

**SAINT VINCENT AND THE GRENADINES STRENGTHENING HEALTH SYSTEM
RESILIENCE PROJECT**
TERMS OF REFERENCE FOR THE COMMUNICATION SPECIALIST
SVG-SHSRP-C-INDV-8

Background

The International Development Association (World Bank) and OPEC Fund for International Development (OFID) have committed funding for Saint Vincent and the Grenadines (SVG) to implement the Strengthening Health System Resilience Project (SHSRP). The SHSRP aims to strengthen the capacity of hospital services and health system resilience in advancing the goals and targets of the National Health Sector Strategic Plan (NHSSP) and the National Economic and Social Development Plan 2013- 2025 (NESDP). The project will also benefit from various technical assistance activities to strengthen the sector policy framework, governance and implementation capacity to contribute to the development of a resilient system. These investments are expected to play a transformative role in strengthening the capacity and adaptability of the national health sector, including the ability to effectively respond to costly disease outbreaks, devastating natural disasters, and the rising burden of chronic non-communicable diseases.

The essential focus of the SHSRP is to promote resilience, quality, and efficiency at the secondary health care level and throughout the health system and induce providers and consumers to seek care early and at lowest appropriate level of care. Specifically, the project will finance infrastructure development, purchase of medical equipment, establish a robust hospital digital management information system for service efficiency and quality, and strengthen hospital governance and management. In effect, the project will be executed under four components:

Component 1: Development and launch of a new acute care hospital. This component will co-finance the construction of the new referral hospital and related medical and non-medical equipment, emergency management vehicles, as well as support the development of an equipment and maintenance strategy.

Component 2. Strengthening Health System Resilience. This component will finance investments in management information systems and a facility-specific health care waste management strategy to create a safe, resilient, and transparent environment for sustained health service delivery and strengthened hospital performance. Furthermore, it will finance various technical assistance and hands-on capacity building activities at the hospital and sector levels to strengthen the resilience of the health system against crises to reduce disruption to delivery of essential health care services during emergencies.

Component 3: Project Management, Coordination and Evaluation. This component will support national level activities among project implementing agencies. Specific activities include capacity building in contract management, procurement, environment and social management, financial management, and technical monitoring and evaluation, including project audits. The component finances the two pivotal consultancies that will support the management of the hospital development activities under Component 1 (Construction Management Consultant) and the health systems resilience activities under Component 2 (Health Sector Consultant). In addition, related operating expenses, equipment, and personnel necessary for the execution of the project will be supported.

Component 4. Contingency Emergency Response Component (CERC). This zero-cost component aims to provide funding in the event of a public health emergency. The CERC may be triggered if the Government of Saint Vincent and the Grenadines declares a national public health emergency and presents a sound and actionable country-level response plan.

Project Governance. Implementation of the project will be within the ambit of the Public Sector Investment Project Management Unit (PSIPMU) of the Economic Planning Division, Ministry of Finance, Economic Planning, and Information Technology (MOFEP), working in close coordination with the Ministry of Health, Wellness, and the Environment (MOHWE) that will serve as the lead agency on technical matters. A dedicated Project Coordination Team (PCT) will be established to assume the management functions of project planning, monitoring and evaluation, fiduciary management, and environmental and social risk management. The PCT will be supported in the execution of its functions by a Health Sector Consultant and a Construction Management Consultant (CMC) with specific responsibility for providing evidence-based technical advice, drafting terms of references, providing technical support on procurement, contract management, supporting policy reforms, and informing the development of regulations and laws. In response to the complexity and development focus of the project, a broad-based multisectoral Project Steering Committee (PSC) will be established to enable high-level leadership, oversight, and coordination.

To support activities financed under the project, the Government of SVG wishes to engage the services of a Communications Officer. The Communications Officer will perform his/her duties in the Ministry of Finance, Economic Planning and Information Technology (MoFEP) within the Public Sector Investment Programme Management Unit (PSIPMU) to work primarily on this project.

SCOPE, WORK LOCATION AND REPORTING

The position of Communications Specialist is a contracted full time staff position and work will be performed on site at the office of the PCT and work with the Public Sector Investment

Programme Management Unit (PSIPMU) of the Economic Planning Division, Ministry of Finance, Economic Planning, and Information Technology located in SVG.

The Officer will develop and implement an appropriate communication strategy for promoting the project activities and the visibility of project. He/she will work closely with all relevant ministries and agencies involved in the project to facilitate effective communication among all key stakeholders under the project.

RESPONSIBILITIES

The Communications Specialist will assist in all communications related matters of the Project. He/she will work under the overall management of the Director of Economic Planning, but will report to the Project Coordinator in the execution of the following tasks listed below:

- To develop a communication strategy specific that unites the infrastructure development and service delivery / system reform aspects of the project and as much as possible integrating Communication Plans already in existence.
- To prepare an outreach strategy to the community to raise awareness of the existing client feedback and Grievance Redress Mechanisms (GRMs) available through the project through which beneficiaries can share feedback.
- To develop within the framework of the project an internal and external communications and information strategy and carry out communications activities to promote and share information about the project.
- To produce public relations materials, edit and layout reports and other promotional material, and assist with planning, publicizing project activities and milestones.
- To prepare and/or edit communications materials relevant to the project inclusive of speeches, press releases, articles, scripts for public service announcements and interview discussion points.
- To collaborate with communications partners and service providers including advertising agencies, and publishing houses.
- To organize and participate, as required, in communication activities and events, including press conferences, interviews and press visits.
- To act as the Communications Focal Point of the project including management of press and other media inquiries.

- Be responsible for the day-to-day management and coordination activities related to the management of the visibility of the project. This will require that the Communication Specialist liaise with technical teams at World Bank and the Ministries of Finance, Economic Planning and Information Technology and Health, Wellness and the Environment to ensure timely implementation of project activities.
- The consultancy is full time and will be substantially performed on site at the PCT office. .
- In particular, the Communication Specialist will work closely with the team assigned to the Project by the Permanent Secretary of the Ministry of Health, Wellness, and the Environment.

SPECIFIC SCOPE OF SERVICES

The specific responsibility and specific tasks of the Communication Specialist are as follows:

1. Review all relevant present and past material generated by the Ministry of Health, Wellness and Environment in developing the communications strategy (determine areas for integration with other existing strategies)
2. Determine the extent to which existing products can be utilized and incorporated in the development of new material as part of the project's communications plan.
3. Undertake consultations with the management to assess the internal and external communications needs as will be required in the development of the Project's communication plan.
4. Develop and update regularly the Communications Strategy.
5. Develop a communication plan to promote and share information.
6. Coordinate and manage the preparation, publication and dissemination of information of the project. This shall include helping to determine the best medium and communication tools to be used to achieve dissemination goals and target audiences.
7. Produce public relations materials; edit all complex communication meant for public consumption, as well as facilitate and assist with the planning, publicizing, and carrying out special complex events. This should also be inclusive of, but not limited to, press kits, factsheets, brochures and graphics.

8. Develop and edit communications material including speeches, press releases, articles, interviews, magazines, newsletters and presentations.
9. Conduct and/or coordinate any other assignments related to knowledge management, marketing, communications, branding and outreach as may be required to effectively monitor and evaluate various communications tools and activities, to measure the impact on achieving the overall objectives.
10. Organise and participate in communications activities and events including staff education activities, press conferences and press visits.
11. Manage press and other media enquiries.
12. Participate in relevant trainings and workshops; organise and facilitate trainings and workshops as necessary.
13. Contribute articles and/or reports and other content as it relates to information on the project communicated via the Department of Health's website and social media platforms.
14. Assist in tracking and effectively communicating the results and impact on projects interventions via web-based tools or any other means for effective reporting and demonstration of project's value impact.
15. In collaboration with the Economic Planning Division, prepare the annual plan of activities including target groups and expected outcomes.
16. Advise and regularly report to the Project Coordinator, Director of Economic Planning, Permanent Secretary, on project implementation activities, program plans and recommend project implementation strategies.
17. Report and provide feedback to the Project Coordinator on project strategies, activities, progress and challenges.
18. Prepare quarterly reports including narrative, status, financial on progress for management, Project Coordination Team and other relevant bodies, in accordance with approved reporting formats for the project.
19. Work with the relevant stakeholders and other government agencies in developing products for project visibility and its strategic outcomes.

20. Accompanying field visits to provide inputs and guidance to ensure visibility and update stakeholders on progress of the intervention.
21. Use social media and other interactive tools to give project visibility (highlight project achievements, challenges and successes
22. Assist with development of instruments that may be used for beneficiary feedback and citizen engagement.
23. Work with the health facilities to define the citizen engagement/GRM tools they are using and prepare a strategy with outreach and consultations to health services beneficiaries under the project to confirm their use of the citizen engagement/GRM tools.
24. Any other communications activities exclusively related to the SHSRP, as assigned by the Director of Economic 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.

- Bachelor's Degree in Communications, Public Relations, Journalism or equivalent Mass Communication, Public Affairs, Environmental/Health Communications, or a related field.
- At least 5 years of work experience in the field of public information, media and communication relations, research, documentation, report writing, journalism or/and communication.
- Demonstrated experience in effective oral and written communication including the development of communication products in the field of media relations, research, etc.
- Sound policy understanding of the St. Vincent and the Grenadines Health Sector and policies and programmes *is an asset*.
- Knowledge and experience of ICT-based Office applications and tools (word processing, spreadsheets, and data processing, PowerPoint).

- Have good understanding of project planning, coordination and implementation and good analytical capacity.
- Excellent command of communication in English.
- Excellent interpersonal and communication skills and positive attitude.
- Previous communication experience in similar field (health sector) 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.

TECHNICAL COMPETENCES:

- Collaboration within and between teams: Contributes productively to work and team performance. Keeps others informed to ensure integration and significant results. Exhibits a sense of reciprocity and respect and resolves conflicts in a productive way. Seeks out and listens to other people's views/positions on issue to inform their own decision and share information openly.
- Demonstrated experience conceptualizing, preparing and maintaining multimedia and interactive content (such as slideshows, videos and timelines).
- Strong communication skills to speak and effectively utilize various platforms, such as newsletters, blogs and social 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 (Microsoft Word, Excel, Power-Point and Publishing, etc.)
- Excellent understanding of and ability to apply communication tools and techniques, including the ability to analyze and use research data.
- Drive for results: Assumes personal responsibility and responsibility to meet deadlines and achieve agreed results, and has the personal organization to do so. Defines challenging goals

and continually seeks improvement. Acts as a trusted strategic consultant, partnering with employees to deliver results. Understands the most pressing challenges of stakeholders and contributes to solutions.

- Leading and innovating: Apply critical thinking to current approaches, identify areas for improvement and try new solutions that deliver results. Inspires and influences others to drive innovation.
- Creates, applies and shares knowledge: Contributes to an environment in which knowledge is created, applied and shared in a transparent way. Contributes to the unit's body of knowledge, applying lessons learned and experience. Actively invests in self-knowledge and seeks feedback. Builds personal and professional networks inside and outside the workgroup.
- Discernment and analytical decision-making: Searches and analyzes facts, data and lessons learned to support sound and logical decisions about the work of one's own and others. Shows initiative when necessary and makes timely decisions.

CONTRACT DURATION

The contract will be for an initial period of twelve (12) months in the first instance and would be subject to renewal until the project closing date based on satisfactory performance, project continuity and funds availability.

ANNEX: PERFORMANCE EVALUATION CRITERIA AND METRICS

PERFORMANCE ASSESSMENT

	Performance metric	Complied*	Rating*
1.1	Preparing the project's Budgets/Cash Flow Projections on a quarterly basis.		
1.2	Prepare monthly Bank Reconciliation for all Bank Accounts (Special Account, Project Account, etc.) on a timely basis.		
1.3	Develop a Financial Procedures Manual within an agreed timeframe (and thereafter updating the Manual on a regular basis).		
1.4	Establish and maintain suitable systems of internal control (including procurement - goods, works and services, fixed assets, civil works, inventories management and distribution).		
1.5	Preparing Quarterly Interim Un-audited Financial Reports (IFRs) and Annual Project Financial Statements, as well as reporting on material variances; recommending remedial action, as appropriate, within an agreed timeframe.		
1.6	Submit IFRs within 45 days after the end of each reporting period, and submitting annual audited financial statement within 6 months after each fiscal year period.		
1.7	Assess reports received from internal/external auditors and follow up on any audit queries/management letters.		

The contract inclusive of the Terms of Reference, and detailed work plan with agreed targets will be used as the basis to evaluate performance.

Outputs and Deliverables

- Monthly progress reports on the status, challenges, indicators, ongoing contracts and the level of implementation of agreed deliverables.
- Quarterly reports
- Reports to meet the general and specific responsibilities of the assignment.

All reports and documents prepared for the assignment is the sole property of the Government of St. Vincent and the Grenadines.

Terms and Conditions

1. The Ministries of Finance, Economic Planning and Health, Wellness and the Environment shall make and provide the following to the Communications Specialist:
 - Relevant documents, data, statistics and information required for the execution of the project.

- When necessary, assign counterparts to assist the Communications Officer in executing assigned duties.
 - Office space and available resources for carrying out the assignment.
 - The Communications Officer shall not accept any courtesies/invitations offered from any parties other than the Government of St. Vincent and the Grenadines.
2. Documents or data provided by the Government of St. Vincent and the Grenadines for the purpose of this project shall be considered confidential and should not be disclosed to any party without prior authorization.
 3. The Communications Specialist shall not be a potential conflict of interest, will undertake the assignment with the highest professional standards and exercise confidentiality in discharge of the assignment.
 4. To ensure impartiality, the Communications Specialist must not in any way be affiliated with business entities that are currently providing or are seeking to provide goods and services to the Project.

The Consultant's performance shall be evaluated quarterly. The performance matrix will be included as an amendment once the criteria has been determined by the World Bank and approved by the Director of Economic Planning and Permanent Secretary of the MOHWE.

Form for Performance Evaluation

1. Loan, Credit, or Grant No. 2. Borrower (Client)
2. Project Name
3. Consultants Name, Nationality, 2 and Address
4. Description of Services (brief, less than a quarter of a page)
5. Contract Date
6. Completion Date 5 (Actual)
7. Original Contract Amount IO. Final Contract Amount
8. (Approx. in US\$) (Approx. in US\$)
9. Evaluation, based on (a) your own knowledge; (b) a review of the records, (c) panel assessment (if affirmative, pls. list panel members); and (d) discussions with borrower / Bank staff.

Score Rating

- 5 Outstanding
- 4 Good
- 3 Adequate

- 2 Marginally adequate
- 1 Unsatisfactory

Explanation of Above Score (Use additional sheets, if necessary)

I.....accept the performance evaluation
criteria and metrics for the position of Communications Specialist of the Project.

CODE OF CONDUCT

I, _____, staff at the PCT in the Ministry of Finance, Economic Planning and Information Technology in Saint Vincent and the Grenadines for the project Strengthening Health System Resilience Project (SHSRP), acknowledge that adhering to environmental, social, health and safety (ESHS) standards, following the project’s occupational health and safety (OHS) requirements, and preventing Gender Based Violence (GBV), including sexual exploitation and abuse (SEA), and sexual harassment (SH) at the workplace, is important in and outside the context of this project, as further set out in this Code of Conduct. As such, we acknowledge this Code of Conduct identifies the behavior that is expected of all PCT staff for the Project SHSRP.

Our workplace is an environment where unsafe, offensive, abusive or violent behavior will not be tolerated and where all persons should feel comfortable raising issues or concerns without fear of retaliation.

For the purpose of this Code of Conduct, it is important to note that GBV is an umbrella term for any harmful act that is perpetrated against a person’s will and that is based on socially ascribed (that is, gender) differences between male and female individuals. GBV includes acts that inflict physical, mental, or sexual harm or suffering; threats of such acts; and coercion and other deprivations of liberty, whether occurring in public or in private life. GBV includes the following concepts:

- **Sexual Exploitation and Abuse (SEA):** Sexual exploitation is defined as any actual or attempted abuse of a position of vulnerability, differential power, or trust for sexual purposes, including but not limited to, profiting monetarily, socially or politically from the sexual exploitation of another. Sexual abuse is defined as the actual or threatened physical intrusion of a sexual nature, whether by force or under unequal or coercive conditions.
- **Sexual harassment (SH):** occurs between personnel and staff on the project and means any unwelcome sexual advance, request for sexual favors, and other verbal or physical conduct of a sexual nature.

A violation to this Code of Conduct, including failure to follow ESHS and OHS standards, or engaging in activities constituting GBV including SEA/SH—be it on the workplace, work sites, work site surroundings, at workers’ camps, or the surrounding communities—, constitute acts of serious misconduct, which contravenes the terms of employment, and are therefore grounds for disciplinary action up to and including termination of employment for PCT staff. Acts that may violate the laws of Saint Lucia will be additionally referred to the corresponding legal authorities, including for potential prosecution under the Criminal Code.

Commitments under this Code of Conduct

I agree that while working on the project I shall:

General:

- carry out my duties competently and diligently.
- comply with this Code of Conduct and all applicable laws, regulations and other requirements, including requirements to protect the health, safety and well-being of other Project staff, workers, and any other person.

Regarding ESHS and OHS

- Attend and actively partake in training courses related to ESHS and OHS as requested by my employer.
- Always wear my personal protective equipment (PPE) when at the work site or engaged in project related activities.
- Implement the OHS Management Plan.
- Adhere to a zero-alcohol policy during work activities, and refrain from the use of narcotics or other substances which can impair faculties.
- Report work situations that are not safe or healthy and remove myself from a work situation which I reasonably believe presents an imminent and serious danger to my life or health.

Regarding equality of opportunity and treatment

- Treat women, children (persons under the age of 18), and men with respect regardless of race, color, language, religion, political or other opinion, national, ethnic or social origin, property, disability, birth or other status.

Regarding discrimination and violence based on gender

- Not use language or behavior towards women, children or men that is inappropriate, harassing, abusive, sexually provocative, demeaning or culturally inappropriate.
- Not engage in SEA with project beneficiaries and members of the surrounding communities.
- Not engage in sexual harassment with other project personnel and staff—for instance, comments on the appearance of another worker (either positive or negative) and sexual desirability. Making unwelcome sexual advances, looking somebody up and down; kissing, howling or smacking sounds; hanging around somebody; whistling and catcalls; and offering or giving personal gifts.

- Not engage in sexual favors—for instance, making promises of favorable treatment (e.g. promotion), threats of unfavorable treatment (e.g. loss of job) or payments in kind or in cash, dependent on sexual acts—or other forms of humiliating, degrading or exploitative behavior.
- Unless there is the full consent¹ by all parties involved, not have sexual interactions with members of the surrounding communities or work colleagues. This includes relationships involving the withholding or promise of actual provision of benefit (monetary or non-monetary) to community members in exchange for sex (including prostitution). Such sexual activity is considered “non-consensual” within the scope of this Code.

Regarding children under the age of 18

- Not engage in any form of sexual contact or activity with children under the age of 18—including grooming or contact through digital media. Mistaken belief regarding the age of a child or his/her consent is not a defense or excuse.
- Bring to the attention of my manager the presence of any children on the construction site or engaged in hazardous activities.
- Wherever possible, ensure that another adult is present when working in the proximity of children.
- Not invite unaccompanied children unrelated to my family into my home, unless they are at immediate risk of injury or in physical danger.
- Not use any computers, mobile phones, video and digital cameras or any other medium to exploit or harass children or to access child pornography.
- Refrain from hiring children below the minimum age of 18.
- Comply with all relevant local legislation, including labor laws in relation to child labor.
- When photographing or filming a child for work related purposes, I must:
 - Before photographing or filming a child, assess and endeavor to comply with local traditions or restrictions for reproducing personal images.
 - Before photographing or filming a child, obtain informed consent from the child and a parent or guardian of the child. As part of this I must explain how the photograph or film will be used.
 - Ensure photographs, films, videos and DVDs present children in a dignified and respectful manner and not in a vulnerable or submissive way. Children should be adequately clothed and not in poses that could be sexually suggestive.
 - Ensure images are honest representations of the context and the facts.

¹ **Consent** is defined as the informed choice underlying an individual’s free and voluntary intention, acceptance or agreement to do something. Consent must be informed, based on a clear appreciation and understanding of the facts, implications and future consequences of an action. The individual also must be aware of and have the power to exercise the right to refuse to engage in an action and/or to not be coerced (i.e., by financial considerations, force or threats). No consent can be found when such acceptance or agreement is obtained using threats, force or other forms of coercion, abduction, fraud, deception, or misrepresentation. For the purpose of this Code of Conduct, consent cannot be given by children under the age of 18, even if national legislation introduces a lower age. Mistaken belief regarding the age of the child and consent from the child is not a defense.

- Ensure file labels do not reveal identifying information about a child when sending images electronically.

Disciplinary measures

The Economic Planning division within the Ministry of Finance, Economic Planning and Information Technology (MoFEP) with the MOHWE, shall be responsible for making decisions on the specific sanctions to be imposed on workers for violations to this Code of Conduct. I understand that if I breach this Code of Conduct, the Economic Division within the MoFEP in collaboration with the MOHWE will take disciplinary action according to the seriousness of the offense which could include:

- verbal notification (For Public Officers)/ warning for PCT staff employed by the PS
- written notification (For Public Officers)/ warning for PCT staff employed by the PS
- termination of employment

Infringements sanctioned with verbal notification

Those behaviors that do not cause relevant risks to the MoFEP and MOHWE, other workers and/or its relationship with the communities. Verbal warnings may involve a reminder of the Code of Conduct and its applicability.

Infringements sanctioned with written notification

Those behaviors that cause minor risk to the MoFEP and MOHWE, other workers and/or its relationship with the communities and/or the environment.

Infringements sanctioned with termination of employment

Those behaviors that cause substantive risks to the MoFEP and MOHWE, other workers and/or its relationship with the communities and/or the environment, or behaviors that constitute serious misconduct in accordance with this Code of Conduct. In such cases, the termination of employment may be accompanied by a referral to the corresponding legal authorities. Cases of SEA or SH will always be considered serious misconduct. Recurrent offences to the Code of Conduct will also be considered serious misconduct.

Termination of employment shall be carried out in accordance with the Labor Code of St Vincent and the Grenadines.

I understand that it is my responsibility to ensure that the environmental, social, health and safety standards are met; that I will adhere to the occupational health and safety management plan; and, that I will avoid actions or behaviors that could be construed as GBV, including SEA and SH. Any

such actions will be a breach of this Code of Conduct. I do hereby acknowledge that I have read the foregoing Code of Conduct, agree to comply with the standards contained herein, and understand my roles and responsibilities to prevent and respond to ESHS, OHS, and GBV issues. I understand that any action inconsistent with this Code of Conduct or failure to act, may result in disciplinary action.

Staff Signature: _____

Printed Name: _____

Title: _____

Date: _____