

**GREEN CLIMATE FUND READINESS SUPPORT FOR MAINSTREAMING CLIMATE
RESILIENCE INTO WATER SECTOR PLANNING, DEVELOPMENT AND OPERATIONS IN
SAINT LUCIA**

**CONSULTANCY SERVICES FOR COMMUNICATION STRATEGY AND
ACTION/CAMPAIGN PLAN FOR SAINT LUCIA WATER AND SEWAGE COMPANY**

TERMS OF REFERENCE

1. BACKGROUND

1.01 The Water and Sewerage Company Inc. (WASCO) is the utility with responsibility for the provision of potable water and sewerage services in Saint Lucia. In 2014, the Caribbean Development Bank (CDB) funded an Assessment of the Water Sector in the Caribbean (January 2015), which included the preparation of water sector profiles for CDB’s Borrowing Member Countries.

1.02 The profile for Saint Lucia presented climate change projections and identified specific impacts on the sector. One of the investment options recommended to support the water and sanitation sector in Saint Lucia was capacity building to improve standardization and application of an assessment, monitoring and reporting process. Water Utilities are usually knowledgeable about their systems but less so about the climate risks that may constrain their ability to meet the organization’s goals. The staff are usually addressing many pressing issues and have limited time to focus on adaptation planning for the future. In addition, because of resource constraints, water utility companies can only plan for adaptation to climate change impacts within the confines of those limited resources through bilateral and multi-lateral sources. Despite these challenges, the Utility company must incorporate climate change considerations in its planning in order to realise organizational goals. WASCO has been challenged with the provision of adequate services due to a myriad of constraints - technical, managerial and financial – that are exacerbated by the impacts of climate variability and change.

1.03 Water Security in Saint Lucia has become a priority for the country due to the inadequacy of water supply and sewerage services island-wide in the wake of climate change and associated impacts. The availability of a clean, safe and reliable water supply and associated sewerage services is critical not only for day-to-day living but also for the growth of the economy and the development of the country. The water sector is a cross-cutting sector impacting on economic sectors such as tourism, agriculture, industry, commerce as well as education and healthcare institutions. In recent years, climate variability and change through extreme rainfall events have had significant impacts on the water infrastructure which has not been designed to withstand the effects of climate change, therefore impacting the operations of the water utility company. Also of significance is extreme dry weather or droughts resulting in an inability to adequately supply customers with minimum water quantities at various times.

1.04 The Government of Saint Lucia (GOSL) through the Department of Economic Development, Office of the Green Climate Fund (GCF) National Designated Authority (NDA) has received approval from the GCF to support a climate change readiness project aimed at enhancing water security through mainstreaming of Climate Resilience in Water Sector Planning, Development, Investment and Operations in Saint Lucia. This project entitled “Mainstreaming Climate Resilience into Water Sector Planning, Development and Operations in Saint Lucia” will be implemented through CDB, acting as the Delivery Partner (DP).

1.05 The purpose of this readiness project is to support the capacity building and institutional strengthening of WASCO to facilitate mainstreaming of climate resilience into water sector planning, development and operations in Saint Lucia. This readiness will address the following barriers:

1. Limited access to concessionary financing.
2. Limited institutional capacity within the Water Utility Company to respond to climate change.
3. Inadequate development of a pipeline of projects for climate resilient infrastructure to ensure safe and reliable water supply and sewerage services.
4. Limited communication and public awareness of water supply issues relating to climate change.

1.06 Over the years the cadre of human resources of the utility company has been significantly depleted and the utility continues to face human resource constraints. At this point WASCO has embarked on various institutional strengthening initiatives geared at increasing the capacity of the agency to be more responsive to the impacts of climate change on the utility operations. This includes recruitment of new staff to fill vacant positions as well as training of all staff and ensuring an increased capacity to facilitate the delivery of climate resilient water supply and sewerage services and staff that are responsive to climate change issues in the execution of duties. This readiness project will build upon previous initiatives.

1.07 The capacity, systems and networks of the main water sector stakeholder WASCO will be enhanced to support the development and implementation of GCF-funded activities. This would result in the technical and administrative capacities being strengthened for the development of climate resilient initiatives. In addition, the communication strategy and associated action plan when implemented will catalyze behavioral change on climate related challenges. As well, it is expected that there will be an enhanced capacity to develop and submit water sector concept notes and associated GCF Project Preparation Facility requests addressing challenges of water security. This would effectively address all the barriers highlighted previously and support the overall objective of the project to mainstream climate resilience into water sector planning development and operations in Saint Lucia through the strengthening of WASCO.

2. OBJECTIVE OF CONSULTANCY

2.01 The objective of the consultancy is to develop a Communication Strategy and Action/Campaign Plan to catalyze behavioral change on climate related challenges. The consultancy will address the limited communication and public awareness of water supply issues relating to climate change, which has been and continues to be inadequate to address key issues of the water sector in relation to climate impacts and the need for the general public to be aware and contribute to adaptation measures.

3. SCOPE OF SERVICES

3.01 The Consulting Services being procured will facilitate communications and awareness (public and internal) on the issue of climate change and its impact on the water sector. This will be initiated through the development of a Communication Strategy and Action/Campaign Plan. Key components of the strategy will include an internal communication plan and an integrated marketing communications plan. The Strategy will also propose policies to guide how communication is managed with the public in times of crisis, how WASCO engages with the media, and how WASCO engages via social channels.

3.02 As the sole water utility, and given the finite nature of the resource, the responsibility for public education rests heavily on WASCO. Therefore, the communication strategy will outline programs for public education and general public relations. Advertising and promotions will be treated as separate and needs

based. The following topics will be focused on: climate change and its associated impacts on SIDS and the water sector, water security, water resources management, water storage and rainwater harvesting, water demand, leakage, water conservation. The Consulting Firm will undertake, but not be limited to, the following tasks:

- (a) Design a draft Communication Strategy and Action/Campaign plan to engage stakeholders on the strategies to safeguard access to water services and their participation in citizen feedback processes.
- (b) Validate the draft Communication Strategy and Action/Campaign Plan with key stakeholders in the water sector conducted through focus group discussion with stakeholders to be drawn from the Ministries of Infrastructure, Agriculture, and Department of Sustainable Development, WASCO's Board, senior management, and officials from NURC and WRMA.
- (c) Based on feedback from the focused group discussions, revised the draft Communication Strategy and Action/Campaign Plan submit to WASCO, NDA and DP for approval.
- (d) Develop and disseminate through media sources relevant knowledge tools to aid implementation of the approved Communication Strategy and Action/Campaign Plan.

4. DELIVERABLES

4.01 The Consulting Firm will be required to provide the following:

- (a) Inception Report and Work Plan for developing the Communication Strategy and Action/Campaign Plan, including strategy and methodologies, as well as quality assurance plan submitted to WASCO, NDA and DP.
- (b) Draft Communication Strategy and Action/Campaign Plan prepared and shared with WASCO, NDA and DP for feedback.
- (c) A report on the focused group discussion including minutes and participants disaggregated by gender submitted.
- (d) Final Communication Strategy and Action/Campaign Plan based on feedback from the focused group discussion submitted to WASCO, NDA and DP for approval.
- (e) Media Knowledge Tools (English and Kweyol) developed for dissemination through radio, print media, internet and TV communication to stakeholders by Consulting Firm and approved by WASCO and the NDA.

5. QUALIFICATIONS AND EXPERIENCE

5.01 The Consulting Firm should provide a team of key experts capable of delivering on the scope of services presented. Required qualifications and experience should be:

General Qualifications and Experience

- (a) A track record of at least 10 years delivering similar sized projects in communications,

- public awareness, knowledge management and production of media tools in development, water resources management, climate change or similar sectors.
- (b) Experience in preparation and implementation of communications strategies and campaigns.
 - (c) Demonstrated experience in writing for radio and television; writing for promotional material production, including public awareness; layout and design of printed material; conceptualizing and preparation of media tools for radio and television production; and, presenting and producing high quality television and radio programmes (including PSAs and TV Features).
 - (d) Experience in leading on communications projects.
 - (e) Experience in capturing lessons learned.
 - (f) Demonstrated experience working at a national and community level in creating public awareness on various environmental topics and in various economic sectors.
 - (g) Demonstrated experience in undertaking at similar assignments which have been successfully completed.
 - (h) Excellent command of English as well as Kweyol will be an asset.

Experts Qualifications and Experience

5.02 The Consulting Firm must provide a team of key experts capable of delivering on the scope of services presented, including, but not limited to:

Lead Consultant

- (a) University degree or equivalent in Development Communication; Organizational Communications, Journalism, Media / Mass Communication, Public Relations, Marketing or other relevant fields.
- (b) Minimum of 5 years of professional experience creating content for radio, television, social media and the web.
- (c) Experience in branding, designing campaigns, media placements, negotiating media packages and media monitoring capabilities.
- (d) Experience working with a wide range of stakeholders, including government officials, private sector, donors, development partners, regional and/or international organizations, and community groups.
- (e) Experience in capturing lessons learned.
- (f) Excellent oral and written English communication skills.
- (g) Experience in creating content related to the water sector or the environment would be an asset.
- (h) Skills in Kweyol will be an asset.

Climate Change / Water Sector / Environmental Management Specialist

- (a) A post graduate qualification in water resources management, water utility operations, environmental management, environmental engineering or other relevant area.
- (b) At least 5 years of demonstrated experience in various aspects of municipal administration, planning, and operations, and in particular knowledge in the water sector.
- (c) Knowledge and understanding of the Climate change in the local and regional context would be an advantage.
- (d) Experience working with a wide range of stakeholders, including private sector, communities, government agencies, and regional and/or international organizations.
- (e) Excellent command of written and spoken English.

6. DURATION

6.01 The Consulting Firm will be a local firm based in Saint Lucia and will work with the Project Team and will report to the Project Co-ordinator to execute relevant project activities over a period of 18 months.