



Co-funded by  
the European Union

# socieux+

EU Expertise on Social Protection,  
Labour and Employment

## Terms of Reference for Experts

Terms of reference activities  
and missions

SOCIEUX 2025-41  
North Macedonia



For external dissemination

SOCIEUX+ is implemented and co-funded by

Partnership led by



## CONTENT INDEX

<b>1. Background information.....</b>	<b>4</b>
1.1. Country Overview .....	4
1.2. Sector Situation.....	5
1.3. Role of Partner Institution in the Sector .....	6
<b>2. Action Description.....</b>	<b>7</b>
2.1. Overall Objective.....	8
2.2. Specific Objective(s) (Purpose) .....	8
2.3. Expected Results .....	8
2.4. Final Deliverables .....	8
<b>3. Methodology .....</b>	<b>8</b>
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 .....	10
<b>4. Activities description .....</b>	<b>10</b>
4.1. Tasks.....	10
4.2. Deliverables .....	13
4.2.1. Pre-mission Deliverables .....	13
4.2.2. Final Deliverables.....	13
4.2.3. Deliverables expected from Regional or Non-EU Expert (if relevant) .....	14
4.2.4. In case triangular cooperation is part of the activity, the regional or non-EU expert shall elaborate distinct deliverables, namely:.....	14
<b>5. Reporting and submission of deliverables .....</b>	<b>14</b>
5.1. Formats .....	14
5.2. Submission and approval .....	14
5.2.1. Pre-mission deliverables .....	15
5.2.2. Final deliverables .....	15
<b>6. Required expertise .....</b>	<b>15</b>
6.1. Expertise profile .....	15
6.2. Estimated workload.....	17
<b>7. Applications .....</b>	<b>19</b>
7.1. Call for Experts .....	19
7.2. Selection of Experts .....	20
7.3. Contracting of public experts .....	20
7.4. Financial compensations .....	21
7.5. Travel costs.....	21
<b>8. Communication &amp; Visibility .....</b>	<b>21</b>
<b>9. Code of conduct.....</b>	<b>22</b>
<b>10. Other considerations.....</b>	<b>22</b>
<b>11. Annexes.....</b>	<b>22</b>
<b>About SOCIEUX+.....</b>	<b>23</b>

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

**Action code and partner country:** SOCIEUX 2025-41 NORTH MACEDONIA

**Action title:** *Strengthening the capacities of the Center for Professional Rehabilitation and Employment Support to deliver standardised services for persons with disabilities*

**Partner institution:** *Public Institute for rehabilitation of children and youth*

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

- *Activity #1 – Assessment and Improvement of Gender-Responsive and Inclusive Service Delivery*
- *Activity # 2– Establishment of Internal Quality Assurance and Monitoring System*

**Tentative dates of implementation and location:**

**Activity 1- from April 20<sup>th</sup> to June 12<sup>th</sup> , 2026 (with an on-site mission from May 11<sup>th</sup> to 22<sup>nd</sup> , 2026)**

1. **Preparation phase:** from April 20<sup>th</sup> to May 08<sup>th</sup> , 2026
2. **On-site mission in Skopje:** from May 11<sup>th</sup> to 22<sup>nd</sup> , 2026
3. **Reporting phase:** from May 25<sup>th</sup> to June 12<sup>th</sup> , 2026

**Activity 2 - from August 17<sup>th</sup> to October 09<sup>th</sup> , 2026 (with an on-site mission from September 14<sup>th</sup> to 18<sup>th</sup> , 2026)**

1. **Preparation phase:** from August 17<sup>th</sup> to September 11<sup>th</sup> , 2026
2. **On-site mission in Skopje:** September 14<sup>th</sup> to 18<sup>th</sup> , 2026
3. **Reporting phase:** from September 21<sup>th</sup> to October 09<sup>th</sup> , 2026

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

- *Activity #1&2 : Expert # 1 (principal) – Rights of Disabled People, Workers with Disabilities, Gender Equality*
- *Activity #1&2 : Expert #2 – Data Collection and Analysis, Social Services, Disabilities*

**Workload:**

Activity # 1- Expert #1 :Total 17 days (7 days at distance; and 10 days onsite)

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

Activity # 2- Expert #1 :Total 12 days (7 days at distance; and 5 days onsite)

Activity # 2- Expert #2 :Total 11 days (6 days at distance; and 5 days onsite)

**Call for experts' reference:** 25-41/MKD/1-2/1 ; 25-41/MKD/1-2/2 ;

**Version - #:**   

Draft

Final

Date: *February 06<sup>th</sup> , 2026*

# 1. Background information

## 1.1. Country Overview

North Macedonia is an upper-middle-income country and EU candidate state, having opened accession negotiations in 2022. The country's Human Development Index (HDI) reached 0.815 in 2025), reflecting overall progress in education, health and living standards. At the same time, structural challenges persist in labour market inclusion, social inequalities and access to quality public services, particularly for vulnerable groups.

North Macedonia has actively engaged with the new Growth Plan for the Western Balkans and has started to deliver on implementation of the plan's four pillars of gradual integration with the EU single market, regional economic integration, fundamental reforms and increased financial support. Under the Reform and Growth Facility, a performance-based EU instrument supporting the EU accession process, the country adopted its Reform Agenda, which covers reforms in the areas of: (i) governance, public administration reform and public financial management; (ii) the green and digital transition; (iii) human capital; (iv) private sector development and business environment; and (v) fundamental rights and the rule of law

Despite improvements in employment indicators, participation rates remain low for persons with disabilities, women, youth and Roma communities. The European Commission 2025 Report highlights the need to strengthen labour-market activation measures and ensure their effective implementation for persons with disabilities, alongside improved evaluation of outcomes. The report also underlines persistent gaps in equality and non-discrimination in employment and calls for further alignment with the EU acquis in this area, including strengthening institutional capacity to implement and monitor inclusive labour and social policies.

In the area of social protection, the Commission notes that while the legal framework is largely in place, implementation remains uneven and monitoring systems for social services require further development. Particular attention is drawn to the need for adequate and coordinated support for vulnerable children, including children with disabilities, and for stronger links between social protection measures and employment activation services. These challenges are directly relevant to progress under SDG 8 (Decent Work and Economic Growth), SDG 10 (Reduced Inequalities) and SDG 5 (Gender Equality).

North Macedonia ratified UN Convention on the Rights of Persons with Disabilities (CRPD) in 2011, thereby committing to align national legislation, policies and practices with a rights-based approach to disability. Since ratification, the CRPD has been reflected in the national legal framework, notably through the Law on Social Protection and related secondary legislation, as well as policy measures supporting social inclusion, access to services and employment for persons with disabilities.

Gender equality and disability inclusion are identified as cross-cutting priorities in EU cooperation with North Macedonia. The EU Country Level Implementation Plan (CLIP) under the Gender Action Plan III emphasises gender-responsive social protection, inclusive labour-market participation and strengthened institutional capacities as key areas for reform in the context of EU accession. The document also underlines gaps in strategic planning, monitoring tools and data availability, which constrain the effective design and delivery of inclusive services for vulnerable groups, including persons with disabilities. The CLIP highlights the need to strengthen institutional capacities, improve policy coordination, and enhance the availability and use of disaggregated data to support evidence-based policy-making, including for persons with disabilities.

According to the Coherence Index (INDICO) 2025, North Macedonia scores in the medium range (40–60) for overall policy coherence for sustainable development, with comparatively lower

planetary pressures but moderate performance across democratic, socio-economic, feminist and ecological transitions.

## 1.2. Sector Situation

Professional rehabilitation in North Macedonia is regulated through the Law on pension and disability insurance and is granted to the insured person in employment and to military and civilian personnel in accordance with the law, who have been determined to be professionally incapacitated for work. The existence of professional incapacity is determined by the Commission for Assessment of Working Ability at the Pension and Disability Insurance Fund, based on an immediate examination and appropriate medical documentation. Although it is an established procedure on paper, the right to vocational rehabilitation as it is currently regulated is not implemented in practice and the use of the right of professional rehabilitation is rare or none. The right for professional rehabilitation for persons with disabilities is only mentioned for the first time in 2019 in the Law on Social Protection as a right to a social protection institution to provide it for its users. Employment of persons with disabilities is combination of social protection, labour and anti-discrimination legislation and implemented through a network of public institutions. The sector is governed primarily by the Law on Social Protection, the Law on Labour Relations, the Law on the Employment of Persons with Disabilities, and the Law on Prevention and Protection against Discrimination, which together establish the legal basis for access to rehabilitation services, employment support and equal treatment in employment.

Within the current framework, professional rehabilitation for people with disabilities is not recognized as part of a system process. Some of the responsibilities are distributed across several institutions, including the Ministry of Social Policy, Demography and Youth, the Employment Service Agency, Centres for Social Work, and specialised public institutions providing rehabilitation for persons with disabilities. Coordination between social protection measures, professional rehabilitation services and labour-market activation for the persons with disability is not established.

The Public Institute for Rehabilitation of Children and Youth is a national public institution operating under the Law on Social Protection, mandated to provide variety of social protection services for persons with disabilities. Within the Institute in 2020 as a pilot project through the cooperation of UNDP and the then Ministry of labour and social protection was established the Center for Professional Rehabilitation and Employment Support to carry out work-ability assessment, vocational rehabilitation, vocational training and employment-support services for persons with disabilities of working age. Although the Center was established, it lacked long term adequate support in terms of trainings in the field of professional and vocational rehabilitation, systemic connection with the institutions responsible for providing jobs, as well as support for human resources and equipment to be used. From 2021 year, professionals who piloted in the Center were involved in preparing the draft Law on Professional Rehabilitation and Employment of Persons with Disabilities which should have ensured a systematic setting of vocational rehabilitation with clear responsibilities of relevant authorities and the establishment of standards in the field.

In 2025 the Draft Law on Professional Rehabilitation and Employment of Persons with Disabilities was re-enacted. The sector is undergoing a reform and expected adoption of the Law on Professional Rehabilitation and Employment of Persons with Disabilities is foreseen for mid-2026. The forthcoming law will further define the system of professional rehabilitation and employment support, including clear institutional roles, established links between assessment, rehabilitation and employment measures, and structured approach to work-ability assessment as an entry point to services. These changes are expected to increase requirements for standardised procedures, clear coordination between institutions and consistent use of assessment results to support labour-market inclusion.

Gender equality is recognised within the broader policy framework governing social protection and employment. However, in the area of professional rehabilitation and employment support for persons with disabilities, gender considerations are not systematically integrated into assessment practices, service design or monitoring.

The institutional framework for gender equality and protection in North Macedonia is established at both central and local levels in accordance with the Law on Equal Opportunities for Women and Men. At central level, responsibility lies with the Ministry of Social Policy, Demography and Youth, within which the Sector for Equal Opportunities operates through the Department for Gender Equality and the Department for Prevention and Protection against All Forms of Violence and Discrimination. The framework also includes the State Legal Representative for Equal Opportunities, mandated to provide legal protection to individuals affected by discrimination in the public and private sectors. To support gender mainstreaming across government, line ministries are required to appoint Coordinators or Deputy Coordinators for Equal Opportunities, responsible for integrating a gender perspective into sector policies and for submitting annual reports to the competent Ministry. Parliamentary oversight is exercised by the Commission for Equal Opportunities for Women and Men within the Assembly of the Republic of North Macedonia, while municipalities are required to establish local commissions for equal opportunities.

### 1.3. Role of Partner Institution in the Sector

The Public Institute for Rehabilitation of Children and Youth is a public institution operating under the Law on Social Protection. The Institute provides social protection services including day care and supported living for persons with disabilities as well as rehabilitation and employment-related services within the social protection framework and implements measures defined in national legislation and secondary regulations related to disability and social inclusion.

Within the Institute, the Center for Professional Rehabilitation and Employment Support should carry out functional work-ability assessment, vocational rehabilitation, vocational training and employment-support services for persons with disabilities of working age. These functions were administratively established in 2020 year as a pilot project, but they are not and never were fully implemented and at the moment they are not recognised as services in the current legal framework governing professional rehabilitation and currently they don't effectively contribute to preparation for labour-market participation because there is no institutional connection with the Agency of employment or other relevant institutions.

The Center has been operational since 2020 and currently delivers basic professional rehabilitation and employment-support services for persons with disabilities, primarily through individual and group-based work. Daily activities include basic administrative assessment of work capacity, counselling and motivating, development of individual rehabilitation plans, group work for work habits and life-skills, psychosocial support, social mentoring, and follow-up for job placement and retention. Services are unstructured and there are no standards for it. At present, due to limited capacity, the Center actively works with approximately 2–5 unemployed beneficiaries with intellectual disabilities, while providing unstructured follow-up and workplace support to 4 employed beneficiaries. Service delivery remains constrained by the lack of standardised assessment methodologies, non-recognition of assessment outcomes by other institutions, incomplete referral and cooperation mechanisms, and limited availability of fully operational premises for vocational training and workshops, resulting in services being delivered below the intended scope and scale. At times Centar for professional rehabilitation seems to act as a day care centar due to fragmented system, lack of a legal framework, standards, trained personnel, and adequate resources. Existing center has low functional value because is not recognized in the system and is not invested in its

functional development. Due to lack of system approach personal from the Centar tries to find jobs for its users through available job advertisements, which is only sometimes successful. Part of the users stay in the center for a prolonged period of time, taking into account that job is often not provided, or they stop coming because there is no result in employment. The users who come to the centre for a prolonged period of time are occupied with making jewellery, working on the computer, socializing etc.

The undergoing reform and adoption of the Law on Professional Rehabilitation and Employment of Persons with Disabilities is expected to regulate system of professional rehabilitation and supported employment for Persons with disabilities. The Law foresees an extension of professional rehabilitation and employment-support services to additional three institutions in other regions of the country. This is expected to widen territorial coverage and improve access to services for persons with disabilities. The implementation of the new law will increase the number of institutions involved and the number of beneficiaries receiving professional rehabilitation and employment-support services. To support this expansion, clear procedures, defined processes and standardised operational workflows will be required to ensure consistent application of the law across regions and effective coordination between institutions.

The expansion of professional rehabilitation and employment-support services foreseen under the new legal framework creates a need for the Institute to operate with more consistent internal procedures and stronger multidisciplinary coordination to ensure reliable and scalable service delivery, including across additional institutions at regional level. Current work-ability assessment practices are based on basic professional expertise with no trainings implemented and remain fragmented and insufficiently standardised, and are not supported by formal procedures, assessment tools or quality-assurance mechanisms. This limits the consistency and transparency of assessment outcomes and poses challenges for implementation as the number of institutions, staff and beneficiaries increases. In addition, there is a need to strengthen the Center's capacity to systematically oversee, document and improve the quality of service-delivery processes, in order to support standardized application of practices and effective implementation of the new law.

The Partner Institution pursues gender equality within its field of competence primarily through compliance with the national legal and policy framework on equal opportunities and non-discrimination. Gender considerations are addressed in a general manner in service provision, and the Institution cooperates with the Ministry responsible for gender equality and relevant coordination mechanisms as required. In practice, gender equality is not yet systematically integrated into work-ability assessment, rehabilitation planning or monitoring processes. This limits the Institution's capacity to identify and respond to differentiated barriers faced by women and men with disabilities in access to professional rehabilitation and employment-support services.

The sector has benefited from international cooperation supporting institutional reform and service delivery. This includes support under the Macedonia Social Insurance Administration Project (SIAP), which contributed to broader reforms related to social inclusion policies. Legal reform in the sector is supported through a World Bank Development Loan, which finances the preparation of the forthcoming Law on Professional Rehabilitation and Employment of Persons with Disabilities. In addition, EU-funded cooperation has supported infrastructure development through Project 2022/431-872 – Design and Supervision of the Works for the Transformation and Rehabilitation of the Institute Topansko Pole, Skopje, and Project 2022/440-463 – Transformation and Rehabilitation of the Institute Topansko Pole – Skopje, improving physical conditions for the delivery of professional rehabilitation and employment-support services.

## 2. Action Description

As per approved RCL:

### 2.1. Overall Objective

Equitable access to employment and social protection is expanded to poor and vulnerable groups

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

To strengthen the quality of rehabilitation and employment support services for women and men with disabilities in North Macedonia, aligned with the new Law on Employment of Persons with Disabilities.

### 2.3. Expected Results

Standardised, inclusive and gender-sensitive assessment, case management methodologies and internal service delivery procedures established in the Center for Professional Rehabilitation and Employment Support

### 2.4. Final Deliverables

- D. 1: Updated Work Ability Assessment and Case-Management Framework
- D. 2: Service Improvement Proposals and Operational Adjustments
- D. 3: Quality Assurance Procedures and Monitoring Tools

## 3. Methodology

### 3.1. General Methodology (of the Action)

Specify how gender equality is pursued in the activity, what specific gender-responsive methodologies and tools shall be used by experts and how the gender focal point of the partner institution and/or the Country's gender equality public institutions (gender departments, focal points of the PI or any other relevant institution, ministries, secretariats, institutes with gender equality as a mandate...) will be involved in the peer-to-peer exchange

The Action aims to strengthen the capacity of the Public Institute for Rehabilitation of Children and Youth, and in particular the Center for Professional Rehabilitation and Employment Support, to improve the quality of work-ability assessment, case management and service delivery for persons with disabilities. The methodology is designed to support the Institute in consolidating and improving existing practices, while preparing it to respond to the implementation of the forthcoming legal framework.

The Action takes into account current operational constraints and the gradual nature of legal reform and does not depend on the formal adoption of the new law. It builds on the Institute's existing human resources, functions and service mandate, focusing on strengthening internal capacities and improving current practices rather than introducing parallel systems.

The proposed activities prioritise piloting improved methodologies with the existing team, allowing procedures and tools to be tested, adjusted and refined under real operating conditions. Through peer-to-peer exchange, EU experts will work with the Partner Institution to review existing work-ability assessment practices, internal coordination arrangements and documentation processes, and to identify practical improvements that can be realistically applied within the current institutional setup.

The first activity will focus on a functional review of existing practices, including mapping assessment steps, decision-making processes, roles and responsibilities within multidisciplinary teams, and internal coordination workflows. The second activity will focus on strengthening the Institute's internal quality assurance and monitoring capacity. Experts and institutional staff will jointly develop recording templates and monitoring tools. These will support systematic oversight, documentation and follow-up of services, and enable the Institute to manage increased responsibilities in a controlled and sustainable manner.

Gender equality will be addressed as a cross-cutting operational element throughout the Action. Experts will review assessment practices, case-management processes and monitoring tools to identify potential gender bias and ensure that procedures allow for the identification of gender-specific barriers and differentiated outcomes for women and men with disabilities.

The relevant national gender-equality bodies (within the Ministry) and local expertise (CSOs and other local experts) will be consulted during the development and validation of outputs to ensure alignment with national frameworks.

The methodology emphasises institutional ownership and sustainability, with Partner Institution staff actively involved in all stages of the Action, enabling autonomous use and further refinement of the developed tools beyond the duration of the Action.

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

The following activities are currently planned for the action:

- **Activity 1 – *Assessment and Improvement of Gender-Responsive and Inclusive Service Delivery***

Activity will result with practical improvements to work ability assessment methodologies, case-management processes and internal coordination, ensuring services respond to differentiated needs of women and men with disabilities.

- **Activity 2 – *Establishment of Internal Quality Assurance and Monitoring System***

Activity focuses on establishing an internal quality assurance and monitoring system to support consistent oversight of service delivery.

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

- **Activity # 1&2**

### 3.3. Inclusion of cross-cutting issues

SOCIEUX+ recognises the importance of including cross-cutting issues in social protection, labour and employment policies and systems. The following cross-cutting issues are duly taken into account *[remove individual bullets if necessary]*:

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

## 4. Activities description

### 4.1. Tasks

#### **Activity 1 – Assessment and Improvement of Gender-Responsive and Inclusive Service Delivery**

The experts will analyse the Center's existing work ability assessment practices, case-management, and service workflows. Experts will examine how services are currently designed and delivered, focusing on the sequence of actions from case reception and assessment through individual planning, coordination within the multidisciplinary team, referrals and follow-up advise towards an expansion of the set of services offered to beneficiaries. The analysis will be covering the full service pathway from case intake and assessment, through individual rehabilitation and employment planning, coordination within the multidisciplinary team, referrals, and follow-up.

Work will be organised through structured peer working sessions with relevant staff. The Center's activities are currently implemented by a small multidisciplinary team composed of a Head of Service (social worker), two special educators responsible for assessment and vocational skills development, an economist supporting employment-related coordination who is not active at the moment and temporarily works different job position in the institution not related to this service, while the position of psychologist is foreseen in the systematisation but not yet filled. During these sessions, experts and PI staff will review existing tools, templates, and procedures against selected real service cases, allowing to jointly identify inconsistencies, overlaps, and gaps in assessment and case-management practices. Peer working sessions will be used also to strengthen staff capacity through joint problem-solving, workshops and application of revised approaches to real cases. All proposed adjustments will be tested and refined with the existing team, ensuring that they are operationally realistic, feasible within current organisational arrangements, and aligned with the Center's mandate and institutional capacities. Gender equality and inclusion will be addressed as a cross-cutting dimension of the activities. The experts will examine how gender-related and intersectional barriers are currently identified and considered during assessment and service delivery, with a specific focus on women with disabilities. The analysis will assess whether existing service pathways adequately capture differentiated needs, risks and structural barriers affecting access to rehabilitation and employment support. Gender-responsive and inclusive criteria will be integrated into the revised assessment tools and service delivery procedures

Based on analyses findings, the experts will support the consolidation and clarification of assessment methodology and case-management procedures, ensuring that they are internally coherent,

operationally realistic, and aligned with the Center's mandate and current capacity. The revised framework will clearly define key steps, decision points, and minimum standards for assessment, individual planning, coordination, and follow-up. All proposed adjustments will be tested and refined with the existing team, ensuring feasibility within current staffing and organisational arrangements.

Experts will examine whether current assessment and service pathways adequately capture barriers affecting women with disabilities in access to training and employment support. Gender-sensitive considerations will be integrated into revised assessment questions and service delivering practices.

### **Activity 2 – Establishment of Internal Quality Assurance and Monitoring System**

The activity will be implemented through one on-site mission aiming at establishing a coherent and institutionalised internal quality control and monitoring system within the Center. The objective is to strengthen the Center's capacity to systematically oversee, document, and continuously improve the quality of work ability assessment, case management, and service delivery processes. The activity will result in the development of Quality Assurance Procedures and Monitoring Tools, enabling structured internal oversight and evidence-based service improvement. Experts will develop Quality Assurance Procedures and Monitoring Tools, enabling more systematic oversight of service delivery.

The activity will apply a functional and systems-oriented review of the Center's existing internal quality assurance and monitoring arrangements, focusing on how service quality is currently defined, assessed, documented, and followed up in daily operations. Building on the outputs of Activity 1, the activity will translate the revised Work Ability Assessment and Case Management Framework into concrete quality assurance standards, indicators, and monitoring mechanisms aligned with CRPD principles and the forthcoming legal framework.

Peer working sessions will be used to jointly assess quality control within the service workflow for each stage of the service process. Based on this analysis, experts will support the development of practical monitoring tools, such as checklists, review templates, and tracking formats, aligned with the Center's needs. Particular attention will be given to ensuring that monitoring procedures are realistic, clearly assigned, and integrated into existing processes. The activity will also clarify how monitoring information is collected, reviewed, and used by management to support internal oversight and service improvement. The proposed quality-control and monitoring measures will be proportionate to the Center's current staffing and organisational capacity.

Gender equality and inclusion will be integrated as cross-cutting dimensions of the quality assurance system. The experts will review how gender and intersectional considerations are currently reflected in internal quality standards and will support the inclusion of gender-sensitive and disability-inclusive indicators within monitoring tools. This will enable the Center to track differentiated access, service pathways, and outcomes for women and men with disabilities, in line with CRPD obligations and gender equality standards.

Experts will review how gender-related considerations are currently reflected and will support the inclusion of relevant gender-sensitive criteria/indicators within quality standards and monitoring tools.

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

The experts shall conduct the activity by means of organising a meetings, focus groups and workshops with the partner institution and relevant stakeholders, based on the co-developed methodology and agenda. The experts shall hold a meeting with the EU Delegation in North Macedonia as part of their onsite mission agenda.

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 Experts Team:

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

## 4.2. Deliverables

### 4.2.1. Pre-mission Deliverables

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

### 4.2.2. Final Deliverables

- 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:

- **For Activity 1:**

- **D.1 – Updated Beneficiary Assessment and Case-Management Framework** A revised and consolidated assessment methodology together with coordinated case-management procedures. A revised and consolidated beneficiary assessment methodology, together with coordinated case-management workflows, describing how individual beneficiaries' needs, risks, and support pathways are assessed, planned, coordinated, monitored, and followed up within the Center.
- **D.2 – Service Improvement Proposals and Operational Adjustments** A structured set of identified service improvements and agreed operational adjustments addressing gaps and inefficiencies in service delivery, coordination, and internal workflows. Improvement proposals and operational adjustments, will be validated with the Center, addressing gaps and inefficiencies in the design, scope, and organisation of services offered by the Center, rather than individual case handling. Deliverable may also include expert advisory input on the potential expansion of the Center's service offer, by identifying new or complementary services not currently provided in line with responsibilities of the Center under the new Law. Such proposals will be indicative and feasibility-oriented, taking into account the Center's mandate, institutional capacities, and resource constraints, and will not imply automatic implementation.

- **For Activity 2:**

- **Quality Assurance Procedures and Monitoring Tools**- A set of defined procedures and practical tools that enable the Center to regularly check service quality, document key aspects of service delivery, and support internal oversight of beneficiary follow-up and outcomes. These procedures and instruments will support consistent internal review of service delivery, clarify quality-control responsibilities, and provide reliable information for management decisions and service improvement.

#### 4.2.3. Deliverables expected from Regional or Non-EU Expert (if relevant)

In case triangular cooperation is part of the activity, the regional or non-EU expert shall elaborate distinct deliverables, namely:

- Contribute to Expert Mission Report (ExMR; dedicated section on the sharing on international and regional experiences). Additionally, an individual completed Expert Feedback Form (ExF) shall be completed online (see instructions and link on the ExMR template).
- A technical report compiling the regional models and practices showcased during the activity.

### 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, PowerPoint and Excel; 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

#### For Activities 1&2

#### Principal expert (Expert #1):

**Area(s) of expertise: Rights of Disabled People, Workers with Disabilities, Gender Equality**

*Specific skill(s) & competency(ies) :*

- 3.1. Organ. structures, roles and arrangements,
- 3.3. Human resources management & development,
- 3.6. Service delivery

#### 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):
  - **Strong experience in the area of Work Ability Assessment systems and standards with PwDs**
  - **Integration of CRPD standards into assessment and service delivery systems**
  - **Gender and inclusion competences**

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

- e) A previous experience in delivering short-term technical assistance within SOCIEUX+ actions and/or in international cooperation;
- f) Language(s): command of Macedonian and/or Montenegrin, Serbian, Bosnian, Croatian language
- 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 : Data Collecting and Analysing, Social Services, Disabilities**

**Specific skill(s) & competence(s) :**

3.2 Quality assurance and performance improvement

3.3 Service delivery systems and models

3.4 Change management and facilitation

**Requirements (essential/required):**

- a) The education type and level required:

"Master's" degree (or equivalent advanced academic degree or diploma requiring 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): 5
- c) Required language knowledge: English  
*N.B.: Translation and interpretation services may be commissioned by SOCIEUX+.*
- d) Other essential qualification(s):
  - **Experience in developing quality-assurance tools in public services**
  - **Integration of CRPD standards into assessment and service delivery systems**

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

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

!!!!!!

**Collaborative institutions:**

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

## 6.2. Estimated workload

**Activity 1**

	Preparation	On-site work	Distance work	Reporting & deliverables	Total
Principal expert (#1)	3	10	0	4	17
Expert (#2)	3	10	0	3	16
Total experts	6	20	0	7	33

**Activity 2**

	Preparation	On-site work	Distance work	Reporting & deliverables	Total
<b>Principal expert (#1)</b>	3	5	0	4	12
<b>Expert (#2)</b>	3	5	0	3	11
<b>Total experts</b>	6	10	0	7	23

## 7. Applications

### 7.1. Call for Experts

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

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

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

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

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

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

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

---

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

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

## 7.2. Selection of Experts

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

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

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

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

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

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

## 7.3. Contracting of public experts

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

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

Contracting Options:

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

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

- **Active Spanish Public Expert**

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

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

## 7.4. Financial compensations

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

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

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

## 7.5. Travel costs

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

## 8. Communication & Visibility

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

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

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

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

## 9. Code of conduct

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

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

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

## 10. Other considerations

[.....]

## 11. Annexes

[...Text...]



Co-funded by  
the European Union

## About SOCIEUX+

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

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

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

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

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

More information: [www.socieux.eu](http://www.socieux.eu)



SOCIEUX+ is implemented and co-funded by

Partnership led by