

**Saint Vincent and the Grenadines**  
**CARIBBEAN DIGITAL TRANSFORMATION PROJECT**

**Terms of Reference**  
**Communications Officer**

## **Summary**

The Government of St. Vincent and the Grenadines (GoSVG) has received financing from the World Bank Group to implement the Caribbean Digital Transformation Project (CARDTP or the Project). The CARDTP comprises four components that address key bottlenecks and harness opportunities to develop the Eastern Caribbean Digital Economy as a driver of growth, job creation, and improved service delivery.

The CARDTP's development objective is *“to increase access to digital services, technologies, and skills by governments, businesses, and individuals in the participating Eastern Caribbean countries. It leverages public sector modernization and digitization to improve service delivery and drive a digital culture across the region.”* As such, the CARDTP will finance the cross-cutting enablers of digital government, digitize specific priority services, fill existing infrastructure gaps, and contribute to the expansion of the benefits of public sector modernization to citizens and businesses. To support the improved management of digital risks, the project will bolster cybersecurity policy, capacity, and planning tools in the region. It will facilitate technology adoption to improve the productivity of flagship industries and create demand for digitally enabled jobs. It also aims to foster regional integration and cooperation to capture the economies of scale and scope required to increase the impact and value for money of the project interventions and create a more competitive, seamless regional digital market to attract investment and provide room for the growth of digital firms.

The CARDTP includes activities to be implemented at the regional and national levels.

National-level activities will be financed through an IDA credit to Saint Vincent and the Grenadines in the amount of US\$30 million.

The Project is also financed through a regional IDA grant and implemented by a regional Project Implementation Unit (RPIU) housed at the Organisation of Eastern Caribbean States (OECS). RPIU will work with other regional institution stakeholders as relevant depending on the technical area being supported. Regionally implemented activities will focus on strengthening the enabling environment to promote investment, competition, and innovation in telecoms and digital financial services, regional cybersecurity collaboration, and a modernized and harmonized data protection and privacy regime across the region. It will also be complemented by a regional-level advanced digital skills program open to high-potential digital specialists from Saint Vincent and the Grenadines.

## **Scope of Services**

The Communications Officer is a full-time contracted position and work will be performed at the office of the Project Implementation Unit of the Ministry of Finance, Economic Planning and Information Technology located in Saint Vincent and the Grenadines.

The Officer will develop and ensure implementation of an appropriate communication strategy and plan(s) for promoting the project activities and the visibility of CARDTP. In doing so, he/she must develop communication concepts and drive to communicate these concepts in clear and accessible language to a variety of audiences in effective ways, making use of multiple platforms and tools. The Officer will work closely with the PIU, all relevant ministries and agencies, Technical Working Groups, and the Implementation Support Firm to facilitate effective communication among all key stakeholders under the Project.

## **Duties and responsibilities**

The Communications Officer will assist the Director General Finance and Planning in all communications-related matters of the CARDTP. He/She will work under the overall management of the Director General Finance and Planning, but will report to the Project Coordinator in the execution of the following tasks listed below:

### **1. Communication**

- (i) Develop and implement a project level Communication Strategy that aims to (a) increase the effectiveness of the project; (b) foster relationships of trust between stakeholders; (c) provide the basis and opportunity to systematically share information amongst the stakeholders involved in the CARDTP, especially project beneficiaries to enhance effectiveness, accountability, and transparency; (d) mitigate risk and build consensus across project activities; and build capacity for staff and counterparts in the use of strategic communication, especially with project beneficiaries.
- (ii) Develop a work plan and collaborate with the PIU to confirm the “key messages” specific to the project.
- (iii) Develop awareness campaigns for project initiatives with special attention to vulnerable populations inclusive of persons with disability. Campaigns should include costings to various communication channels, including radio, print, megaphone delivery, television, social media, billboards, advertising spots on various media outlets, infomercials, jingles, etc.
- (iv) Coordinate with the implementation Support Firm through their Change Management Specialist and work to ensure:
  - a. Understanding of change management approach
  - b. Alignment of communication strategy to change management strategy
  - c. Development and implementation of a robust and practical project communication strategy and supporting communication plans that entails:
    - Brand development and management (design, guidelines, promotion)

- Targeted messaging design and development of communication materials including but not limited to press kits, fact sheets, brochures, radio and TV segment scripts and graphic work. This will include the necessary video editing, proof-reading and copy editing
  - Use of appropriate communication vehicles including various media platforms to achieve its dissemination goals
  - Event organisation, marketing and management
  - Stakeholder relationship management
  - Communication Risk Management
  - Communication Reporting
  - Periodic workplan updates as additional events could be required
- (v) Prepare and submit monthly reports of works undertaken and other reporting obligations that will be specified by the Director General of Finance and Planning.

## 2. Research and Publications

- (i) Prepare and deliver communications packages, to promote the strategic and timely flow of information and key messages related to CARDTP.
- (ii) Develop/produce publication layouts or relevant instruments and other material for public information (e.g., Posters, press releases, brochures, website contents, speeches, briefing notes, tweets, Facebook posts, etc.) Documentation of the project results

## 3. Photography

- (i) Capture before, during, and after images of project implementation.
- (ii) Capture photos during media events, workshops, and other events related to the CARDTP project.
- (iii) Filing and processing of photos for use in media, website, and social media.

## 4. Liaison Officer

- (i) Liaise with the media including the Agency for Public Information (API) to create awareness of the CARDTP activities and achievements as per directives from the Project Coordinator.
- (ii) Serve as the principal point of contact for communications related to the project, including the development of press releases, organization of press conferences, and responding to media questions related to the Project.
- (i) Ensure appropriate visibility guidelines and measures for the World Bank are adhered to when producing print, electronic events, and/or conducting events.

- (ii) In collaboration with the social and environmental safeguards team of the PIU, conduct and facilitate community sessions in selected communities across the island and facilitate dissemination on the various medium of communication such as radio programmes.
- 5. Social Media and Web page management
  - (i) Assist the Information Technology Services Division (ITSD) in the update and maintenance of the project website.
  - (ii) Provide monthly updates to ITSD on project progress.
- 6. Citizen Engagement
  - (i) Assist in the management of the Project's Grievance Redress Mechanism (GRM) and assess feedback from the Grievance and Complaints Logging System.
  - (ii) Advise key project stakeholders on trends, news developments, or changing/unexpected circumstances related to information and communications needs and determine appropriate strategic responses to address them.
  - (iii) Conduct interviews with beneficiaries and project teams to capture impacts and benefits.
- 7. Any other communications activities as assigned by the Director General of Finance and Planning and the Project Coordinator.

## **Qualifications and Experience**

The selected consultant is required to possess the minimum competency requirements listed hereunder and should describe in detail in the CV, experience in the successful completion of similar engagements, relevant to the scope of the consultancy.

### **I. Academic Qualifications**

- A Bachelor's Degree or higher in Journalism, Public Relations, Mass Communication, Public Affairs, or a related field.

### **II. Experience**

- At least 5 years of work experience in the field of media relations, research documentation, report writing, journalism, or/and communication.
- Previous disaster recovery communication experience and/or extensive experience in designing, developing, and managing public communication programmes is an asset.
- Experience with communications strategies and approaches

- Demonstrated ability to work in teams and communicate effectively

### **III. Technical Competences**

- Demonstrated strong strategic, operational communication and management skills. Including:
  - Communication strategy design and implementation.
  - Design and implementation of mass campaigns catering to individuals from diverse cultures, backgrounds and orientations.
  - Conceptualizing, preparing and maintaining multimedia and interactive content (such as slideshows, videos, and timelines).
  - Effective utilisation of various platforms, such as TV, Radio, Print and Digital media to strengthen outreach efforts.
- Excellent writing skills; ability to write, re-write or edit substantive and complex communication material which should be in a clear, concise, and web-friendly style.
- Computer literate, with high proficiency in Computer software operations including Microsoft Word, Excel, Power-Point and Publisher applications.
- Rapidly adapt and respond to changes in environment and priorities.
- Excellent understanding of and ability to apply communication tools and techniques, including the ability to analyze and use research data.

## **Reporting Obligations**

The Project Officer will report to the Director General of Finance and Planning through the Project Coordinator. The Projects Officer will be required to submit the following reports:

- Quarterly progress reports
- Annual Project Performance Reports
- Mid-term and Project Completion Reports
- End of Assignment Report
- Other reports as required

## **Contract Duration**

The duration of the contract is two (2) years and will be subject to renewal based on the consultant's satisfactory performance and work availability.

## **Remuneration**

Remuneration will be commensurate with qualifications and experience.

## **Contract Performance Evaluation**

The Project Officer may be subject to evaluation of performance based on the Performance Indicators as per Annex 2.

## **ANNEX 1 – PROJECT DESCRIPTION**

The CARDTP has four (4) components through which the Project Development Objective will be achieved:

### **PROJECT COMPONENTS**

The following provides a brief description of the project components:

#### **Component 1: Digital Enabling Environment**

This component will support the development of a positive enabling environment in St. Vincent and the Grenadines digital economy that drives competition, investment, and innovation while promoting trust and security of online transactions. It will focus on legal, regulatory, and institutional reforms to support the modernization of the telecommunications and digital financial services sectors while mitigating the growing risks of a digital economy, including cybersecurity and data protection and privacy.

The project will also support the development of national-level cybersecurity capability to monitor, identify, protect against, and respond to cyber threats and support for requisite enabling environment and capacity improvements at the national level. The Computer Emergency Response Team (CERT) will be established using a regionally compatible design and frameworks developed as part of the regionally implemented activities under the subcomponent.

The subcomponents are as follows:

1. Subcomponent 1.1: Telecommunications: Legal and Regulatory Environment, Institutions and Capacity
2. Subcomponent 1.2: Digital Financial Services: Legal and Regulatory Environment, Institutions and Capacity
3. Subcomponent 1.3: Cybersecurity, Data Protection, and Privacy

#### **Component 2: Digital Government Infrastructure, Platforms, and Services**

This component will support public sector modernization, resilience, and delivery of digital public services to individuals and businesses. It will aim to ensure that St. Vincent and the Grenadines put in place the core infrastructure, platforms, institutions, and human capacity needed to manage internal government operations efficiently and effectively and to build on these core enablers to make public services widely accessible online from anywhere within the country, region or across the globe. It will also prepare the GoSVG for deeper interconnectivity and interoperability of data and information systems across borders to smooth the administration of regional trade, immigration, and other services between countries. Finally, it will aim to ensure continuity of government operations and services, enable real-time data-driven decision-making, facilitate remote working for civil servants, and ability to rapidly target and deliver payments and social services to citizens and businesses in the event of natural disasters and external shocks. The subcomponents are as follows:

1. Subcomponent 2.1: Cross-Cutting Enablers of Digital Government Operations and Services
2. Subcomponent 2.2: Government Productivity Platforms and Citizen-Centric Digital

### **Component 3: Digital Skills and Technology Adoption**

This component aims to better equip individuals and businesses in St. Vincent and the Grenadines for the jobs and economy of the future and to spur innovation and productivity growth. It aims to create a pool of advanced digital talent to better position St. Vincent and the Grenadines to attract investment by digital firms. It takes a comprehensive supply and demand side approach, supporting greater technology adoption and utilization of digitally enabled business models to drive demand for newly skilled employees as well as making connections with global employment opportunities through online working platforms. The subcomponents are as follows:

1. Subcomponent 3.1: Workforce-Ready Digital Skills
2. Subcomponent 3.2: Technology Adoption

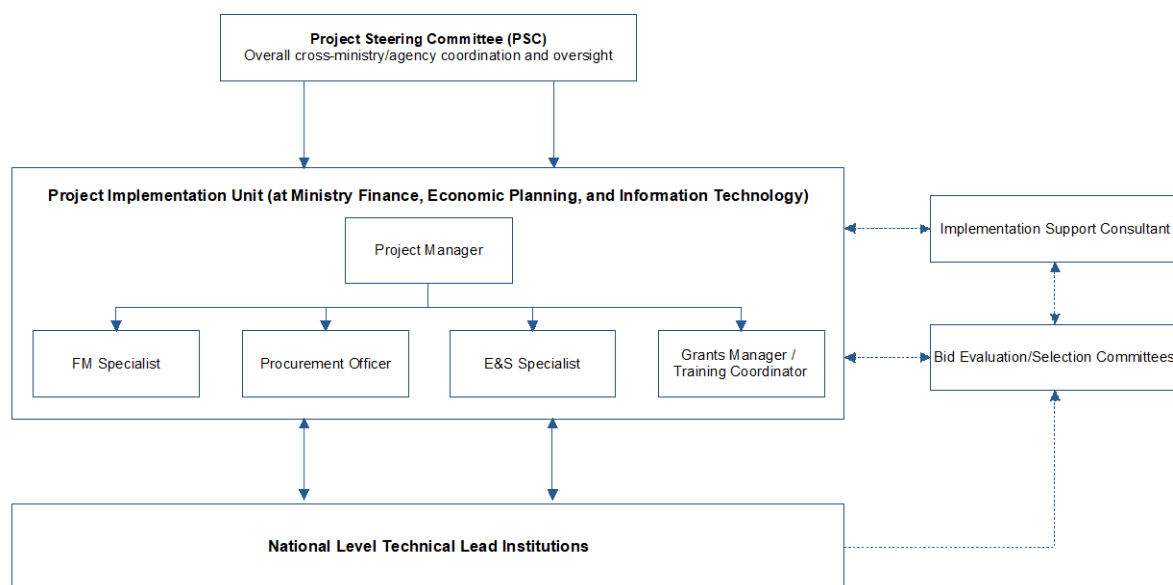
### **Component 4: Project Implementation Support**

This component will support the national Project Implementation Unit (PIU) with the management and implementation of the project and associated activities. The project will support capacity-building initiatives, as well as PIU staffing through the hiring of expert consultants for key areas such as project management, technical advisory and implementation support, procurement, financial management, environment and social safeguards, monitoring and evaluation, and strategic communications.

## **INSTITUTIONAL ARRANGEMENTS**

The GoSVG, recognizing the cross-cutting as well as technical nature of the activities being implemented has proposed a multi-layer implementation structure, with an independent PIU housed in the Ministry of Finance, Economic Planning, and Information Technology. The PIU will utilize existing procurement and financial management capacity within the Ministry to augment the PIU capacity. As seen in figure A1 below, the project implementation arrangements account for cross-government coordination at strategic and operational levels, as well as regional coordination through the participation of the responsible line ministry official in the regional project oversight committee. The roles and responsibilities of the PIU and other Project counterparts are described in Table A1 below.





*Figure A1: Implementation arrangements*

*Table A1: Roles and responsibilities of PIU and other Project counterparts*

Agency	Roles and Responsibilities
Project Steering Committee (PSC)	Facilitate coordination between the different ministries and regional implementation mechanism and address policy issues impacting project implementation. Responsible for overall oversight of project implementation progress, including review of annual implementation plans and progress reports. PSC members include Ministry of Finance, Economic Planning, and Information Technology; Ministry of Legal Affairs; Ministry of Education, National Reconciliation, and Information; Ministry of Housing, Settlements, Land Surveys, and Physical Planning
PIU	The PIU is housed in the Ministry of Finance, Economic Planning and Information Technology and is staffed with experts as shown in Figure A1 above. It is responsible for coordinating and managing the Project, facilitating inter-ministerial coordination, and implementing digital initiatives across the various ministries, departments and agencies (MDAs) of the GoSVG.
Technical Working Groups (TWG)	The TWGs comprise representatives from the beneficiary MDAs of the GoSVG as well as private sector stakeholders who will benefit from the specific project activity implementation. The TWG will support the PIU and the Consultant by providing guidance and advice in the specific activity, documenting existing business processes, assist with the drafting and finalizing of terms of references (TORs), requests for quotations (RFQs), requests for bids (RFBs), technical specifications and assist with the technical supervision of activity implementation.
Bid Evaluation / Selection Committees	Ad-hoc bid evaluation / selection committees will be established in consultation with Ministry of Finance, Economic Planning and Information Technology and beneficiary MDAs and will generally consist of 3-5 qualified members.

## **ANNEX 2– COMMUNICATIONS OFFICER PERFORMANCE INDICATORS**

	<b>Performance Metric</b>	<b>Complied*</b>	<b>Rating*</b>
1.1	Prepare and submit monthly reports on consultancy in a timely manner.		
1.2.	Develop an annual work plan to effectively communicate key messages among all key stakeholders under the Project.		
1.3	Develop and implement a project-level Communication Strategy.		
1.4	Prepare and deliver communications packages, to promote the strategic and timely flow of information and key messages related to CARDTP		
1.5	Filing and processing of media products such as photos for use in media, website, and social media		
1.6	Assist the Information Technology Services Division (ITSD) in the update and maintenance of the project website		
1.7	Submit quarterly progress reports within 30 days after the 3-month reporting period.		
1.8	Submit the annual performance report within 30 days after the end of the year.		

\*Complied:

- Yes
- No
- N/A (not applicable) for the assessed period.

\*Rating:

- 5 Outstanding
- 4 Good
- 3 Adequate
- 2 Marginally adequate
- 1 Unsatisfactory