

**Saint Vincent and the Grenadines**  
**Ministry of Finance, Economic Planning and Information Technology**  
**OECS Regional Health Project (P168539)**  
**Terms of Reference**  
**Consultancy**  
**Update a Suite of Incident Response plans**

## **1. Background**

The Government of Saint Vincent and the Grenadines has received funding from International Development Association (World Bank) for the implementation of Organization of Eastern Caribbean States (OECS) Regional Health Project (OECS RHP). The project aims to improve the preparedness capacities of health systems for public health emergencies in the OECS region and includes response to the threats posed by COVID-19 nationally. The project has four components as follows:

- Component 1: Improved Health Facilities and Laboratory Capacity
- Component 2: Strengthening Public Health Surveillance and Emergency Management
- Component 3: Institutional Capacity Building, Project Management and Coordination
- Component 4: Contingent Emergency Response Component (CERC)

In keeping with the project objective to improve the mitigation and preparedness capacity of the health system to effectively and efficiently respond in a comprehensive manner to health emergencies, improve its IHR compliance and to accomplish the result indicators of the project. The Economic Planning Division in collaboration with the Ministry of Health, Wellness and the Environment would be implementing a consultancy to enhance the country's Emergency Response to Public Health hazards and threats by developing a suite of MOHWE Disaster Risk Reduction (DRR) response plans, and SOPs.

## **2. Overview**

The MOHWE has developed a Draft National Health Multi-Hazard Incident Management Plan, most recently revised in 2023. However, this draft document is being updated to incorporate lessons learned from the COVID-19, La Soufriere Volcanic Eruption and Hurricane Beryl After Action Reviews. It builds upon the foundations of the 2019 National Health Emergency and Disaster Management Plan

The updated Multi-Hazard Plan and required Health Emergency Operation Centre (HEOC) Concept of Operation (ConOps) documents will provide comprehensive procedures and guidance for managing public health emergencies using the WHO One Health All Hazard approach.

## **3. Objective**

The primary objective of the consultancy is to strengthen the Ministry of Health's capacity to:

- Mitigate risks,
- Prepare for emergencies,

- Respond effectively and efficiently to all-hazard events,
- While maintaining the delivery of quality healthcare services to existing and potential clients.

This will be accomplished through the development and revision of relevant emergency plans, procedures, and guidance documents tailored to the national context. A key outcome will be the integration of the **WHO One Health All-Hazards Approach** into all final deliverables, ensuring a comprehensive, multi-sectoral framework for health emergency management.

#### 4. Scope of Work

The consultancy will involve the development, updating, and finalization of key manuals, plans, and standard operating procedures (SOPs) that support the '*Draft National Health Incident Response Plan (NHIRP) 2025*'. The scope of work is outlined as follows: The consultant shall develop the following guidance documents:

##### A. Development of Documents:

- Chemical, Biological, Radiological and Nuclear (CBRN) manual;  
At a minimum the CBRN manual should contain a compendium of risk, treatment, response and mitigation;
- Standard Operational Procedure (SOP) for incident and emergency response for the Public Health Laboratory;
- Volcanic Eruption Response Plan;
- Earthquake Response Plan; and,
- Tsunami Response Plan.

##### B. Update the following documents as Annex to the National Health Multi-Hazard Incident Management Plan

- Highly Infectious Diseases Plan (including all diseases in the IHR schedule, and MOHWE SVG 10 priority disease on the notifiable list)
- Health Services Continuity Plan
- IPC Manual

##### C. Stakeholder sensitization of the Manual, Plans and SOPs

- Conduct sensitization and awareness sessions to familiarize key stakeholders with the updated manuals, plans, and SOPs.
- Assist the MoHWE in conducting activities that may include **simulation exercises** to test and validate the updated documents.

#### 5. Contract Duration

The consultant will be hired as a short-term consultant for the duration of 8.5 months.

## 6. Deliverables

The consultants are to complete and submit the deliverables listed below:

Items	Deliverables	Content	Time of Submission
1	Inception Report	<p>The proposed methodology, template/structure and timeline for completion of the following:</p> <ul style="list-style-type: none"><li>a. The CBRN manual. The consultant is to conduct an assessment of the CBRN hazards and threats pertaining to St. Vincent and the Grenadines, and submit the report as part of the Inception Report. At a minimum the document is to include a compendium of the risk, treatment, response and mitigation for persons.</li><li>b. SOP for Public Health Laboratory Incident and emergency response</li><li>c. The Volcanic Response Plan;</li><li>d. Tsunami Response Plan</li><li>e. Earthquake Response Plan</li><li>f. The Highly Infectious Disease Plan</li><li>g. Update Infection Prevention and Control Manual expanding to include national coverage</li><li>h. Health Services Continuity Plan</li></ul> <p>Approval of, or comments on the Inception Report will be provided within two weeks of receipt of the</p>	Three (3) weeks from the start date of the contract

Items	Deliverables	Content	Time of Submission
		report.	
2.	The draft CBRN manual, SOP for Public Health Laboratory Incidents and emergency management, Volcanic Response Plan, Tsunami Response Plan, Earthquake Response Plan, and the Highly Infectious Disease Plan, the Health Services Continuity Plan and the IPC manual	<p>The content of the documents as submitted in the approved Inception Report.</p> <p>Approval of, or comments on the submission will be provided within two weeks of receipt.</p>	Eighteen (18) weeks from the start date of the contract
3.	The final CBRN manual, SOP for Public Health Laboratory Incidents and emergency response, Volcanic Response Plan, Tsunami Response Plan, Earthquake Response Plan, and the Highly Infectious Disease Plan, the Health Services Continuity Plan and the IPC manual	<p>The content of the draft document incorporating the changes received on the draft submissions.</p> <p>Approval of the submission or comments will be approved within one week of receipt.</p>	Twenty (20) weeks from the start date of the contract
4.	Training on the implementation of the CBRN manual, SOP for Public Health Laboratory Incidents and emergency response, Volcanic Response Plan, Tsunami Response Plan, Earthquake Response Plan, and the Highly Infectious Disease Plan, the Health Services Continuity Plan and the IPC manual	Conduct stakeholder's familiarisation engagement sessions with key MOHWE staff and related focal points to understand roles and responsibilities within the manual and plans. This would include leading desktop simulations and sensitization.	Within four (4) weeks of approval of the National Health Multi-Hazard Incident Management Plan

## 7. Payment and Delivery Schedule

	Deliverables	Value %
a.	Inception Report	10%
b.	The draft CBRN manual, SOP for Public Health Laboratory Incidents and emergency management, Volcanic Response Plan, Tsunami Response Plan, Earthquake Response Plan, and the Highly Infectious Disease Plan, the Health Services Continuity Plan and IPC Manual.	40%
c.	The final CBRN manual, SOP for Public Health Laboratory Incidents and emergency response, Volcanic Response Plan, Tsunami Response Plan, Earthquake Response Plan, and the Highly Infectious Disease Plan, the	30%

Deliverables		Value %
	Health Services Continuity Plan and the IPC Manual	
d.	Conduct stakeholder's familiarisation engagement sessions with key MOHWE staff and related focal points to understand roles and responsibilities within the manual and plans. This would include leading desktop simulations and sensitization.	20%

The Consultants will be expected to make at least 2 trips to St Vincent and the Grenadines for this assignment to conduct board consultations with stakeholders, document reviews, site visits etc. as needed to complete the scope of work. The Consultant will be responsible for providing all personnel and equipment necessary for carrying out the services, and for their accommodation and transport.

The Consultants will also be expected to be present during the simulation exercises.

## 8. Project Management

The Consultant will report to the Project Manager of OECS RHP within the EPD, for this assignment and coordinate closely with the Ministry of Health Wellness and the Environment (MoHWE). The consultants or subcontractors shall not be changed without the specific consent of The Project. Any deviation in the methodology, scope, personnel or budget from that accepted in the consultant's contract must be approved in writing by the EPD before such change takes effect. All deliverables will be approved for quality and technical input by the EPD with input from the MoHWE.

## Confidentiality Statement

All data and information received from GoSVG for the purpose of this assignment are to be treated confidentially and are only to be used in connection with the execution of these Terms of Reference. All intellectual property rights arising from the execution of these Terms of Reference are assigned to GoSVG. The contents of written materials obtained and used in this assignment may not be disclosed to any third parties without the expressed written authorization of GoSVG.

### • Input

The Client will responsible for the providing the following:

- Relevant documents, studies, reports relating to CBRN;
- Assistance to access CBRN storage sites for observation purposes where applicable;

- Access to files, forms, certificates and assessment tools use in the management of CBRN;
- The IHR country guidance or core capacities;
- Local After-Action Reviews and existing documentation;
- Regional or international tools and templates relevant to SVG context;
- Coordinate the administrative/logistical arrangements for the training; implementation/Socialization of the National Health Multi-Hazard Incident Management Plan;
- Liaison with other ministries and departments etc., and;
- Where necessary assistance in obtaining visas, work permits and licenses etc.

**The Consultants will be responsible for providing the following:**

- All office space, materials, equipment and software required to complete the deliverables listed in Section 6 of these Terms of Reference, and;
- All transportation required.

## **9. Submission Format**

The deliverables shall be submitted to the Director of Economic Planning in electronic form by email. In addition, two (2) hard copies of each deliverable shall be submitted to the Director of Economic Planning. The Director reserves the right to request any necessary revisions of the documents to reach an appropriate outcome and quality requirements.

## **10. Qualification and Experience**

### **Relevant Experience**

Proven track record in developing all-hazard emergency plans and Disaster Risk Reduction Plans. Experience working with governments, municipalities, private sector, or specific industries (e.g., healthcare, infrastructure, energy). Familiarity with local, regional, and national hazard profiles.

### **Technical Expertise**

In-house specialists in emergency management, risk assessment, Knowledge of relevant planning frameworks (e.g., CDEMA, CARPHA, UNDRR, ISO 22301 and Hazard Information Profiles (HIPs). Ability to integrate hazard mitigation, preparedness, response, and recovery strategies.

### **Regulatory and Standards Compliance**

Familiarity with national and international standards (e.g., NFPA 1600, IHR, Sendai Framework).

Knowledge of local laws, codes, and regulatory requirements for hazard planning.

### **Methodology and Tools**

Clear and robust methodology for hazard identification, risk assessment, and vulnerability analysis.

Use of GIS, risk modeling software, and participatory planning tools.

Capability to conduct stakeholder engagement and scenario planning workshops.

### **Multi-Disciplinary Approach**

Capacity to address multiple hazard types (earthquakes, floods, pandemics, etc.).

Ability to work across disciplines (engineering, environmental science, public health, urban planning).

### **Communication and Stakeholder Engagement**

Experience in facilitating community and stakeholder consultations.

Strong public communication and risk communication strategies.

Ability to produce accessible and user-friendly plans and materials.

### **Project Management and Delivery**

History of delivering projects on time and within budget.

Qualified project managers with experience in hazard planning.

Clear project timeline and milestones.

## **Key experts**

### **1. Disaster Risk Management Specialist (Project Team leader)**

- Master's level practitioners in Public Health, Health Emergency and Disaster Management or related field, Disaster Risk Reduction
- Five to eight years of relevant professional experience at national and regional levels. The consultant shall be an expert in health multi-hazard plans development / health systems / Disaster Risk Reduction Management.
- Expertise in hazard assessment, risk reduction, emergency preparedness, and resilience strategies.
- Familiar with national and international Emergency Response & Disaster Risk Management Frameworks (e.g., WHO, IHR, Sendai Framework, CARPHA guidelines).
- Experience working with multi-sector partners developing health related multi-hazard plans and their implementation, aligned to IHR/ One Health Standards.
- Strong technical skills and understanding of regional context.
- Experience in developing and delivering hands-on training material, including or similar to desktop simulation exercises.
- Strong analytical and advisory skills to inform the design and operational aspects of the manual and plans.
- Strong organizational, social, communications (written and spoken) and diplomatic skills to effectively work with multiple levels of Government.
- Knowledge and familiarity with relevant systems and stakeholders in the OECS region.

### **2. Public Health/Epidemiology (Pandemic, Biological Threats) Expert**

- Master's **degree in** degree in Epidemiology, Public Health, Disaster Management or another related field
- Five to eight years relevant working experience at the national or regional level
- Expert in Preparedness & Response, Health Policy, or a closely related field is essential.
- Strong working knowledge of pandemic and CBRN threats, risk assessment and response procedures.
- Experience working with multi-sector partners developing plans/strategies to combat/prepare for pandemic and CBRN threats in alignment with IHR/One Health Standards
- Strong analytical and advisory skills to inform the design and operational aspects of the manual and plans.
- Knowledge and familiarity with relevant systems and stakeholders in the OECS region.
- Strong organizational, social, communications (written and spoken) and diplomatic skills to effectively work with multiple levels of Government.

The development and application of methodologies and models to assess disaster risks, vulnerabilities and exposure to **all hazards** are an imperative requirement