

SAINT VINCENT AND THE GRENADINES STRENGTHENING HEALTH SYSTEM RESILIENCE PROJECT

TERMS OF REFERENCE FOR THE ASSISTANT PROJECT MANAGER (APM)

SVG-SHSRP-C-INDV-2

BACKGROUND

Saint Vincent and the Grenadines (SVG) has received financing from Export-Import Bank of the Republic of China on Taiwan for Reconstruction and Development towards the costs of 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 (NESDP). The project will also benefit from technical various assistance activities to strength 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 in support of the project implementing agency. 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.

Project Governance. Implementation of the project will fall under the ambit of the Public Sector Investment Project Management Unit of the Economic Planning Division, Ministry of Finance, Economic Planning, (MOFEP), working in close coordination with the Ministry of Health, Wellness, Environmental Health and Energy (MHWEHE) 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 oversight, and environmental and social risk management. The PCT is supported in the execution of its functions by a Health Sector Consultant (Ginger Sofreco) and a Construction Management Consultant (CMC - Politecnica) 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) has been established to enable high-level leadership, oversight, and coordination.

GENERAL SCOPE OF SERVICES

To support the PCT Project Manager in ensuring the successful planning and management of Saint Vincent and the Grenadines' SHSRP, the Government of SVG will hire an Assistant Project Manager (APM). In particular, the APM will be responsible for providing oversight functions for Component 2: Strengthening Health System Resilience. This will be done under the Project Manager's direction. He/she will work under the overall management of the Director of Economic Planning (MOFEP) and will report to the Project Manager. The consultancy is full-time and will be performed on site and at the designated project office located in SVG.

SPECIFIC SCOPE OF SERVICES

The specific responsibilities of the APM include, but are not limited to, the services listed below:

- a) Liaising with project stakeholders concerning project details and deliverables to ensure they are carried out according to the requirements of GOSVG.
- b) Assisting in proper planning, scheduling and implementation of the project, including the drafting of relevant documents, such as the Annual Work Plan and associated budget.
- c) Assist the Project Manager with ensuring the timely completion of annual audits and submission of audit reports to the GoSVG, as well as interim unaudited financial reports and cash forecasts.
- d) Manage and review all project tasks and deliverables for Component 2, in alignment with the overall project implementation plan.
- e) Assist in procurement activities especially under component 2
- f) Support adequate and efficient forecasting and management of budgets.
- g) Review and track all contracts, invoices, and payments to all contractors, consultants, and equipment vendors with focus on activities related to Component 2, including the Health Sector Consultant financed under Component 3.
- h) Administrative duties, such as setting up meetings, organizing missions, taking minutes, with special focus on activities related to Component 2.
- i) Tracking and reporting project progress, including reporting data for the Project's Results Framework for the semi-annual and annual project reports.
- j) Support preparation of the Mid-Term Review Report and execution of next steps in the agreed timeline.
- k) Assist the Communications Specialist in the development and implementation of the communications strategy related to Component 2 activities under the overall direction of the Project Manager, and support the communication strategy for an effective launch of the new hospital.
- l) Perform other duties as determined by the Project Manager in an orderly and efficient manner, including those related to environment and social management.

PERFORMANCE ASSESSMENT

The Contract, Monitoring and Evaluation framework, annual work plan, together with the performance evaluation criteria and metrics outlined below will be used to assess and evaluate Consultant's performance.

OUTPUTS AND DELIVERABLES

- Annual Work Plan and Budgets for Component 2 – one month before the end of fiscal year
- Monthly Progress Reports on Component 2
- Risk Management Plans for Component 2 – within 4 weeks from the Commencement Date
- Assist in the development of the communication strategy for Component 2 - within 6 weeks from the engagement of the services of the Communications Specialist.

- Other reports related to Component 2 to meet the general and specific responsibilities of the assignment, as requested by the Project Manager.

QUALIFICATIONS AND EXPERIENCE

Prospective candidates should have a minimum of the following qualifications and experience:

- **Master’s Degree in Management, Health Administration, Public Health, Health Economics or related fields with ten (10) years of general experience OR**
- **Bachelor’s Degree in Management, Health Administration, Public Health, Health Economics or related fields with fifteen (15) years of general experience.**

Additional Experience:

- **Diploma or Professional Certification in Project Management would be an asset.**
- Minimum five (5) years’ experience in Project Management, Management or other related duties.
- Minimum (7) years’ experience working in the health sector, particularly in the development and implementation of national health reforms, policies, programmes and projects.
- Experience working with projects funded by International Funding agencies preferably in projects financed by the World Bank or other international donors/partners.
- Knowledge of the dynamics of the institutional functioning of the MHWEHE is an asset.

Competencies:

- Proficiency in MS Office applications and tools including Excel, MS Project.
- Have proven knowledge and understanding of project planning, coordination and implementation and good analytical capacity.
- Strong written and oral communication skills
- Excellent multitasking skills
- Ability to foresee and evade risk appropriately.
- Ability to work under pressure with minimal supervision
- Excellent problem-solving skills
- Detail-oriented and highly organized
- Ability to uphold ethical standards, in accordance with World Bank’s Code of Conduct. The Code of Conduct will be included as an annex in the contract.

PERFORMANCE METRICS

Monthly progress reports on component 2, by the end of the first week of the succeeding month

DURATION

The contract will be for two (2) years in the first instance and would be subject to renewal until the project closing date based on satisfactory performance.

CODE OF CONDUCT

I, _____, staff at the PCT in the Ministry of Finance, and Economic Planning 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.

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 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.
- 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, and Economic Planning (MoFEP) with the MHWEHE, 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 MHWEHE 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 MHWEHE, 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 MHWEHE, 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 MHWEHE, 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: _____