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EU Expertise on Social Protection,
Labour and Employment

Terms of Reference for Experts

Terms of reference activities
and missions

SOCIEUX 2025-06
MOLDOVA

*Activity 1 – Definition of the organizational framework and
structure of Employers' support unit*



For external dissemination

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Terms of reference for onsite activities and missions

Action code and partner country: *SOCIEUX 2025-06 MOLDOVA*

Action title: *Improving knowledge and efficiency in working with employers*

Partner institution: *National Employment Agency*

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

Activity 1 – Definition of the organizational framework and structure

Tentative dates of implementation and location:

- *Activity 1 – June 23rd - August 10th, 2025 (onsite 7-18 July, TBC)*

Expert positions and responsibilities (by activity):

- *Activity 1 : Expert 1 (principal) – Employment services; Organizational management and administration; Change management; Human resource management*
- *Activity 1 : Expert 2 – Employment services; Monitoring and Evaluation; Information management systems*

Workload:

Activity1 - Expert 1 : Total days 17 (10 onsite, 7 at distance)

Activity 1 - Expert 2 : Total days 16 (10 onsite, 6 at distance)

Call for experts' reference: *25-06/MDA/1*

Version - #:

☐ Draft

☐ Final

Date: May 6, 2025

1. Background information

1.1. Country Overview

Moldova is a landlocked country in Eastern Europe, located between Romania and Ukraine. It is a former Soviet republic and today a candidate member to the European Union. Its usual resident population is 2,49 million people (2023)¹, excluding the population of breakaway Transnistria region (0,46 million). In addition, about 1,2 million citizens of Moldova permanently live abroad². The population is mostly rural (58%), the largest cities are Chisinau (0,64 mln) and Balti (0,1 mln). The country is facing decrease and ageing of population, its fertility rate about 1,57. Still, people of 65 and over represent only 10% of the population, and children under 15 are 16% of the population. 26,8% of population live under poverty rate (2020), and the human development index is 0.763 (ranking 86)³. Moldova recorded a 0.156 Gender Inequality Index value in 2022, ranking 41st out of 166 countries. In 2022, Moldovan women had an HDI value of 0.776 compared to 0.751 for men, resulting in a Gender Development Index value of 1.033, one of the highest in the Europe and Central Asia region.⁴

Moldova is a small upper-middle-income economy (6110 USD GNI per capita). It is dominated by services sector, about 60%, while agriculture is an important source of export. Although the poorest country in Europe, it has made significant progress in reducing poverty and promoting inclusive growth since the early 2000s. The economy has expanded by an average of 5% annually, driven by consumption and fuelled by remittances. The latter account for a 12% of GDP, among the highest shares in Europe. The economy is volatile, and dependent on international trade, and external shocks. It was severely hit by the pandemics, with 8% GDP decline in 2020, and affected by the consequences of the war in Ukraine and energy crisis in 2022-2023 (1.2 million arrivals from Ukraine, 124 thousands refugees staying in Moldova; 28.7% of consumer prices inflation in 2022)⁵. Recently, Moldova's economy has been showing signs of recovery, including reduced inflation rate and slight economic growth.

1.2. Sector Situation

Moldova's labor market in 2024 reflects a mix of resilience and structural challenges. While the official unemployment rate remains relatively low at 4%, the country struggles with one of the highest informal employment rates in the region—over 56% of workers are employed informally, often without access to social protections or job security. Labor force participation remains modest, with only 45.5% of the working-age population active in the labor market, and the youth unemployment rate stands at 8%, highlighting difficulties in integrating young people into the economy. In addition, labor underutilization reached 8.7% in late 2024, underscoring a mismatch between available jobs and the workforce's needs. A significant portion of the population is economically inactive due to factors like caregiving, lack of opportunities, or emigration.

¹ <https://data.worldbank.org/country/moldova>

² <https://www.un.org/development/desa/pd/content/international-migrant-stock>

³ <https://www.undp.org/moldova/press-releases/inequalities-and-multidimensional-crisis-could-hinder-human-development-moldova-according-undp-report>

⁴ Ibid.

⁵ <https://data.unhcr.org/en/dataviz/248?sv=54&geo=10784>

To address these issues, the Moldovan government has introduced several initiatives aimed at improving labor market outcomes. In early 2025, the National Employment Agency helped over 3,400 people find jobs and set a target of supporting 20,000 individuals by year's end⁶. Moreover, the European Union has committed €2 million to assist in reforming Moldova's labor market institutions, focusing on enhancing access to employment and modernizing job services⁷. Despite these efforts, Moldova's labor market remains constrained by low wages, limited job creation, and continued outward migration, which reduces the domestic workforce and places pressure on the country's long-term economic development. Tackling informal work, increasing workforce participation, and better aligning education with labor market needs are essential to improving employment conditions and supporting inclusive growth.

1.3. Role of Partner Institution in the Sector

The National Employment Agency (ANOFM) is an administrative body subordinate to the Ministry of Labour and Social Protection of the Republic of Moldova, mandated to ensure the implementation of employment promotion, labour migration and unemployment insurance policies.

The mission of ANOFM is to increase job opportunities for jobseekers and support employers in finding skilled workers and creating new jobs.

The ANOFM mandate includes the following areas

- implementation of employment promotion policies;
- migration of the labour force;
- unemployment insurance.

Beneficiaries of NEA's services are:

- economic agents (enterprises) looking for employees;
- jobseekers;
- Moldovan citizens who leave to work abroad;
- foreign citizens seeking employment in the Republic of Moldova.

One of the key challenges faced by the National Employment Agency (ANOFM) is increasing employers' willingness to declare job vacancies and actively collaborate with the agency. A decline in partnerships with businesses directly impacts both employers and job seekers, as it hampers ANOFM's ability to facilitate effective dialogue between labor supply and demand. To address this, an Employer Relations Unit was established within the ANOFM on January 1, 2025. Its purpose is to assist employers in identifying suitable candidates, promote stable and innovative forms of cooperation, and strengthen engagement with partner organizations. This initiative is expected to enhance collaboration and improve the efficiency of collecting information essential for matching job supply with demand. However, the capacity of the Employer Relations Unit still needs to be strengthened to fully meet these goals.

⁶ <https://www.moldpres.md/eng/society/moldovan-government-backs-employment-over-3-400-people-find-jobs-in-first-two-months-of-2025>

⁷ <https://euneighbourseast.eu/news/latest-news/eu-allocates-e2-million-to-reform-key-institutions-regulating-labour-market-in-moldova/>

2. Action Description

2.1. Overall Objective

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

2.2. Specific Objective(s) (Purpose)

S.1: To strengthen organizational alignment and efficiency of service delivery for employers

2.3. Expected Results

R.1: Organizational structure and framework of the unit is clearly identified in line with strategic goals of the Agency

R.2: Intervention scope of the unit including services in favor of employers is defined

R.3: The unit staff is provided with necessary knowledge and skills to implement the employers' support measures

2.4. Final Deliverables

D.1: The terms of reference of the Employers cooperation Unit

D.2.1 : Compilation of EU countries' good practices and examples of services and measures in favor of employers (presentations)

D.2.2 : Employers' services manual for the central unit and for local staff (services, measures, procedures, tools adjusted to Moldova context)

D.3: Communication strategy towards the employers (in selected sectors)

3. Methodology

3.1. General Methodology (of the Action)

The National Employment Agency of Moldova (ANOFM) has recently set up a unit in specialized in interaction with employers (Employers cooperation Unit – ECU). Its mission is to reinforce cooperation and dialogue with employers, identify workforce needs, collect information for more efficient labor market intermediation and provide services to employers. Its primary indicators include the number of cooperation agreements with

economic agents (enterprises), the number of vacancies published in connection with employer and the number or territorial employer support strategies adopted. Through tight collaboration with employers, the unit and the ANOFM in general should also find ways to facilitate labor market integration of jobseekers, especially those in vulnerable situation.

The unit was newly set up (introduced by the Government decision from 1.01.2025 into ANOFM organogram), got indicators for 2025-2026 and 3 full time positions, the Partner Institution needs support to revise its organizational structure and action framework (who does what and why, in relations with other units of ANOFM and territorial branches), define the measures of support and cooperation with employers and to reinforce the capacities of the staff. The action is designed to tackle these aspects.

3.2.Planned Activities (Work Plan of the Action)

The following activities are currently planned for the action:

- Activity 1 – *Definition of the organizational framework and structure*
- Activity 2 – *Definition of intervention scope and actions in favor of employers*
- Activity 3 – *Development of a communication strategy towards the employers*

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

- Activity 1.

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

For a newly created Employers cooperation unit it is important to have a clear definition of its mandate and structural setting. Although final indicators have been set by the government and the unit have been staffed with 3 full time positions, it is necessary to define its organizational framework in order to ensure its efficient functioning.

The experts, together with the Partner Institution will define the organizational framework of the unit in charge of activities with employers ensuring alignment with ANOFM's institutional mandate, internal structure, and normative indicators.

In particular, they will support the Unit in the following areas:

- Define the role of the Unit within ANOFM (clarification of the position and strategic function of the Employer Support Unit in the ANOFM structure, considering its contribution to national employment services and employer engagement);
- Develop the mission and objectives of the Unit (aligned with the performance indicators defined in the relevant normative acts);
- Define the organizational structure and roles (identify key functions of the unit, split them into roles and duties of each position within the unit (job description) and link them to necessary skills and competences)
- Design operational processes and workflow for the unit including its cooperation mechanisms with other ANOFM departments;
- Establish the procedures for interaction with territorial counsellors in ANOFM local offices (methods and tools for regular communication, coordination, and support between the central unit and the network of specialized employer counsellors locally);
- Identify existing tools and systems for information management that the unit can utilize or recommend new tools to be introduced, ensuring compatibility with ANOFM's digital infrastructure.
- Propose procedures for continuous monitoring and evaluation of the unit's activities, including mechanisms for collecting feedback from stakeholders and using data analysis to improve services.

The technical deliverable, Organizational and structural framework of Employers cooperation Unit, shall reflect the abovementioned points and take into consideration EU countries' experience and specificities of the operational environment of ANOFM.

The activity will be implemented onsite (10 working days mission to Chisinau).

The experts shall co-develop a proposal for peer-to-peer methodology and agenda together with the Partner institution, to be discussed and validated ahead of the mission. Without prejudice to the choice of tools by experts, methodological approaches may include peer-to-peer consultations, presentation of EU good practices, focus groups and questionnaires, setting and verification of hypothesis, collecting and processing quantitative data. Broader network of stakeholders can be involved into this activity, including social partners and the Ministry of Labour.

Minimum tasks expected from the experts shall include:

Task 1 – Preparation of the Mission

The Experts Team:

- Gains substantial knowledge of the local context; reviews any relevant background document provided by the SOCIEUX+ Team and/or the Partner institution (PI).
- Establishes in close consultation with the PI the mission's methodology and agenda (MeN); then submits them for approval by the SOCIEUX+ Team.
- Participates in an initial 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 at the start of the mission; 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 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 the activity 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: The terms of reference of the Unit. A technical report represents 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.

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: *Employment services*

Specific skill(s) & competency(ies) *Organizational management and administration; Change management; Human resource management*

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): 10
- c) Required language knowledge: Fluent in English, written and oral
- d) Deep knowledge of the organization and scope of action of public employment services;

- e) Demonstrated experience in institutional capacity building in particular in a PES or other public institutions involved in labour market intermediation for targeted public;
- f) Proved experience in defining organizational structures, workflows roles and competence needs of divisions within a PES,
- g) Good knowledge of employer services and labour market policies.

Additional assets (advantageous in selection):

- h) A previous experience in delivering short-term technical assistance in international cooperation;
- i) Knowledge of Romanian language
- j) A previous professional experience in Central or Eastern Europe.

Expert #2:

Area(s) of expertise *Employment services*

Specific skill(s) & competence(s) *Monitoring & Evaluation(M&E)*

Information management systems

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: **Fluent in English, written and oral**
N.B.: Translation and interpretation services may be commissioned by SOCIEUX+.
- d) Deep knowledge of the organization and scope of action of public employment services;
- e) Good knowledge and practical experience of monitoring and evaluation tools and information management systems used by a PES
- f) Good knowledge of employer services and labour market policies.

Additional assets (advantageous in selection):

- g) A previous experience in delivering short-term technical assistance in international cooperation;
- h) Knowledge of Romanian language
- i) A previous professional experience in Central or Eastern Europe.

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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@socioux.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)	3	10	0	4	17
Expert (#2)	3	10	0	3	16
Total experts	6	20	0	7	33

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 by⁸:
 - 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 format⁹.
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.

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:

⁸ SOCIEUX+ expert database and other management tools comply with the General Data Protection Regulation (GDPR) - Regulation (EU) 2016/679.

⁹ Europass templates for CVs are available here: <http://europass.cedefop.europa.eu/en/documents/curriculum-vitae/templates-instructions>

- 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 FIAP 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.



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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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