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EU Expertise on Social Protection,
Labour and Employment

Terms of Reference for Experts

Terms of reference activities
and missions

SOCIEUX 2025-04
MONTENEGRO

For external dissemination



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Terms of reference for on-site activities and missions

Action code and partner country: *SOCIEUX 2025-04 MONTENEGRO*

Action title: *Strengthening the Confederation of Trade Unions of Montenegro (CTUM) for Effective Social Dialogue on Labour Legislation*

Partner institution: *Confederation of Trade Unions of Montenegro*

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

- *Activity # 3– Developing a Structured Framework for Research, Advocacy and Social Dialogue within CTUM*

Tentative dates of implementation and location:

Activity 3 (on-site) – Developing a Structured Framework for Research, Advocacy and Social Dialogue within CTUM: tentative dates from **December 01st, 2025 to February 13th, 2026** (with an on-site mission from January 12th to 23rd, 2025)

1. **Preparation phase**: from December 01st, 2025 to January 09th, 2026
2. **On-site mission in Podgorica**: from January 12th to 23rd, 2026
3. **Reporting phase**: from January 26th to February 13th, 2026

Expert positions and responsibilities (by activity):

- Activity #3 : Expert #1 (principal) – Labour relations and management
- Activity #3 : Expert #2 – Labour law and research

Workload:

Activity # 3- Expert #1 : Total_19_days (9_days at distance; and 10_days onsite)

Activity # - Expert # : Total_17_days (7_days at distance; and 10_days onsite)

Call for experts' reference: 25-04/MNE/3/1, 25-04/MNE/3/2

Version - #: ☐ Draft

☒ Final

Date: *July 28th, 2025*

1. Background information

1.1. Country Overview

Montenegro is a country located in South-Eastern Europe, the capital is Podgorica. It has a surface of 13 883 square meters and a population of approximately 613,100 inhabitants. Montenegrin is the official language of the country, other languages such as Bosnian, Croatian, Serbian and Albanian are also used officially. Montenegro is a parliamentary republic and gained its independence from Serbia in 2006. Presidential elections took place in April 2024, electing Jakov Milatovic at the head of the country. Montenegro has a GDP of 5.9 billion USD. The Gini coefficient in Montenegro (2022 data) was 31.5.

With the HDI value of 0.832, Montenegro ranks 49th out of 189 countries and territories. The per capita income is the highest among the six Western Balkan economies, but the convergence with the EU needs to be accelerated. While per capita income was only 41 % of the average EU income in 2010, it increased to 50 % in 2019, before dropping to 45 % in 2020 due to the Covid-19 pandemic and partially recovering to 48 % in 2021 (Eurostat, 2023). In 2021, almost 40 % of full-time equivalent jobs paid wages below the new minimum wage set by the “Europe Now” reform. The new statutory minimum wage lifted roughly 35 % of jobs to the new minimum wage. The Montenegrin labour market is still facing a range of structural challenges. While the employment rate has returned to pre-pandemic levels, standing at nearly 56 % in 2023 (Monstat, 2024), it continues to lag well behind the EU average of 75 % during the same time (Eurostat, 2023). The country was also confronted with an unemployment rate of more than 13 % in 2023 (Monstat, 2024) that severely affects the youth.¹ Montenegro's shift from an industrial to a service economy led to the collapse or downsizing of large enterprises while fostering the rise of numerous small businesses. Montenegro's economy has shifted, with 70% of the workforce in services and 99% of enterprises being micro, small, or medium-sized, contributing 60% to GDP. However, necessary reforms toward a sustainable growth model remain unfulfilled. Crises have exposed systemic weaknesses, highlighting the urgent need for a radical shift in economic, social, tax, and environmental policies.

Negotiation for the accession of Montenegro to the EU began in June 2012. To this date, 33 negotiating chapters are opened, of which three have been provisionally closed. Montenegro continued to implement the Stabilisation and Association Agreement (SAA).

The relevant chapter for the Action is 19, related to Social Policy and Employment.

1.2. Sector Situation

The Social Council, a constitutionally mandated body, serves as the platform for tripartite dialogue between the government, trade unions, and employers. Despite persistent challenges, this mechanism has facilitated several agreements, including the 2022 General Collective Agreement, which introduced significant provisions on wages and working hours.

According to the European Commission's 2024 report on Montenegro, the tripartite Social Council met three times during the year, but its working group on occupational health and safety remains non-functional. The influence of social partners in policy-making processes remains weak, limiting their ability to contribute effectively to labour-related reforms. Additionally, inconsistencies between the Law on Strikes and the Labour Law regarding minimum work processes pose challenges for industrial relations. Montenegro remains committed to strengthening social dialogue institutions and aligning its labour policies with EU standards. The recent establishment of the Directorate for Social Dialogue within the Ministry of Labour, Employment, and Social Dialogue is a positive step; however, further efforts are needed to strengthen social dialogue and enhance the capacity of social partners to engage effectively in decision-making processes.

¹ <https://www.ilo.org/resource/other/about-ilo-montenegro>

The newly established Directorate has initiated work on key legislative reforms aimed at strengthening collective bargaining and social dialogue. One of its priorities is the amendment of the Law on Strikes, which involves analyzing the existing legal framework and its impact on collective bargaining practices. Through consultations with trade unions and employer associations, the Directorate will propose amendments to align the law with international and EU standards. Public discussions and the drafting of the revised law are scheduled for the first half of 2025.

Additionally, the Directorate is developing a new Law on the Representativeness of Trade Unions and Employer Associations. The objective is to establish clearer criteria for representativeness to enhance the effectiveness of collective bargaining. This process includes consultations with social partners, with the draft law expected to enter the legislative procedure in the third quarter of 2025.

The Decent Work Country Programme (DWCP), developed in collaboration with the Government, Employers' Union, and trade unions, outlines key ILO priorities for 2024-2027. These priorities focus on fostering inclusive and productive employment while enhancing working conditions to support sustainable economic and social development.

Montenegro's economic and social transformations have profoundly reshaped its labour landscape. The transition from an industrial to a service-based economy resulted in the decline of large enterprises and the proliferation of small businesses. Historically, trade unions primarily represented industrial workers; however, with the dissolution of large enterprises, organizing employees in smaller businesses has proven challenging. As a result, the public sector has become the predominant base for trade union activity, particularly following Montenegro's independence and the subsequent expansion of public institutions.

The public sector encompasses a diverse range of professions, including firefighters, doctors, judges, and nurses. A current issue within this sector is the drafting of the Law on Wages of Public Sector Employees, which extends beyond government employees to include workers in enterprises established by local governments. Given the wide array of professions covered, the legislation requires a balanced approach to ensure equitable and effective wage policies.

1.3. Role of Partner Institution in the Sector

The Confederation of Trade Unions of Montenegro (CTUM) is autonomous, democratic, and voluntary organization, and unites trade unions across various sectors based principles of social justice, democracy, and the application of international labor standards. CTUM is instrumental in fostering social dialogue at both national and sectoral levels, negotiating collective agreements, and participating in policy discussions related to labor, social, and economic issues. The Confederation works to protect workers' rights, improve occupational health and safety, and address abuse and discrimination in the workplace. CTUM also facilitates the training and development of trade union members and employees, while fostering international trade union cooperation. Despite its significant role in advocating for workers, the CTUM faces challenges in enhancing its capacity to represent all sectors, especially given the growing public sector workforce and the complexity of labor laws.

CTUM comprises 23 affiliated Branch Trade Unions. CTUM also operates through municipal trade union agencies, which serve as internal organizational units within each municipality, representing and coordinating the activities of trade unions and their members in local areas. Additionally, CTUM has established interest groups, such as the Gender Equality Committee and the Youth Committee, to advocate for specific categories of workers, address their unique challenges, and ensure that their concerns are integrated into the broader trade union agenda. The Secretariat, staffed by full-time employees, provides administrative support to the Confederation and its organizational units, ensuring that members receive the necessary assistance despite the lack of independent secretariats at the branch and municipal levels.

CTUM covers approximately 70,000 employees in the public sector. A key challenge of Confederation is the lack of sufficient capacity to engage in legislative processes, such as the drafting of the Law on Wages of Public Sector Employees. The law's complexity, which covers diverse public sector professions, risks creating divisions within union membership, as trade unions from different branches have varying interests and concerns. Additionally, CTUM struggles to protect its members' rights due to insufficient resources and expertise, especially in navigating the legislative changes accelerated by Montenegro's EU accession process. The Confederation has identified a gap in evidence-based policy formulation and negotiations, with

a need for structured capacity-building programs to strengthen its advocacy, negotiation, and policy analysis skills.

The Confederation's ability to influence labor law reforms is hindered by a lack of a systematic framework for research and legal assessments. The existing capacity of CTUM to engage in tripartite social dialogue and to contribute to labor law reforms needs significant strengthening to ensure that the Confederation's positions are well-informed, aligned with national priorities, and consistent with EU labor standards.

CTUM has limited experience in international assistance. In 2022, confederation participated in the project "Trade Unions For A Fair Recovery - Strengthening the Role of Trade Unions in Mitigating the Impact of the COVID-19 Crisis," funded by the EU. CTUM was an indirect beneficiary of this initiative implemented through the European Trade Union Confederation (ETUC). This project aimed to strengthen the capacity of trade unions in responding to the challenges posed by the COVID-19 crisis. The project, which concluded in March 2024, focused on enhancing the role of trade unions in supporting workers during the pandemic and contributing to a fair recovery process.

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)

The Confederation of Trade Unions has a greater impact on labour legislation development and reform in Montenegro.

2.3. Expected Results

R1: Strengthened research and analytical functions of the CTUM Secretariat, improving its ability to engage in informed and impactful social dialogue.

R2: Reinforced competencies of CTUM task force members in policy formulation, negotiation, and evidence-based advocacy.

2.4. Final Deliverables

- D. 1: Advisory Note on Social Dialogue and Legislative Negotiations
- D. 2: Training Toolkit and Dissemination Plan on Advocacy and Negotiation
- D. 3: Proposal for a Research and Advocacy Unit
- D. 4: Methodology for Research and Policy Analysis

3. Methodology

3.1. General Methodology (of the Action)

The action strengthens the CTUM's capacity to engage in social dialogue and legislative processes by equipping its Task Force members with skills in advocacy, negotiation, and policy formulation. Within the scope of this ToR, one principal expert and two second experts will be selected to participate in two missions taking place in Podgorica.

During the first mission, experts assessed current challenges in tripartite consultations and legislative negotiations, particularly regarding the Law on Wages and other labor-related legislation. The agenda included structured discussions, a functional analysis of CTUM's role, and workshops aimed at identifying areas for improvement and developing strategies for effective engagement in social dialogue. CTUM members gained insights into effective strategies for participating in tripartite consultations and legislative processes. As a result, an Advisory Note on Social Dialogue and Legislative Negotiations was drafted, providing practical guidance on negotiation strategies and policy formulation. This document now serves as a reference tool for Task Force members, supporting the presentation of evidence-based positions and the advocacy for policies aligned with trade union priorities, national objectives, and EU labor standards.

The second activity will be the Training of Trainers (ToT) program for CTUM Task Force members. The ToT program will be delivered in a hybrid format to ensure maximum accessibility and dissemination, combining in-person sessions with online components. This training will focus on enhancing participants' abilities in negotiation, advocacy, and policy development, particularly in relation to ongoing legislative processes such as the Law on Wages of Public Sector Employees. The SOCIEUX+ e-learning platform will enable CTUM trainers to share knowledge within their member trade unions, strengthening the overall capacity of the Confederation to contribute effectively to social dialogue and labor law reforms.

The third activity aims to develop a structured framework for research, advocacy, and social dialogue within CTUM. During the mission, experts will collaborate with CTUM representatives to create a methodology for research, legal assessments, and policy analysis, translating it into standardized tools and data collection guidelines to strengthen CTUM's role in labour policy development. Additionally, experts will propose the establishment of a Research and Advocacy Unit, outlining its operational framework and governance.

The action will result in the strengthening of the research and analytical functions within the CTUM Secretariat, improving its capacity to engage in informed and impactful social dialogue. It will also enhance the competencies of CTUM Task Force members in policy formulation, negotiation, and evidence-based advocacy, enabling them to effectively contribute to legislative processes and social dialogue, ensuring that CTUM's positions are well-informed and aligned with national and EU standards.

3.2.Planned Activities (Work Plan of the Action)

The following activities are currently planned for the action:

- Activity 1 – Enhancing the Capacity of CTUM Task Force Members in Social Dialogue and Legislative Negotiations
- Activity 2 – Training of Trainers (ToT) for CTUM Task Force Members on Advocacy and Negotiation
- Activity 3 – Developing a Structured Framework for Research, Advocacy, and Social Dialogue within CTUM

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

- Activity #3

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 (see Section **Error! Reference source not found.** below). He/she/they will be also responsible for preparing, coordinating, implementing and reporting the overall activity towards SOCIEUX+.

Prior to the on-site mission, experts will assess CTUM's current approach to research, advocacy, and social dialogue, as well as its role in negotiating and influencing labour legislation. This preparatory work will include a desk review of CTUM's strategic documents, past advocacy initiatives, internal workflows, and any existing research outputs. It will ensure that the mission methodology is tailored to CTUM's institutional capacities and enhances its ability to engage in evidence-based policy development and tripartite dialogue.

During the mission, experts will consult CTUM representatives and external stakeholders (government, employer organisations, academia/CSOs) to co-design a structured methodology for research, legal assessments, and policy analysis. The outcome will be converted into applied frameworks that include:

- Standardised templates (issue brief, legislative impact note, position paper etc.).
- Data collection guidelines (sources, frequency, validation steps, storage format).
- An impact-tracking matrix to monitor legislative proposals and CTUM's responses across the policy cycle.

Experts will develop a detailed proposal for a Research and Advocacy Unit within CTUM. This proposal will define the unit's operational framework, including its mandate, governance structure, lines of reporting, internal coordination mechanisms, and required staff profiles. The Unit is envisioned to serve as the Confederation's internal group of experts, producing timely analyses and supporting the Task Force and leadership in shaping CTUM's policy positions.

Experts will draft a proposal defining:

- Mandate, core functions, and outputs (e.g., policy notes, legal assessments, bargaining briefs).
- Governance, reporting lines, internal coordination with CTUM departments and the Task Force.
- Staffing profiles, competency requirements, and basic SOPs (intake, prioritisation, peer review, publication).
- Collaboration protocols with external experts and research institutions.

In parallel, the mission will include capacity-building workshops aimed at strengthening CTUM's expertise in conducting labour market research, legal impact assessments, and socio-economic analysis. Sessions will cover methodologies such as policy mapping, stakeholder analysis, and alignment with EU standards and international labour conventions.

Practical workshops will also be organized to pilot the developed tools using current legislative proposals or policy issues relevant to CTUM's agenda. These sessions will ensure that CTUM representatives can confidently apply the new tools in practice.

Experts will present concrete EU examples of:

- How trade unions structure internal research units and quality assurance of policy outputs.
- Evidence-to-advocacy pipelines (how analytical findings are translated into negotiation mandates).
- Monitoring dashboards for tracking legislative developments and social dialogue outcomes.

The activity will result in a proposal for establishing a Research and Advocacy Unit within CTUM. The proposal will describe the unit's structure, main responsibilities, and the resources needed for its work. In addition, experts will prepare a methodology with tools and guidelines for conducting legal assessments, and policy analysis. This will support CTUM in improving its internal capacities and in developing well-prepared, evidence-based contributions to social dialogue and legislative processes.

Minimum tasks expected from the experts shall include:

Task 1 – Preparation of the Mission

The Experts Team:

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

Task 2 – Implementation of the Mission

The Experts Team:

- Reviews and finalises the mission agenda and the list of stakeholders to be consulted with the PI upon arrival; any changes to the MeN shall be communicated to the SOCIEUX+ Team in a timely manner.
- Organises, as necessary, a brief presentation of the mission's objectives and methodology for the PI and relevant stakeholders.
- Provides a briefing on the background of the request and mission's objectives to the EU Delegation, if applicable.
- Conducts consultations with the PI's executives and staff, as well as relevant stakeholders, including the EU Delegation, as per the agenda.
- Compiles the initial findings and main conclusions emerging from the peer-to-peer technical exchange in a brief presentation that will be used for the final consultation and on-site debriefing.
- Channels 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.

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:
 - **Proposal for a Research and Advocacy Unit**, outlining its structure, functions, and resource requirements. This unit will provide CTUM with the institutional capacity to conduct research, develop policy positions, and engage in social dialogue in a structured and strategic manner.
 - **Methodology for Research and Policy Analysis**, offering practical tools and guidelines for conducting research, legal assessments, and policy analysis. To this purpose, the Methodology will include tools such as (non-exhaustive list) standardised templates, data collection guidelines, and an impact-tracking matrix. The Methodology will ensure a systematic and evidence-based approach to CTUM's advocacy efforts and policy engagement.

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

Principal expert (Expert #1):

Area(s) of expertise: Labour relations and management

Specific skill(s) & competency(ies): 3.1.Organ. structures, roles and arrangements, 1.1.Governance, transparency & accountability, 2.1.L&R making and development

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): **8**

c) Required language knowledge: **English**

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

d) Other essential qualification(s):

- Proven experience in labour relations, with a focus on the role of trade unions in social dialogue, policy development, and legislative processes.
- Knowledge of organisational design, including defining roles, internal procedures, and coordination mechanisms within membership-based institutions.

Additional assets (advantageous in selection):

- e) A previous experience in delivering short-term technical assistance in international cooperation and/or professional experience in Western Balkans
- f) Language(s): command of Montenegrin, Serbian, Bosnian, Croatian
- g) Having passed the SOCIEUX+ e-learning ‘[Acting upon inequality](#)’. SOCIEUX+ aims to do no harm and contribute to the reduction of inequalities. Hence, we highly recommend doing this short e-course. It takes about 2h30.

Expert #2:

Area(s) of expertise: Labour law and research

Specific skill(s) & competence(s) : 2.1.L&R making and development, 5.4.Statistics & business intelligence, 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 four years of formal education) in the areas of expertise (see above), or another directly related discipline. In its absence, the Master’s degree can be substituted with a combination of

academic degree(s) and relevant years of work/professional experience combining the area of expertise and specific skills requested:

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

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

- b) Number of years of relevant work/professional experience combining the area(s) of expertise and demonstrated specific skill(s) & competence(s): **7**
- c) Required language knowledge: **English**
N.B.: Translation and interpretation services may be commissioned by SOCIEUX+.
- d) Other essential qualification(s):
 - Strong knowledge of labour law, including experience in reviewing, interpreting, and assessing the impact of national legislation and international labour standards
 - Demonstrated ability to conduct legal and policy research

Additional assets (advantageous in selection):

- e) A previous experience in delivering short-term technical assistance in international cooperation and/or professional experience in Western Balkans
- f) Language(s): command of Montenegrin, Serbian, Bosnian, Croatian
- g) 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, indicating the reference of the call for experts.

6.2. Estimated workload

	Preparation	On-site work	Distance work	Reporting & deliverables	Total
Principal expert (#1)	4	10	0	5	19
Expert (#2)	3	10	0	4	17
Total experts	7	20	0	9	36

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 by²:
 - 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 format³.
3. Once the SOCIEUX+ Team approves their profile, they can apply to any available calls for experts accessible under the tab “Call for Experts” and click on “Apply”.

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

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

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

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

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

² SOCIEUX+ expert database and other management tools comply with the General Data Protection Regulation (GDPR) - Regulation (EU) 2016/679.

³ 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

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

n.a

11. Annexes

n.a



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About SOCIEUX+

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

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

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

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

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

More information: www.socieux.eu



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