
- 3.5. Programme/Project management
- 7. Communication & social marketing

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: English

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

d) Other essential qualification(s):

- Proven experience in facilitating multi-stakeholder and/or tripartite policy dialogues, particularly involving employer organizations, government institutions, and trade unions.
- Knowledge of Just Transition frameworks, ESG (Environmental, Social, and Governance) principles, and inclusive policy development.
- Strong understanding of gender equality in the context of labour markets and climate change.
- Demonstrated ability to design and facilitate participatory and inclusive consultation processes.
- Experience working in South Asia and/or familiarity with the socio-political context of Pakistan is highly desirable.

Additional assets (advantageous in selection):

e) Higher level academic qualification(s):

- Master’s degree or higher in public policy, gender studies, labour relations, sustainable development, climate policy, or a related field.

f) Professional recognised certification(s):



- Certification in gender mainstreaming, policy facilitation, stakeholder engagement, or ESG standards is an asset.
 - Training or credentials from ILO, UN Women, or similar institutions on social dialogue or Just Transition would be advantageous.
- g) Language(s): Urdu and/or other regional languages spoken in Pakistan (e.g., Punjabi, Pashto, Sindhi) are considered a strong asset for engagement and inclusivity, fluency in English required for reporting and coordination with international partners.

Principal expert (Expert #2):

Area(s) of expertise:

A. Work: Green Jobs, Women Workers

F. Education and Training (Access to services): Vocational Training, Lifelong Learning

L. Human Rights: Gender Equality, Economic and Social Rights

Specific skill(s) of expertise:

5. M&E, Information & Statistics

5.1. Monitoring & Evaluation (M&E)

8. Individuals' capacity building/training

8.1. Needs assessments & curricula

9. Research

9.2. Qualitative methods

9.3. Theoretical models & approaches

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): 7

g) Required language knowledge: English

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



h) Other essential qualification(s):

- Proven experience in facilitating multi-stakeholder and/or tripartite policy dialogues, particularly involving employer organizations, government institutions, and trade unions.
- Knowledge of Just Transition frameworks, ESG (Environmental, Social, and Governance) principles, and inclusive policy development.
- Strong understanding of gender equality in the context of labour markets and climate change.
- Demonstrated ability to design and facilitate participatory and inclusive consultation processes.
- Experience working in South Asia and/or familiarity with the socio-political context of Pakistan is highly desirable.

Additional assets (advantageous in selection):

e) Higher level academic qualification(s):

- Master's degree or higher in public policy, gender studies, labour relations, sustainable development, climate policy, or a related field.

f) Professional recognised certification(s):

- Certification in gender mainstreaming, policy facilitation, stakeholder engagement, or ESG standards is an asset.
- Training or credentials from ILO, UN Women, or similar institutions on social dialogue or Just Transition would be advantageous.

g) Language(s): Urdu and/or other regional languages spoken in Pakistan (e.g., Punjabi, Pashto, Sindhi) are considered a strong asset for engagement and inclusivity, fluency in English required for reporting and coordination with international partners.

Collaborative institutions:

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

6.2. Estimated workload

	Preparation	On-site work	Distance work	Reporting deliverables	& Total
Principal expert (#1)	Up to 5	7/15	Up to 5	Up to 5	...
Expert (#2)	Up to 5	7/15	Up to 5	Up to 5	16
Total experts	...	...	...	...	...



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 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.

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.

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>

SOCIEUX+ is implemented and co-funded by



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

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

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

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

7.3. Contracting of public experts

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

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

Contracting Options:

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



7.4. Financial compensations

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

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

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

7.5. Travel costs

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

8. Communication & Visibility

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

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

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+ is implemented and co-funded by

Partnership led by



**Co-funded by
the European Union**

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.

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



SOCIEUX+ is implemented and co-funded by

Partnership led by

