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EU Expertise on Social Protection,  
Labour and Employment

## Terms of Reference for Experts

Terms of reference activities  
and missions

SOCIEUX 2025-29  
UZBEKISTAN

Activity 2 – *Developing a concept note  
for social housing in Uzbekistan*



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

**Action code and partner country:** *SOCIEUX 2025-29 UZBEKISTAN*

**Action title:** Access to housing as a part of social inclusion of vulnerable groups of the population in Uzbekistan

**Partner institution:** National Agency for Social Protection

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

- *Activity 2 – Developing a concept note for social housing in Uzbekistan*

**Tentative dates of implementation and location:**

- *Activity 2 – March 23, 2026 – May 15, 2026 (onsite mission 13-17/04/2026 TBC)*

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

- Activity 2 : Expert 1 (principal) – Access to other Basic Social Services (social housing); Social Assistance (social assistance and activation and integration policies); Change management; Policy and strategy; Service delivery
- Activity 2 : Expert 2 – Human Rights, Gender Equality, Social Services; Organisational management; Service delivery

**Workload:**

Activity 2- Expert 1 : Total 15 days (10 days at distance; and 5 days onsite)

Activity 2 - Expert 2 : Total 14 days (9 days at distance; and 5 days onsite)

**Call for experts' reference:** 25-29/UZB/2

**Version - #:** \_\_\_\_

☐ Draft

☐ Final

Date: *January 24, 2026*

# 1. Background information

## 1.1. Country Overview

Briefly describe:

Uzbekistan is a landlocked country located in Central Asia that borders the countries of Afghanistan, Kazakhstan, Kyrgyzstan, Tajikistan, and Turkmenistan. It is the most populated country in Central Asia, with 36,4 million people. Its capital and largest city is Tashkent (almost 3 million people). Other big cities are Namangan (almost 0,65 million people) and Samarkand (0,6 million people). The distribution between urban and rural population is 50/50.

Uzbekistan is a post-soviet country. It was governed by the first president Islam Karimov till his death in 2016. After the transition of power in 2016-2017, some liberalization reforms were conducted, and modernization of the state and public services has been engaged. After an initial phase of market liberalization, Uzbekistan is moving into a more complex phase of reforms of land, labor, capital markets, and state-owned enterprises, but also health and social services. The most significant medium-term challenge will be ensuring reform inclusivity and transparency. To mitigate the economic, social, and health consequences of the pandemic, the Government has been taking anti-crisis policy measures.

Uzbekistan is a lower middle-income economy (GNI per capita is 3 020 in 2024<sup>1</sup>). It is an important producer of agricultural products (including cotton) and exporter of natural gas, oil uranium and gold. The informal sector is estimated at 40% of GDP<sup>2</sup>, with almost as many people employed formally as in informal work. Informal employment concerns above all agricultural sector (seasonal work) and services. The economy is also characterized by high inflation (9,6% in 2024<sup>3</sup>).

Regarding SDGs: Uzbekistan has made progress under SDG 1 (No Poverty) with social safety-net reforms, and under SDG 2 (Zero Hunger) with reductions in child malnutrition. However, inequalities are rising: the Gini coefficient rose from about 0.31 to ~0.35 by 2023.

11% of the population lived below the national poverty line in 2023, down from 17% in 2021. As of mid-2024, poverty further declined to 8.9%, according to official sources.<sup>4</sup> According to 2023 pilot report, multidimensional poverty affects approximately 1.7% of the population, with an additional 0.2% considered vulnerable to multidimensional poverty.<sup>5</sup>

Uzbekistan's Human Development Index (HDI) Uzbekistan's HDI in 2024 is 0.740, placing it at 107th out of 193 countries. It is classified in the "high human development" group. Gender Development Index (GDI) values 0.951 (the 2023 female HDI value for Uzbekistan is 0.718 in contrast with 0.755 for males).<sup>6</sup> At the same time, in 2023, Uzbekistan had a Gender Inequality Index value of 0.291, ranking it 74 out of 172 countries in 2023.

<sup>1</sup> <https://data.worldbank.org/indicator/NY.GNP.PCAP.CD?locations=UZ>

<sup>2</sup> <https://www.ilo.org/resource/news/uzbekistan-unveils-major-actions-curb-informal-economy-and-strengthen>

<sup>3</sup> <https://data.worldbank.org/country/uzbekistan>

<sup>4</sup> <https://tashkenttimes.uz/national/15889-poverty-in-uzbekistan-figures-trends-challenges>

<sup>5</sup> [https://www.undp.org/sites/g/files/zskgke326/files/2024-03/en\\_Pilot%20MPI%20report%202023.pdf](https://www.undp.org/sites/g/files/zskgke326/files/2024-03/en_Pilot%20MPI%20report%202023.pdf)

<sup>6</sup> <https://hdr.undp.org/data-center/specific-country-data#/countries/UZB>

## 1.2. Sector Situation

Briefly describe:

Uzbekistan continues to reform the social protection system aimed at improving the situation of vulnerable groups. The National Agency for Social Protection under the President of the Republic of Uzbekistan implements programs aimed at integrating, restoring and increasing the independence of such groups.

One of the serious barriers remains limited access to adequate and sustainable housing. This is especially true for persons with disabilities, senior citizens, women in crisis situations and low-income families. The lack of a stable place of residence reduces the effectiveness of other support measures - it complicates access to education, employment, rehabilitation and medical care.

It is important to note that simply providing housing does not always solve the problem. The focus should be on social housing programs that combine housing with support, temporary or flexible forms of residence, subsidies, adaptation services and support from specialists. Such approaches provide not only a roof over your head, but also real social inclusion.

In this regard, the Agency is interested in promoting the development and implementation of sustainable housing solutions for vulnerable groups. This could include piloting supported housing programs, subsidized rentals, and developing partnerships with the private sector and NGOs. The requested support is aimed at creating flexible, scalable models that can be integrated into the social protection system and bring long-term social impact.

The Agency implements reforms aimed at improving the situation of vulnerable groups of the population. One of the key and systemic problems holding back social inclusion remains insufficient access to sustainable and adapted housing solutions for vulnerable categories of the population.

At the sectoral level, the following challenges remain:

- lack of sustainable models of social and supported housing;
- weak integration of housing support with care, rehabilitation and employment measures;
- shortage of social housing, social housing programs, crisis centers and solutions for rural areas.

At the national level, the problem is aggravated by:

- vulnerability factors (including poverty/low income, disability, ageing, difficult life circumstances, etc.);
- urbanization and housing shortage;
- limited funding and the absence of a clear regulatory framework for social housing.

The lack of safe and stable housing and housing programs reduces the effectiveness of other social support measures - from education and rehabilitation to employment. However, providing housing itself does not solve the problem: social housing programs are needed, including support, adaptation and partnership with authorized agencies, the private sector and NGOs.

## 1.3. Role of Partner Institution in the Sector

Briefly describe:

Uzbekistan is actively building an inclusive and responsive system of social protection, with the aim of ensuring human dignity and equal opportunities for all. A milestone in this process was the establishment of the **National Agency for Social Protection under the President of the Republic of Uzbekistan (NASP)** on **June 1, 2023**. As an independent state body, NASP is tasked with designing and implementing a unified national social protection policy, as well as delivering social services to the population. It operates autonomously from other government bodies and plays a central role in coordinating social assistance across the country.

The Agency's vision is a just and inclusive society where every citizen can realize their potential, and where social rights are guaranteed for a dignified and prosperous life.

Its mission is to implement the concept of a "Social State" by improving citizens' quality of life through comprehensive social protection programs. Among its strategic goals are reducing social vulnerability through tailored assistance, delivering community-based services without uprooting people from their environments, and ensuring transparency and citizen participation in policy development.

The Agency has the following institutional powers:

- development and coordination of the implementation of programs and strategies for the social protection of vulnerable groups of the population;
- formation of standards and regulations for social services;
- development of a system of targeted social assistance and the introduction of modern mechanisms for its provision;
- organization and control of the activities of social protection institutions;
- interaction with international organizations, non-governmental structures and the private sector in the field of social protection;
- monitoring and analysis of the socio-economic situation of needy categories of citizens.

## 2. Action Description

As per approved RCL:

### 2.1. Overall Objective

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

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

To contribute to the development of the access to social housing program in Uzbekistan as an integral component of broader social protection and activation policies

### 2.3. Expected Results

R. 1: The National Agency for Social Protection (NASP) has a comprehensive understanding of modern social housing models and relevant experiences from EU countries in the context of supporting vulnerable populations.

R. 2: A pilot project for housing support combined with social protection and activation measures is designed

R. 3: Policy recommendations are formulated to enhance the legal and regulatory framework, with the aim of institutionalizing housing support within the national social protection system and promoting effective intersectoral collaboration

### 2.4. Final Deliverables

D. 1.1: Workshop materials/presentations

D. 1.2: Report containing the comparative assessment of the current situation in Uzbekistan and EU experience

D. 2: Concept note of the reform of the social housing system in Uzbekistan

## 3. Methodology

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

The proposed action directly addresses the key challenges faced by the National Agency for Social Protection (NASP) of Uzbekistan in introducing social housing as part of an integrated social services scheme for vulnerable populations. It strengthens NASP's institutional capacity by providing structured presentations of relevant EU models (Activity 1) and fostering discussion on their applicability to the national context together with a comparative analysis of the local context with EU examples. In the second place (Activity 2) it formulates a practical concept note that addresses roles, responsibilities, services standards and linkage between social housing and other services. Both activities inform and support a pilot social housing project to be run by the Partner Institution. These activities offer a coherent, step-by-step approach to operationalizing integrated social housing support in line with national priorities and the needs of vulnerable groups.

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

The following activities are currently planned for the action:

- Activity 1 – *Technical Workshops on EU Approaches to Social Housing for Vulnerable Populations (comparative approach)*
- Activity 2 – *Developing a concept note for social housing in Uzbekistan*

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.
- Environmental sustainability.
- Human rights (including rights of children, people living with disabilities, vulnerable groups and minorities).
- Social and economic inclusion of vulnerable groups.
- Inequality.



## 4. Activities description

### 4.1. Tasks

The principal expert will lead the on-site mission. He/she/they will be responsible for producing all activity deliverables (see Section **Error! Reference source not found.** below). He/she/they will be also responsible for preparing, coordinating, implementing and reporting the overall activity towards SOCIEUX+.

The second activity will focus on definition of the parameters of the future system of social housing in Uzbekistan, under the NASP and integrated into the comprehensive social protection system.

Building on the results of the previously conducted assessment and the comparative analysis of relevant EU models, the team of experts will lead the development of a comprehensive and gender-sensitive *Concept note for the reform of the social housing system in Uzbekistan*. This document and peer-to-peer exchange during the mission will lay the ground for a comprehensive long-term strategy for social housing and eradicating homelessness.

The experts will engage in discussions with the relevant staff from the Partner Institution as well as other stakeholders, including line ministries, local authorities (for pilot municipalities in particular), civil society actors (including those working on gender equality), to validate priorities, fill remaining gaps, and gather practical insights on institutional capacities, coordination mechanisms, and implementation challenges. Special attention will be given to capturing the perspectives of women and vulnerable groups, ensuring the concept note reflects an inclusive and equitable approach to reform. First outcomes of the implementation of the pilot project can be also taken into consideration, if the pilot is deployed by that time.

The drafting of the concept note will be anchored in an integrated policy framework that positions social housing not as a standalone sector but as part of a broader, rights-based social protection system. The document will define the vision, objectives, target groups, institutional arrangements, financing options, and implementation roadmap for the reform. It will emphasize strong linkages between housing, social assistance, labor market activation, and social integration services. Gender considerations will be mainstreamed throughout the concept note, with specific measures proposed to address barriers faced by women-headed households, people with disabilities, and other vulnerable populations. The final output will be a practical, context-sensitive, and actionable policy document, aligned with national priorities and international good practices.

During the mission, a technical workshop will be organized to present preliminary findings, validate key issues, and jointly explore policy and regulatory options with relevant ministries, legal experts, and civil society.

The Concept note shall include among other points:

- Institutional and governance framework (including division of roles and responsibilities between public (and possibly private and non-governmental) institutions)
- Targeting mechanisms and eligibility criteria
- Service standard for social housing (including suggestions for access, duration, beneficiaries' contribution etc.)
- Linkages to social protection and activation services
- Gender-sensitive measures and social inclusion approaches
- Considerations on financing models and sustainability
- Management of housing stock development and management

The activity will include a 5-days onsite mission to Tashkent with possible field visits to local communities as well as backstopping days for remote peer-to-peer exchange. The use of backstopping days should be reflected in the methodological note and agenda. The onsite mission may include a local debriefing session with the Partner Institution and other relevant stakeholders at the end of the onsite mission to present first conclusions.

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

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 Expert 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.
- D4.1: 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: **Concept note of the reform of the social housing system in Uzbekistan.**

### 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 97-2003 [doc], PowerPoint 97-2003 [ppt] and Excel 97-2003 [xls]; or equivalent OpenDocument format). Non-editable electronic documents, such Portable Document Format (PDF), will not be accepted.

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

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

*“Disclaimer:*

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

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

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

### 5.2. Submission and approval

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

#### 5.2.1. Pre-mission deliverables

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

## 5.2.2. Final deliverables

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

# 6. Required expertise

## 6.1. Expertise profile

### Principal expert (Expert #1):

#### **Area(s) of expertise:**

Access to other Basic Social Services (social housing); Social Assistance (social assistance and activation and integration policies)

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

Change management; Policy and strategy; 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 (social work, policy, public administration, economics), or another directly related discipline. In its absence, the master's degree can be replaced by a combination of academic degree(s) with relevant years of work/professional experience combining the area of expertise and specific skills requested:

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

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

- b) The number of years of relevant work/professional experience combining the area(s) of expertise and demonstrated specific skill(s) & competence(s): **10**
- c) Required language knowledge: Fluency in English, written and oral

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

d) Other essential qualification(s):

- Proven expertise in social policies design, including social housing and its integration with social assistance, employment, and social inclusion services;
- Demonstrated capacity to draft practical, implementable policy and concept notes aligned with national strategies and international good practices;
- In-depth knowledge of international and European best practices in the area of social housing and integrated social services;
- Excellent skills in stakeholder consultation, policy analysis, and report writing.

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

- a) A previous experience in delivering short-term technical assistance in international cooperation;
- b) A previous professional experience in Central Asia and/or Eastern and Central Europe;
- c) Language(s): command of Uzbek or Russian language

**Expert #2:**

**Area(s) of expertise:**

Human Rights, Gender Equality, Social Services

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

Organisational management; Service delivery

**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 (social work, urban planning, housing policy, gender studies, or development studies), or another directly related discipline. In its absence, the Master’s degree can be substituted with a combination of academic degree(s) and relevant years of work/professional experience combining the area of expertise and specific skills requested:

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

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

- b) Number of years of relevant work/professional experience combining the area(s) of expertise and demonstrated specific skill(s) & competence(s): **7**
- c) Required language knowledge: Fluency in English, written and oral

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

d) Other essential qualification(s):

- Demonstrated experience in the area of social protection systems, housing policy, or public sector reform ;

- Proven practical experience in the areas of housing policy or shelter management ; experience in the field work with beneficiaries is a plus ;
- Experience in implementing or advising on gender-responsive housing policies ;
- Solid understanding of gender-disaggregated data use and analysis;
- Ability to translate gender and inclusion analysis into concrete policy measures, targeting criteria, and implementation recommendations within reform documents.

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

- a) A previous experience in delivering short-term technical assistance in international cooperation;
- b) A previous professional experience in Central Asia and/or Eastern and Central Europe;
- c) Language(s): command of Uzbek or Russian language

!!!!!!

**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

	Preparation	On-site work	Distance work	Reporting & deliverables	Total
<b>Principal expert (#1)</b>	<b>3</b>	<b>5</b>	<b>3</b>	<b>4</b>	<b>15</b>
<b>Expert (#2)</b>	<b>3</b>	<b>5</b>	<b>3</b>	<b>3</b>	<b>14</b>
<b>Total experts</b>	6	10	6	7	29



## 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>7</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>8</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>7</sup> SOCIEUX+ expert database and other management tools comply with the General Data Protection Regulation (GDPR) - Regulation (EU) 2016/679.

<sup>8</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.

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...]



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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](http://www.socieux.eu)



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Partnership led by

