

DRAFT TERMS OF REFERENCE

CONSULTANCY SERVICES – CAPACITY BUILDING FOR SPA SERVICE PROVIDERS IN SUSTAINABLE TOURISM MANAGEMENT, MARKETING AND SEXUAL HARRASSMENT SENSITISATION

1. BACKGROUND

1.01 The economy of St. Vincent and the Grenadines (SVG) is small and open with inherent structural characteristics that present important economic, social, and environmental challenges that threaten long-term sustainability. The country's small size limits opportunities to diversify into other sectors. SVG's export-orientation has helped to overcome constraints imposed by its smallness, however, economic concentration around a few key sectors, a narrow export base and high dependence on imports, has underpinned a high level of vulnerability to macroeconomic shocks that is exacerbated by its geographical susceptibility to natural disasters and the impacts of climate change. This has been a critical obstacle to greater prosperity and opportunities for its citizens.

1.02 SVG's vulnerability to shocks and exposure to natural disasters has subjected it to economic volatility, macro-fiscal instability, low growth and increasing debt during 2010–2019.

1.03 The novel Coronavirus (COVID-19) pandemic and the eruption of La Soufrière Volcano in April 2021 are the most recent shocks to impact SVG. These extraordinary shocks have been destabilising, compounding the difficult socioeconomic conditions and environmental challenges that the country faces. The SVG economy is estimated to have contracted by 3.3% in 2020, as a result of the pandemic and the Government has taken proactive steps to limit the spread, and at end-November 2021, had administered at least 50,749 doses of vaccines (29,243 first doses and 21,506 second doses). A Detailed Damage Sectoral Analysis of the volcanic eruption estimates that over 20,000 persons were temporarily displaced, with damage and loss to infrastructure, agriculture, and related sectors (from significant ashfall and superheated mud flows) of approximately USD115 million, (15% of Gross Domestic Product (GDP)). The socio-economic impact of the pandemic and the volcano were significant, causing higher unemployment, poverty, and inequality levels.

1.04 Investing in education and skills training is a key priority of SVG for building human capital, improving socioeconomic mobility, reducing poverty, and boosting economic growth. SVG has registered important advances in education including universal access to primary and secondary education. Public investment in education increased to 5.7% of GDP in 2018 compared with 5.1% of GDP in 2010. The Government of St. Vincent and the Grenadines (GOSVG) is addressing one of the main sector development challenges namely, enhancing the quality and relevance of education to achieve better alignment with the demand for skills and to improve gainful employment. In 2010 GOSVG established the Sector Skills Development Agency (SSDA). This agency is the primary agency responsible for technical and vocational education and training (TVET) development in SVG and the upskilling of nationals to enable them to access jobs in the CSME. Since the establishment of the SSDA, a number of projects have been implemented to develop SVG's human capital and building national authorities' capacity to offer training and certification in TVET programmes intended to boost the services sector. Through this agency, and in partnership with the Caribbean Development Bank (CDB) in 2011, 2013 and 2016^{1/}, previous projects focused on, *inter alia*, enhancing SVG's capacity to deliver TVET through the construction of smart classrooms, and pedagogical and skills training for TVET instructors.

^{1/} <https://www.caribank.org/newsroom/news-and-events/cdb-provides-additional-funding-tvet-development-project-st-vincent-and-grenadines>

1.05 As a result of such capacity building projects, SVG has been able to issue 353 Caribbean Vocational Qualifications (CVQs) over the period 2018–2020^{2/}. This is important because under Article 46 of the Revised Treaty of Chaguaramas establishing the Caribbean Community (CARICOM) Single Market and Economy (CSME)^{3/}, Member States are mandated to facilitate the movement of skills contemplated under that Article^{4/}, and to establish mechanisms for certifying and establishing equivalency of degrees, and for accrediting institutions. This expands the pool of regional jobs available to persons who qualify and can reduce unemployment for countries which may not have sufficient opportunities available locally, but which can export the services of its nationals.

1.06 Limited access to quality, demand driven TVET programmes has resulted in an inadequately skilled workforce relative to labour market needs, constraining employment opportunities especially for young graduates. Youth unemployment is significantly higher than the overall unemployment rate in SVG reaching 41.7% in 2019. The pandemic has aggravated existing labour market challenges, triggered significant job losses and kept unemployment high, especially youth unemployment.

1.07 In that regard, SVG has indicated that it wishes to expand its offerings for training and certification for specific professions that fall within its services sector:

- (a) Spa service providers.
- (b) Cultural Service providers - musicians, including associated assessors and verifiers.
- (c) CSME-approved vocations, specifically security guards and domestic workers, including associated assessors and verifiers.

Spa service providers

1.08 The Caribbean Sustainable Tourism Policy and Development Framework 2020 identified the Caribbean as the most tourism-intensive region in the world and indicated that although its destinations have seen uneven growth in the last ten years, in aggregate, tourist arrivals to the Region continue to increase. Prior to the COVID-19 pandemic, the United Nations World Tourism Organisation projected a sustained average growth of 3.3% per year in the number of international tourist arrivals worldwide^{5/}, meaning that there are immense possibilities and opportunities for the continued and sustained growth of tourism in the Caribbean.

1.09 Bearing this in mind, Caribbean countries whose economies are highly dependent on tourism, need to build capacity in subsectors that provide supporting services, while ensuring that their nationals are certified to operate in the industry. SVG's spa service subsector, unfortunately, is characterised by a lack

^{2/} CVQ is a CARICOM approved award that signifies the achievement or attainment of a set of competencies which define core work practices in an occupational area, consistent with the levels articulated within the regional qualifications' framework <http://cantaonline.org/faqs>

^{3/} The CSME is an arrangement among the CARICOM Member States for the creation of a single enlarged economic space through the removal of restrictions resulting in the free movement of goods, services, persons, capital and technology and it confers the right of CARICOM Nationals to establish a business in any participating CARICOM Member State.

^{4/} Persons eligible for movement: University graduates, media workers, sports persons, musicians, professional nurses, teachers, artisans, artistes, holders of degrees or equivalent qualifications, household domestics with CARICOM Vocational Qualifications or equivalent qualifications.

^{5/} United Nations World Tourism Organisation Tourism Highlights, 2017 Edition.

of licensing and certification of its facilities and personnel. This is due mainly to a lack of national standards to govern the industry and a lack of proper training and certification in the requisite CVQ. Through the SVG Tourism Authority (SVGTA), in conjunction with the St, Vincent and the Grenadines Bureau of Standards (SVGBS), a National Spa Services Standard has been drafted and consultations are currently ongoing with spa service providers.

1.10 National authorities have indicated that there are approximately 20 small spa facilities across the major inhabited islands and that locally, there is a small and limited pool of trained or certified professionals, with no local training institution for this subsector. Based on consultations with representatives from the SVGTA, 93% of the spas are owned by women.

Expansion of certification for CSME-approved vocations

1.11 In accordance with Article 46 of Revised Treaty of Chaguaramas and subsequent expansions of categories or workers^{6/} agreed to by the CARICOM Heads of Government, SVG is also seeking to certify cultural service providers, domestic workers and security guards to expand access to the job market in the CSME. Currently however, many of them are not certified and do not have access to jobs in the local or regional market.

1.12 The study done in 2015 on the labour market in SVG pointed out higher unemployment rates for persons with limited education opportunities. The study also highlighted that woman with only secondary school education were eight times more likely to be unemployed than women with university education^{7/}. In addition, lower skilled persons occupy positions such as security guards and domestic workers, and do not have the requisite certification to access jobs in other markets within the CSME. According to the list of TVET programmes identified in the SVG 2017/2018 Education Statistical Digest^{8/} and consultations with the representative from the SSDA, courses for occupations identified above are not yet facilitated at SVG TVET institutions. The GOSVG is therefore desirous of establishing TVET programmes to train and certify cultural service providers, security guards and domestic workers, as well as train and certify assessors and verifiers for these vocations.

2. OBJECTIVE

2.01 The objectives of this consultancy are to train spa service providers:

- (i) in good customer service principles that can be applied to their establishments;
- (ii) sustainable and environmentally friendly management practices;
- (iii) to generate brand awareness and attract customers through the promotion of their business; and
- (iv) to prevent sexual harassment in the workplace and to develop their professional competence to deal with any incidents that may occur.

^{6/} <https://today.caricom.org/2018/12/04/st-anns-declaration-on-csme/> and <https://csme.caricom.org/documents/booklets/65-free-movement-travel-and-work-3rd-edition/file pg. 20>

^{7/} <https://stats.gov.vc/wp-content/uploads/2018/09/Overview-of-the-labour-Market-of-SVG.pdf>

^{8/} https://stats.gov.vc/wp-content/uploads/2019/04/2018_Education_Statistical_Digest_SVG.pdf

SCOPE OF SERVICE

3.01 The Consultant will carry out the activities described hereunder and any other activities necessary to accomplish the stated objectives of the consultancy assignment, whether or not a specific activity is cited in these terms of reference. Throughout the assignment, the Consultant will liaise with the Project Coordinator, which will be appointed to lead and monitor the Project.

3.02 The tasks will include, but not be limited to:

(a) Developing and implementing training programmes which includes *inter alia*:

Tourism Management Training – 5 two-day sessions

- (i) What is outstanding customer service.
- (ii) Detail the approach to establishing rapport with a customer.
- (iii) Build trust and encourage repeat business.
- (iv) Master effective Telephone Customer Service.
- (v) Dealing with a difficult customer.
- (vi) Use of basic conflict resolution techniques.
- (vii) Outline the Service Recovery Process.
- (viii) Waste prevention, waste reduction, and recycling.

Marketing Training – 2 two-day sessions

- (i) The role of marketing in the sales process.
- (ii) How buyer behaviour impacts sales strategy effectiveness.
- (iii) Marketing to an international audience.
- (iv) Using technology to optimise the marketing and sales process.
- (v) The steps in the marketing planning process.
- (vi) Marketing and promotion assessment.

Sexual Harassment Prevention Sensitisation – 5 one-day sessions

- (i) Human resources perspective
 - Gender concepts
 - Types of sexual harassment in the workplace, and specifically, the tourism industry
 - Cultural behaviours that may be perceived as sexual harassment
 - Measures to prevent sexual harassment in the workplace

- Recommended procedure for reporting cases of sexual harassment
- Recommended procedure for conducting an inquiry into alleged incidents of sexual harassment
- Importance of maintaining confidentiality in treating with alleged incidents
- Taking disciplinary action and implementing proportional penalties

(ii) Legislative perspective

- National laws that treat with sexual harassment
- Seeking redress outside of the workplace
- When sexual harassment amounts to a criminal offence

(b) Preparing and delivering the reports outlined in Section 4 below.

3.03 These tasks should be done in collaboration with the SVGTA and any other entity that SVG may deem necessary.

3. REPORTING REQUIREMENTS

4.01 The Consultant Team or firm shall report to the Project Coordinator.

4.02 The Consultant shall have the following deliverables:

(a) An Inception Report after a review of background documents and consultations with the Client, within five days of commencement of the Project. The Inception Report will contain the proposed detailed work plan for the assignment.

(b) The following training modules 14 days after delivery of the Inception Report:

- (i) Customer service training
- (ii) Tourism marketing training
- (iii) Sexual harassment training

(c) Final report documenting training of spa service providers, within five days of completion of the training.

4. QUALIFICATIONS AND EXPERIENCE

5.01 The consulting team should possess the following:

Expert 1 - Customer Service

- (a) Advanced Degree in Communications, Business, or another relevant field from a recognised and reputable institution.
- (b) Demonstrated experience in designing and delivering training programmes on customer service.

- (c) A minimum of five years' experience in customer service management.
- (d) Experience working in developing or CARIFORUM countries.
- (e) Strong interpersonal and exceptional communications skills.

Expert 2 - Tourism Marketing

- (a) Advanced Degree in Tourism Management, Marketing, Business, or another relevant field from a recognised and reputable institution.
- (b) A minimum of five years' experience in tourism marketing and product development.
- (c) Experience working in developing or CARIFORUM countries.
- (d) Strong experience of linking local, regional and international tourism markets.
- (e) Strong interpersonal and exceptional communications skills.

Expert 3 - Behavioural Specialist

- (a) Advanced Degree in Human Resource Management, Gender Studies, Social Sciences or a related field from a recognised and reputable institution.
- (b) A minimum of five years' experience in designing and delivering training programmes on gender equality, sexual harassment, gender-based violence etc.
- (c) Experience working in developing or CARIFORUM countries.
- (d) Knowledgeable on the concept of sexual harassment, related country laws, as well as an understanding of the gender dynamics of the tourism industry of SVG.
- (e) Strong interpersonal and exceptional communications skills.

Expert 4 - Legal Specialist

- (a) Advanced Degree in Law.
- (b) Experience working in developing or CARIFORUM countries.
- (c) Knowledgeable on the concept of sexual harassment, related country laws, as well as an understanding of the gender dynamics of the tourism industry of SVG.
- (d) Strong interpersonal and exceptional communications skills.

6. SUPERVISION OF THE CONSULTANT

6.01 The SSDA will facilitate the work of the consultant and will make available all studies, reports, and data relevant to the Project. The Project Coordinator will be assigned to be the liaison between the SSDA and the consultant team.

6.02 It is estimated that this consultancy will require ten person-days over a period of two calendar months.