

TERMS OF REFERENCE FOR EXPERTS

Terms of reference for on-site activities and missions

Action code and partner country: SOCIEUX 2022-06 ANTIGUA AND BARBUDA

Action title: Capacity building and functional review of the Department of Social Policy, Research and Planning (DSPRP)

Partner institution: The Department of Social Policy, Research and Planning of the Ministry of Social Transformation, Human Resource Development and the Blue Economy

Activity number and title: Activity 1 Functional Review (operational efficiency) of the Department of Social Policy, Research and Planning

Date of implementation of activity: 25 July – 2 September 2022 (on site mission 8-19 August 2022)

Expert positions and responsibilities (by activity):

Activity 1 : Expert 1 (*principal*) – *Social Protection*, Organ. structures, roles and arrangements, Change management & Facilitation

Activity 1 : Expert 2 – *Social Protection*, Human resources management & development; Change management & Facilitation

Workload:

Activity 1 - Expert 1 : 21 days

Activity 1 - Expert 2 : 19 days

Call for experts' reference: 22-06/ATG/1

Version - #: ____

☒ Draft

☐ Final

Date: 20 May 2022

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1 BACKGROUND INFORMATION

1.1 Country overview

Antigua and Barbuda islands form an independent state in the eastern Caribbean Sea. The capital is St. John's, on Antigua. The state gained its independence in 1981. It is a constitutional monarchy with a unitary parliamentary democracy, led by a Prime Minister and advised by a Governor General appointed by the United Kingdom. There are two chambers of Parliament comprising the Senate as the upper house and the House of Representatives as the lower house. Executive power is vested in a Council of Ministers headed by the prime minister, who is the head of government.

Antigua and Barbuda is an upper middle-income country with a high Human Development Index ranking of 0.786 on a scale of 0-1, placing it 62nd out of 188 countries and territories. While data are limited and dated, over one-quarter of the population was noted as either living in poverty or vulnerable to poverty based on 2006 data (28.3%). Of these, just under 4% were noted to be living in severe poverty.

The Covid-19 pandemic has led to a dramatic uptick in levels of severe poverty. The United Nations Office for the Coordination of Humanitarian Affairs estimates that severe poverty grew fivefold due to the pandemic, from 3.7% to 23.7%. The rate is projected to have increased to a very high 28.5% of all children living in poverty¹.

Agriculture, once the pillar of the economy, has been largely supplanted by tourism.

1.2 Sector situation

Social protection in Antigua and Barbuda is guided at a macro level by the 2016-2020 Medium-Term Development Strategy (MTDS). Alignment with the MTDS focuses on the Strategy's commitment to expanded social protection reach, enhanced targeting, and improved cost effectiveness in service delivery. This alignment also considers the Strategy's central focus on community-based responses to social protection that build on high levels of social cohesion.²

Antigua and Barbuda drafted a National Child Protection Policy (2020-2025). The draft Policy refers to the importance of access to social protection as "central to keeping the poorest families together and to enabling those experiencing temporary hardship – including as a result of emergency – to recover their financial footing without permanently damaging or disrupting the family unit". The twin-island state is also part and signatory of the 2030 SDGs, the Universal Declaration of Human Rights (articles 22 and 25), the Convention on the Rights of the Child (articles 11 and 14), and the Convention on the Elimination of All Forms of Discrimination Against Women, and the Convention on the Rights of Persons with Disabilities, among others. Social protection is also central to the recently-updated Nationally Determined Contribution to the UN Framework Convention on Climate change, with repeated reference to social protection issues and varied risks and implications of climate change for females and males, younger and older persons, and vulnerable groups. The International Labour Office (ILO) Social Protection Floors Recommendation No. 202 of 2012, which Antigua and Barbuda has agreed to, also complements these existing Conventions, reiterating that social protection is a human right and a social and economic necessity.

In November 2020, the state passed the National Social Protection Act. This represents a shift in the approach of social protection that began in the previous decade. It shifts social protection from a narrow focus on "poor relief" to a broader system that is committed to the progressive attainment of universality, and considers social protection as an investment and key tool to pro-poor growth and sustainable development. To operationalise this commitment to Universal Social Protection (USP), a National Social Protection Policy is required to clearly state the intention of social protection sector reform and guide implementation.

¹ Department of Social Policy, Research and Planning, Ministry of Social Transformation, Human Resource Development and the Blue Economy for the Cabinet of the Government of Antigua and Barbuda, National Social Protection Policy, December 2021.

² Ibidem.

Continued high levels of poverty, and its worsening due to the Covid-19 pandemic, coupled with the country's narrow economic base and high levels of vulnerability to climate change and worsening natural disasters, underlines the importance of investing in people and protecting the nation's most vulnerable. Social protection is recognised as an investment in the future of the nation and a centrepiece to the nation's commitment to a rights-based approach to economic and social development.

The need for reform has become increasingly evident over the past decade, and led to the passage of the 2020 Social Protection Act and the adoption of this National Social Protection Policy and commitment to implementation of the Social Protection Plan of Action. Together, these signify an important step towards building a shock-responsive, gender-responsive, and child friendly social protection system and the progressive realisation of USP. Universal Social Protection refers to the rights of all persons to social protection within the context of a country's progressive realisation of universal coverage based on capacity, context, and challenges, and involving the identification and expansion of programme reach, policies and financing options that would best achieve universality. 'Progressive realisation' refers to recognition that this may take time, but that commitment is there from the beginning.

For Antigua and Barbuda, USP means prioritising reaching those most in need due to poverty and vulnerability, and recognising particular needs arising from shocks and disasters that can affect all households. It encompasses protection through the life cycle and includes consideration of social protection floors that focus on those most in need and particular vulnerabilities, the importance of contributory social protection programme reach, social assistance, legislation and policies, the critical role played by an effective cross-sectoral response, and sustainable financing.

Antigua and Barbuda has been particularly hard hit by the collapse of international tourism due to Covid-19. It has the highest dependence on tourism of any country in the eastern Caribbean, at over 70% of Government revenues. A lack of economic diversity and a high debt ratio have posed particular challenges during the pandemic. More broadly, Antigua and Barbuda has a high exposure to natural disasters and low capacity to manage the adverse effects, which are increasing due to climate change, threatening to reverse development gains. Its weak manufacturing base and challenges facing managing and protecting marine resources constrain revenue generation and make it more difficult to accurately project revenues and plan expenditures. In such an environment, maintaining economic stability and mitigating the impacts of exogenous shocks is crucial. The 2016-2020 Medium-Term Development Strategy highlighted these challenges, explaining the central importance of building resilience at household and national levels, and noting the role of social protection in this regard.

1.3 Role of partner institution in the sector

The Department of Social Policy, Research and Planning, part of the Ministry of Social Transformation, Human Resource Development and the Blue Economy is the agency responsible for policy formulation pertaining to social issues. The Department serves as an advisory board to the Cabinet, through the Minister responsible for the Ministry of Social and Human Development Affairs. The Department also develops and implements social programs, as well as work along with other Ministries and agencies in the roll out of social projects and programs for poverty reduction and to build resilience among the most vulnerable. To further this mandate, a Social Protection Act has been adopted in 2020.

The Ministry's mandate is to address social issue that diminishes the ability of vulnerable citizens from improving their standard of living and becoming contributing members of society. The Ministry provides a range of services ranging from foster care, elderly care, disability services, counselling, substance abuse, gender affairs, youth affairs.

The Department is currently working with UNICEF for the implementation of the Social Protection act 2020. This UN agency funded the development of the Social Protection Bill, a draft Social Protection Policy, a monitoring & evaluation framework, and an action plan. Currently, members of staff are working along a UNICEF team for the Development of a central database system to track and monitor beneficiaries of social programs.

2 ACTION DESCRIPTION

2.1 Overall objective

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

2.2 Specific objective (s) (purpose)

- To improve operational efficiency of the DSPRP
- The DSPRP can deliver its mandate, to serve as an advisory board to Cabinet, to develop and implement social programs, and work on the roll out of social projects and programs for poverty reduction

2.3 Expected results

- Organizational and business process improvements are identified
- Senior technicians of the DSPRP in charge of policy formulation can identify social protection policy gaps, assess the value of a policy, and make recommendations for improvement

2.4 Final deliverables

- Functional Review of the Department of Social Policy, Research and Planning
- An e-Learning on non-contributory social protection services, with focus on the needs of the national context
- An e-Learning on contributory social protection schemes, with the focus on the needs of the national context

3 METHODOLOGY

3.1 General methodology (of the action)

The first activity will take place on site. Mobilized experts will carry out a functional review will focus on the organizational aspect of the Department of Social Policy, Research and Planning (DSPRP) in order to study its operational efficiency. The efficiency concerns will not be ones of running costs but rather quality of service delivery. The first stage will consist in disaggregating the functions that the department performs and review those with a view to determining the basic list of necessary functions that should be provided. One of the outputs of this review will be an organizational chart of the Department with mapped skill levels and types.

The two subsequent activities will be unfold online using the SOCIEUX+ e-learning platform. These two capacity building/training exercises will be mainly targeted at senior technicians of the DSPRP in charge of policy formulation.

3.2 Planned activities (work plan of the action)

The following activities are currently planned for the action:

- Activity 1 – Functional Review (operational efficiency) of the Department of Social Policy, Research and Planning
- Activity 2 – E-Learning on non-contributory social protection services
- Activity 3 – E-Learning on contributory social protection schemes

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

- **Activity 1**

3.3 Inclusion of cross-cutting issues

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

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

4 ACTIVITIES DESCRIPTION

4.1 Tasks

The principal expert will lead the on-site mission. He/she will be responsible for the delivery of all deliverables of the activity (see below Section **Erreur ! Source du renvoi introuvable.**). He/she will be responsible for the preparation, coordination, implementation and reporting of the overall activity towards SOCIEUX+.

The main tasks of the mission team include:

- Ahead of the action to get substantial knowledge of the local context; review relevant policy documents (the National Social Protection Act, the Social Protection Policy and the Action Plan) and any other relevant documentation provided by the PI;
- Preliminary contacts with the PI in view of the preparation of the mission's methodology and agenda, to be transmitted ahead of the mission to the SOCIEUX+ team for approval;
- Taking part to the pre-mission briefing with SOCIEUX+ team (around 1 week before the start of the action);
- To make themselves available for a briefing meeting with the EU Delegation to Barbados, the Eastern Caribbean States (SOCIEUX+ will introduce the experts to the focal point within the EU Delegation);
- During the mission, to conduct consultations with the Department's staff, and other stakeholders deemed necessary to meet for the purpose of this activity. It might be required to cluster staff within categories and organize meetings with different groups, as experts will likely not have time to meet each staff member individually. This is to be specified in the terms of reference of the activity;
- To present the outcomes of the mission to the partner in order to discuss and take into account comments on the contents of the deliverables before their finalization;
- At the end of the mission, timely submission to SOCIEUX+ of the final deliverables (10 working days after the mission), and availability to go through an eventual round of comments and adjustments in interaction with SOCIEUX+ and the Partner;
- To channel to SOCIEUX+ Communication officer any material that can be useful to inform the public about the activity (pictures, interviews, brief notes or articles);
- To use the different templates and evaluation forms provided by the SOCIEUX+ team.

4.2 Deliverables

4.2.1 Pre-mission deliverables

- P1: A methodological note, detailing the working approach, tools and methods to employ, a risks analysis, etc. The Methodological Note shall not exceed 3 pages (excluding cover page and annexes).
- P2: A activity/mission agenda, detailing the meetings and working sessions to be held, persons to meet, etc. The Activity/mission Agenda shall not exceed 2 pages.

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.
- D1: a report containing an organizational functional review of the Department and identification of priorities for implementation of the department's upgrade, including an organizational chart with mapped out skills levels and types for the department, and potentially an open workshop do discuss the findings. This is TBD.

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 in electronic editable versions [Microsoft Word 97-2003 [doc], PowerPoint 97-2003 [ppt] and Excel 97-2003 [xls]; or in equivalent OpenDocument format). Non-editable electronic document such as in Portable Document Format (PDF) shall 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 are not allowed unless otherwise instructed in written [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 sole lies with its authors. The European Union, the European Commission, the implementation partners of SOCIEUX+ and the SOCIEUX+ Staff are not 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 are to be provided in English.

5.2 Submission and approval

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

5.2.1 Pre-mission deliverables

- Pre-mission deliverables shall be submitted no later than 5 working days before the start of activity or departure of the mission of the experts, whichever is the earliest.
- Pre-mission deliverables will be shared and reviewed by the SOCIEUX+ and the Partner Institution. Feedback on the deliverables should be provided to the Principal Expert at latest 2 days before the start of activity or departure of the mission of the experts, whichever is the earliest. Comments and recommendation of this feedback shall be taken into account for the

implementation of the activity/mission by the experts. Only the mission agenda shall be resubmitted with revision if requested by the SOCIEUX+ Team.

5.2.2 Final deliverables

- The first draft versions of the final deliverables are to be submitted no later than 10 working days upon completion of the activity or return of the experts.
- Feedback to the first draft version of the report should be provided 10 working days after its submission.
- Inclusion of the feedback on drafts versions is expected 5 working days upon reception of the comments by the principal expert. (In general, no more than one round of feedback and revision is required, unless the quality of the deliverables is considered unsatisfactory by the SOCIEUX+ Team or/and the Partner Institution.)
- Final versions of the deliverables should be approved or rejected no later than 10 working days upon their submission to the SOCIEUX+ Team.
- Final payments and reimbursement of travel costs to experts can only be authorised upon approval of the final version of the deliverables by SOCIEUX+.

6 REQUIRED EXPERTISE

6.1 Expertise profile

Principal expert (Expert 1):

Area(s) of expertise: Social Protection

Specific skill(s) of expertise: Organ. structures, roles and arrangements, Change management & Facilitation

- Education: university level (Masters or PhD relating to the subject are considered a plus)
- At least 15 years of professional experience within EU public administrations or, international organisations, academia, social partners, civil society organizations, international thematic organizations;
- Experience with design and implementation of functional reviews for public administrations;
- Experience with business processes analyzing and simplification/reengineering procedures;
- Experience in developing and organizing training and change management activities;
- Experience in designing, managing and/or evaluating social protection policies (social security or assistance);
- Fluent in English, written and oral;
- Sense of diplomacy, institutional relations, cultural sensitivity

Expert 2:

Area(s) of expertise: Social Protection

Specific skill(s) of expertise: Human resources management & development; Change management & Facilitation

- Education: university level (Masters or PhD relating to the subject are considered a plus)
- At least 10 years of professional experience within EU public administrations or, international organisations, academia, social partners, civil society organizations, international thematic organizations;

- Familiarity with the methodology of functional analysis;
- Experience in developing and organizing training and change management activities;
- Experience in designing, managing and/or evaluating social protection policies (social security or assistance);
- Fluent in English, written and oral;
- Sense of diplomacy, institutional relations, cultural sensitivity

6.2 Estimated workload

	Preparation	On-site work	Travel	Reporting & deliverables	Total
Principal expert (#1)	4	10	2	5	21
Expert (#2)	3	10	2	4	19
Total	7	20	4	8	40

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+ on-line expert database: <https://pmt.socieux.eu> (currently only available in English). The application process is:

1. If they have not already, experts create their SOCIEUX+ account by clicking on "Create an account" using an email address.
2. Login details for their account will be sent to experts by email, experts should create and submit their profile for review by³:
 - a. Providing contact details
 - b. Providing information on the competences, 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 de sections on skills and competences 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 format⁴.
3. Once their profile is approved by the SOCIEUX+ Team, they can apply to any available calls for experts accessible under the tab "Call for experts" and click on "Apply."

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

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

7.2 Selection of experts

³ SOCIEUX+ expert database and other management tools comply with the General Data Protection Regulation (GDPR) -Regulation (EU) 2016/679.

⁴ Europass templates for CVs are available here: <http://europass.cedefop.europa.eu/en/documents/curriculum-vitae/templates-instructions>

In principle, SOCIEUX+ mobilises experts from the public administrations and mandated bodies of EU member states, and 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.

Active public experts from collaborative institutions are given priority in the selection. Private consultants may also apply. Their application will be considered in case an appropriate public expert cannot be identified.

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

Interested candidates may download the **Guide for Experts and Collaborative Institutions** with detailed information on contracting with SOCIEUX+ at www.socieux.eu

7.3 Contracting of public experts

Public experts can be in active duty or retired. Retired employees from international specialised agencies or cooperation agencies can also be mobilised, without regard to their former employer's collaborating with SOCIEUX+ on a specific action. Retired experts are considered as public experts for all purposes, benefits, and financial compensation provided by SOCIEUX+.

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

7.4 Financial compensations

Contract 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 assimilated to public employees for all intents and purposes, benefits and financial compensation provided by SOCIEUX+.

National regulations on remuneration and compensation of public employees and civil servants applies, and may limit the payment of allowances by SOCIEUX+. The responsibility for compliance and verification lies with 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** with detailed information on contracting with SOCIEUX+ (version as on date of signature of the contract).

8 COMMUNICATION & VISIBILITY

SOCIEUX + can use its communication channels, such as the web, newsletter and other media, to share information about the implementation and results of the activities. For this, contributions of the experts mobilised are expected. The experts may be requested to provide such contributions in the field of communication as photographs, provide short texts, and interviews.

Short briefings, before and after the mission, with the Communication Officer of SOCIEUX+. This briefings will provide the opportunity to identify communication opportunities and strategies.

For specific activities, visibility products, such as brochures, USB sticks, notebooks and pens, can be made available to experts for on-site distribution.

9 CODE OF CONDUCT

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

The experts mobilised are not representing SOCIEUX+ or the EU. Technical opinions and recommendations expressed are their own. They shall not express negative opinions on the implementation of actions supported by SOCIEUX+ to third-parties. Nevertheless, they shall be aware of SOCIEUX+'s objectives and functioning, and promote its services at the best of their knowledge, whenever possible and feasible.

The experts shall perform their duties in the Partner Country in a way that is fully compliant with and respectful of the local institutions, policies and cultural behaviours. They shall particularly adopt a culturally-sensitive behaviour in their way to deal with the local counterparts.

10 OTHER CONSIDERATIONS

If applicable

...Text...

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ABOUT SOCIEUX+

The European Union (EU) promotes and maintains dialogue on social protection and inclusive employment policies with an increasing number of partner countries. This effort has been confirmed by the European Commission (EC) Communication COM (2016) 740 final - "Proposal for a new European Consensus on Development, entitled *Our world, our dignity, our future*. A significant number of cooperation initiatives in these fields are funded by geographic or thematic instruments of the EU in different countries. Those initiatives are highly structured and address the medium- to long-term needs of partner countries. However, short-term measures and peer-to-peer cooperation to promote the development of social protection systems are needed to complement the EU's cooperation with third countries. SOCIEUX+ - EU Expert Facility on Employment, Labour and Social Protection responds to this need.

The SOCIEUX+ facility was setup by the EU through co-funding from France, Spain and Belgium and the resources managed by the European Commission's Directorate for Development and Cooperation (EuropeAid). The facility is implemented by a partnership composed of development cooperation agencies from Member States: Expertise France (the partnership lead), Fundación Internacional y para Iberoamérica de Administración y Políticas Públicas (FIIAPP) from Spain, Belgian International Cooperation on Social Protection (BELINCOSOC), and the Belgian Development Agency (Enabel).

The general objective of the Facility is to expand and improve access to better employment opportunities and inclusive social protection systems in partner countries. Its specific objective is to enhance the capacities of partner countries to better design, manage and monitor inclusive, effective, and sustainable employment strategies and social protection systems through short-term, peer-to-peer technical assistance and knowledge development.

SOCIEUX+ recognises the impact of social protection and employment in reducing poverty and vulnerability. It supports the efforts of partner governments in promoting inclusive and sustainable social protection and employment systems. SOCIEUX+ also complements the efforts made through other European Union initiatives.

The Facility is an expansion of SOCIEUX Social Protection EU Expertise in Development Cooperation, established in 2013.

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