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EU Expertise on Social Protection,
Labour and Employment

Terms of Reference for Experts

Terms of reference activities and missions

SOCIEUX 2026-11
NAMIBIA

For external dissemination

SOCIEUX+ is implemented and co-funded by

Partnership led by

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Terms of reference for on-site activities and missions

Action code and partner country: *SOCIEUX 2026-11 NAMIBIA*

Action title: *Empowering TUCNA Youth Desk for the Future of Work: Gig Economy Organizing & Digital Training Capacity*

Partner institution: *Trade Union Congress of Namibia (TUCNA)*

Activity/ies number(s) and title(s) & dates of implementation:

Activity 2: Development of policy paper, organizing toolkit and rights handbook

Preparation phase (virtual preparation): 11 January 2027 – 29 January 2027

Presential activity in Windhoek: 01 – 12 February 2027

Drafting of final deliverables by the experts (done virtually): 15 February – 26 February 2027

Revision and validation of the final deliverables by the partner institution: 01 – 05 March 2027

Expert positions and responsibilities (by activity):

- Activity # 2: Expert #1 (principal) – Platform Economy / Social dialogue
- Activity # 2: Expert #2 – Platform Economy / Social dialogue

Workload:

Activity #2 - Expert #1: Total_17_days (out of which 10 days onsite in Windhoek)

Activity #2 - Expert #2: Total_15_days (out of which 10 days onsite in Windhoek)

Call for experts' reference: 26-11/NAM/2

Version - #: __ ☐ Draft ☒ Final Date: *02 October 2026*

1. Background information

1.1. Country Overview

Namibia is a stable democratic upper-middle-income country, but its development gains remain constrained by high inequality, slow growth, poverty, and unemployment. UNDP notes that recent shocks have reversed SDG progress, with the economy contracting sharply in 2020, poverty and unemployment rising, and the country facing persistent structural vulnerabilities linked to drought, commodity dependence, and external shocks.

On human development, Namibia's HDI was reported at 0.615 in 2021, above the sub-Saharan African average, yet still reflecting substantial gaps in income, health, and education outcomes. The UNDP SDG Push report also states that Namibia's HDI fell to 0.402 in the crisis period it analysed, illustrating how quickly social and economic stress can erode development gains. In SDG terms, the country's priorities remain poverty reduction, decent work, inequality, and stronger institutions, with the government and UNDP framing these within the 2030 Agenda and national planning frameworks.

Gender equality is comparatively advanced, but not complete. UNDP Namibia's Gender Strategy 2022–2025 highlights strong women's political representation, while also flagging continuing problems such as gender-based violence and unequal access to opportunities; it aligns with NDP5 and the UN Partnership Framework, and it reinforces SDG 5 as a cross-cutting priority. This makes gender-responsive governance and economic inclusion central to Namibia's broader development agenda.

Namibia's youth face particularly difficult labour-market prospects, with high unemployment and a large informal economy. Evidence from UNDP's SDG work and youth employment reviews shows a dual labour market with limited formal job creation, while digital microwork and platform-based tasks are increasingly emerging as livelihood options for some young people in informal settlements.

1.2. Sector Situation

Namibia faces a deepening youth unemployment crisis, as according to a recent official release from the Namibia Statistics Agency reported 44.4% youth unemployment in the 2023 Labour Force Report. This reflects not only a labour market failure, but also a significant loss of human capital, as Namibia's youth (aged 15-34) constitute over 60% of the working-age population and represent a critical but underutilized economic resource.

Academic and policy analysis further indicate that youth unemployment in Namibia is structural and persistent. Despite improvements in educational attainment, many young people remain excluded from the formal labour market due to a mismatch between skills and industry needs, limited economic diversification, and low levels of job creation. Studies by the Namibia Statistics Agency and the International Labour Organization (ILO) highlight that economic growth has not translated in sufficient employment opportunities, particularly for first-time job seekers. This disconnection has contributed to a growing

cohort of educated but unemployed youth, raising concerns about long-term socioeconomic stability.

As result, young workers are increasingly pushed into precarious forms of employment, including platform-based work such as e-commerce delivery, ride-hailing, and freelance digital services. While these sectors provide alternative income streams, they largely fall outside traditional labour protection leaving young workers vulnerable to low wages, income insecurity, and lack of social protection. Emerging research on the future of work underscores that without appropriate regulatory framework, the expansion of digital labour markets may further entrench inequality and informality.

In response, the Government of Namibia is currently developing its Third National Employment Policy (NEP-3), running through the 2025-2026 framework, with a specific focus on youth employment and the informal economy. This policy process reflects a growing recognition of the need to address the unique challenges facing young workers in a rapidly evolving labour market.

Trade unions lack the technical capacity to engage on digital labour platforms and to design effective strategies for young gig workers.

1.3. Role of Partner Institution in the Sector

The Trade Union Congress of Namibia is the largest national trade union centre in Namibia, representing and advocating for workers across all sectors of the economy. Its core objectives are to promote and protect workers' rights, advance decent work, and ensure fair labour standards in line with national and international obligations. TUCNA is also committed to strengthening social protection systems and improving working conditions for all, particularly vulnerable and marginalized workers.

A key pillar of TUCNA's mandate is fostering tripartite social dialogue between government, employers and workers. Through this engagement, TUCNA contributes to the development of balanced labour policies, progressive legislation, and inclusive socioeconomic frameworks that support sustainable development and equitable growth.

Furthermore, TUCNA seeks to promote social justice, equality and solidarity within the labour movement. It works to build the capacity of its affiliated unions, enhance worker representation, and ensure meaningful participation in decision-making processes at national, regional, and international levels. TUCNA also plays an active role in influencing labour and economic policies to safeguard workers' interests in a rapidly changing global economy.

In line with this mandate, TUCNA has established a dedicated Youth Desk, which runs a flagship, year-round engagement platform aimed at recruiting, organizing, and training young workers. This initiative specifically addresses the challenges faced by youth in the gig economy, informal sector, and the context of digital transformation. Through targeted training, advocacy, and awareness-raising, TUCNA empowers young workers with the knowledge and skills needed to understand and claim their rights. It also promotes their active participation in trade union structures and policy processes, ensuring that youth voices are represented in shaping the future of work.

2. Action Description

2.1. Overall Objective

The institutional capacities of employment, labour and social protection institutions are strengthened and consolidated.

2.2. Specific Objective(s) (Purpose)

To strengthen the capacity of the TUCNA Youth Desk to organize, represent and advocate from a gender-responsive approach for gig workers by enhancing its knowledge of gig workers' rights and its practical skills in digital organizing, outreach and advocacy on the future of work

2.3. Expected Results

- TUCNA Youth Desk is equipped with validated gender-responsive training-of-trainers modules and a facilitator's guide to deliver quality training on gig workers' rights, digital skills and the future of work
- The trade union Youth Desk and leaders use an evidence-based policy paper, organizing toolkit and gig workers' rights handbook to design and implement outreach, organizing and advocacy targeting gig workers, especially young workers

2.4. Final Deliverables

D.1: Validated gender-responsive training-of-trainers curriculum on gig workers' rights, digital skills and future of work (including training modules and workshop session plans) [Activity 1]

D.2: Final facilitator's guide to support union trainers in delivering participatory trainings [Activity 1]

D.3: Draft gender-responsive policy paper on gig workers' rights, digitalisation and the future of work, reflecting the trade union's analysis and demands [Activity 2]

D.4: Draft package of gender-responsive practical resources for organizing gig workers, including an organizing toolkit and a user-friendly gig workers' rights handbook ready for finalization and dissemination [Activity 2]

3. Methodology

3.1. General Methodology (of the Action)

The present Action aims to strengthen the capacity of the Trade Union Congress of Namibia (TUCNA) Youth Desk to respond to the rapidly evolving world of work, particularly the growth of informal and platform-based employment. As Namibia faces high youth unemployment and a significant informal economy, many young workers are increasingly engaged in precarious gig and platform work characterized by limited social protection, weak regulatory frameworks, and barriers to collective representation. Within its mandate to promote workers' rights, social justice, and inclusive economic development, TUCNA seeks to enhance its ability to organize and advocate for these emerging categories of workers.

The Action will focus on equipping the Youth Desk with the technical knowledge, practical tools, and digital organizing skills required to effectively engage gig workers, with a strong gender-responsive approach that addresses the specific vulnerabilities faced by young women in informal and platform work.

The intervention will deliver two main results. First, training capacity will be strengthened through the development and delivery of a validated training-of-trainers (ToT) curriculum on gig workers' rights, digital skills, and the future of work, accompanied by a facilitator's guide to ensure sustainability and replication. Second, union tools for organizing and advocacy will be enhanced through the production of an evidence-based policy paper, as well as practical resources including an organizing toolkit and a user-friendly handbook on gig workers' rights.

Implemented over two phases, the Action will combine participatory training, co-creation of materials, and policy-oriented analysis. This approach ensures that outputs are contextually grounded, gender-responsive, and aligned with TUCNA's strategic priorities, ultimately enabling the Youth Desk to play a leading role in shaping inclusive labour policies and strengthening representation of gig workers in Namibia.

3.2. Planned Activities (Work Plan of the Action)

The following activities are currently planned for the action:

- Activity 1 – Activity 1: To deliver ToT modules on gig workers' rights, digital skills and the future of work
- Activity 2 – Activity 2: Development of policy paper, organizing toolkit and rights handbook

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

- Activity #2.

3.3. Inclusion of cross-cutting issues

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

- Gender equality.
- Good governance.
- Human rights.
- Social and economic inclusion of vulnerable groups.
- Inequality.

4. Activities description

4.1. Tasks

The methodology for Activity 2 will focus on co-creation, evidence-based analysis, and practical usability of outputs. The two experts will lead a structured process combining desk research, stakeholder consultation, and participatory workshops. Initial work will include a rapid review of national legislation, existing policies, and regional/international frameworks on gig work, alongside TUCNA's existing positions. Inputs will be gathered from Youth Desk members, union leaders, and the Secretary for Gender Affairs to ensure alignment with TUCNA's advocacy priorities.

A peer-to-peer approach will be central to the development of tools, with dedicated working sessions where participants share organizing experiences, challenges, and emerging practices in engaging informal and platform workers. These exchanges will directly inform the drafting of the policy paper and organizing toolkit, ensuring that materials are grounded in real union practice. The Secretary for Gender Affairs of TUCNA will ensure that all outputs systematically integrate gender analysis, including specific barriers faced by women gig workers and strategies for inclusive representation.

The experts will facilitate collaborative drafting sessions, guiding participants in articulating key policy demands, advocacy messages, and organizing strategies. The organizing toolkit will include practical guidance on outreach, recruitment, digital campaigning, and member engagement, while the rights handbook will translate complex legal and policy information into accessible, user-friendly content tailored to young workers.

The final stage will involve validation and refinement of all draft outputs through a participatory review workshop. Feedback from participants will be incorporated to ensure clarity, relevance, and usability. The experts will then finalize a gender-responsive policy paper, organizing toolkit, and rights handbook, ready for dissemination and use by TUCNA in its organizing and advocacy efforts.

Note. Provision will be made for translation and interpretation costs for this Activity. These will include the costs of interpreting for preparatory meetings, if necessary, and for the on-site mission set out in the agenda schedule, as well as the costs of translating the final versions of the deliverables set out in the Work Plan.

Note. At the request of the partner institution, SOCIEUX+ may exceptionally cover catering costs (lunch break and two coffee breaks for 15 to max. 20 participants) of the present Activity, based on the needs expressed by the partner institution and based on the final number of participants for the training and on the final version of the agenda of the activity.

Tasks:

Minimum tasks expected from the **experts** shall include:

Task 1 – Preparation of the mission. The Experts Team:

- gets substantial knowledge of the local context; reviews any relevant background document provided by the SOCIEUX+ Team and/or the Partner institution (PI);
- establishes in close consultation with the PI the mission's methodology and agenda (MeN);
- submits the MeN for approval by the SOCIEUX+ Team;
- takes part in the briefing(s) with the SOCIEUX+ Team (during the preparation phase)

Task 2 – Implementation of the mission. The Experts Team:

- reviews and finalises the agenda of the mission and the list of stakeholders to be consulted with the PI upon arrival; any changes to the MeN shall be timely communicated to the SOCIEUX+ Team;
- organises, as necessary, a brief presentation of the objectives and methodology of the mission for the PI and relevant stakeholders;
- provides a briefing on the background of the request and objectives of the mission to the EU Delegation, if applicable;
- as per agenda, conduct consultations with the PI's executives and staff, and relevant stakeholders, including the EU Delegation;
- 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 on-site;
- channels to SOCIEUX+ Action Manager any material that can be useful to inform the public about the activity (pictures, interviews, brief notes or articles); and,
- at every stage of the implementation, liaise with the SOCIEUX+ Team in case of doubts on the eligibility of proposals raised by the PI, politically sensitive developments, or any other relevant issue that may require a formal position of 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; and,
- 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:

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

Minimum tasks expected from the **Partner Institution** shall include:

- providing one or more resource-persons to support the experts in the material and technical organisation, as well as in brainstorming sessions and in elaboration of recommendations
- contributing to the technical organization of the activity, including sharing relevant background documents (including relevant strategic documents and reports), contacts and technical inputs with the experts
- in particular, mobilizing and convening the gender focal point of the partner institution and/or the 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...) convening participants to the training and ensuring their participation
- the material organization on site (including logistics).

4.2. Deliverables

4.2.1. Pre-mission Deliverables

- **A MeN: A methodological note, detailing the methodological approach, tools and methods to be employed, a risks analysis, etc.; and a mission agenda, detailing the meetings and working sessions to be held, persons to meet, etc.**

4.2.2. Final Deliverables

- An individual **Expert Mission Report (ExMR)** in SOCIEUX+ format (template provided). This report is a confidential product intended solely for and use by SOCIEUX+. The expert team may also submit a single-joint ExMR report if they prefer to do so (see instructions on the template).
- An individual completed **Expert Feedback Form (ExF)** completed online (see instructions and link on the ExMR template).
- A collective **Activity Report (AcR)** in SOCIEUX+ format (template provided). This AcR is to be produced jointly by the mission team. It is intended for the Partner Institution, and will be shared, most probably, with key stakeholders of the action. The report will reflect the tasks conducted in during the activity. It shall provide a meaningful contribution towards the final deliverables of the action.
- **D.3: Draft gender-responsive policy paper on gig workers' rights, digitalisation and the future of work, reflecting the trade union's analysis and demands.**
- **D.4: Draft package of gender-responsive practical resources for organizing gig workers, including an organizing toolkit and a user-friendly gig workers' rights handbook ready for finalization and dissemination.**

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

Principal expert (Expert #1):

Area(s) of expertise: *Employment, Future Of Work, Non-Standard Forms Of Employment, Trade Unions*

Specific skill(s) and competency(ies)of expertise: *P&S making and development*

Requirements (essential/required):

a) The education type and level required:

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

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

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

b) Min. of 4 years of relevant work/professional experience combining the area(s) of expertise and demonstrated specific skill(s) & competence(s): **Future Of Work, Non-Standard Forms Of Employment, Trade Unions, Youth Employment, Social Dialogue**

a) Required language knowledge: Preferably English

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

c) Other essential qualification(s): flexibility and cultural sensitivity; sense of diplomacy

d) Additional assets (advantageous in selection):

e) Gender equality expertise

f) Previous experience in technical cooperation / Experience in capacity building activities for trade unions.

Expert #2:

Area(s) of expertise: *Employment, Future Of Work, Non-Standard Forms Of Employment, Trade Unions*

Specific skill(s) and competency(ies)of expertise: *Individuals' capacity building/training*

Requirements (essential/required):

b) 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.

c) Min. of 4 years of relevant work/professional experience combining the area(s) of expertise and demonstrated specific skill(s) & competence(s): **Future Of Work, Non-Standard Forms Of Employment, Trade Unions, Youth Employment, Social Dialogue**

d) Experience in delivering trainings/ToTs/capacity building activities.

e) Required language knowledge: Preferably English

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

f) Other essential qualification(s): flexibility and cultural sensitivity; sense of diplomacy

g) Additional assets (advantageous in selection):

h) Gender equality expertise

i) Previous experience in technical cooperation

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Collaborative institutions:

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

6.2. Estimated workload

	Preparation	On-site work	Distance work	Reporting & deliverables	Total
Principal expert (#1)	3	10		4	17
Expert (#2)	2	10		3	15
Total experts	**5**	**20**		**7**	**32**

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[1]:
    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, e*xperts 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[2].
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.

[1] SOCIEUX+ expert database and other management tools comply with the General Data Protection Regulation (GDPR) - Regulation (EU) 2016/679.
[2] Europass templates for CVs are available here: http://europass.cedefop.europa.eu/en/documents/curriculum-vitae/templates-instructions

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

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.

9. 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.

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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