

Executive Secretariat for Integral Development (SEDI)
Department of Sustainable Development (DSD)

TERMS OF REFERENCE

**Terms of Reference for the Development of a National Communications Strategy
(and Associated Implementation Plan) for Integrated Water and Wastewater
Management (IWWM) in Barbados**

I.1 Department of Sustainable Development (DSD)

The Department of Sustainable Development (DSD) of the Executive Secretariat for Integral Development (SEDI) supports the Member States of the General Secretariat of the Organization of American States (GS/OAS) in the design and implementation of policies, programs and projects oriented to integrate environmental priorities with poverty alleviation, and socio-economic development goals. Translating sustainable development and environmental protection goals into concrete actions, DSD supports the execution of multiple country projects in such diverse areas as Integrated Water Management; Energy and Climate Change Mitigation; Risk Management and Climate Change Adaptation; Biodiversity and Sustainable Land Management; and Environmental Law, Policy and Good Governance. DSD also supports transparency and public participation, as practical ingredients of good governance.

I.2 Integrated Water Resources Management Section (OAS Water Program)

The countries of the Western hemisphere share over 70 major transboundary river basins and aquifers. In this context, the primary objective of the OAS Water Program is to support Member States in their efforts to improve the management, conservation, and sustainable use of both superficial and ground water resources by promoting social and economic growth in these regions. Specific actions include the promotion of water governance; the assistance to develop policies, laws and regulations for integrated water resources management; the building capacity in regional, national and local institutions; and the support of the exchange of information through specialized networks in water resources.

Furthermore, in partnership with institutions such as the United Nations Environment Programme (UNEP), the World Bank, and the Global Environment Facility (GEF); the GS/OAS through the OAS Water Program within DSD/SEDI acts as a regional executing agency for various water resource management projects being conducted in transboundary, multi-country river basins and aquifers in the Americas.

**I.3 The CReW+: An Integrated Approach to Water and Wastewater Management
Using Innovative Solutions and Promoting Financing Mechanisms in the Wider
Caribbean Region**

The objective of CReW+ is to “To implement innovative technical small-scale solutions in the Wider Caribbean Region using an integrated water and wastewater management approach building on sustainable financing mechanisms piloted through the Caribbean Regional Fund for Wastewater Management.” By building on the frameworks and lessons of earlier projects (including CReW), CReW+ will implement small-scale, local, rural, peri-urban, and community-based technological solutions for integrated water and wastewater management. The project aims to implement solutions for the improved management of wastewater that can be up-scaled and replicated so as to significantly reduce the negative impact of domestic wastewater on the environment and people of the Wider Caribbean Region and to similarly implement appropriate solutions at selected watersheds and freshwater basins to ensure greater water security for vulnerable rural communities. This will be achieved through targeted water resources conservation measures, wastewater and water re-use, improved land use practices and greater water use efficiency. These interventions will increase resilience of local communities to the impacts of droughts and more generally to the impacts of climate change and climate variability on the water sector.

I.4 The GEF CReW+ Project as a vehicle for development of the National Communications Strategy on IWWM

The objectives of the GEF CReW+ project are consistent with two approved national Policies of the Government of Barbados: The 2020 Water Protection and Land Use Zoning Policy and the National Water Reuse Policy, 2018. There are also potential synergies between the Government of Barbados’ major transformational initiative the Roofs to Reef Programme (R2RP). The GEF CReW+ Project will serve as a catalyst to implement the development of a holistic National Communications Strategy and associated Implementation Plan, a requirement of the National Water Reuse Policy, which aligns with Component 4 of GEF CReW+ within the broader national context of the R2RP.

I.5 Description of Required Services

General Objective: Development of a National Communications Strategy and Implementation Plan.

Barbados being a water scarce country and with the expected impacts of climate change, maintaining water security will be an increasing challenge. Under these projected conditions it is important to use existing water resources in an effective and efficient manner. To this end, Barbados has developed a National Water Reuse Policy (2018). The Reuse Policy is supported by the Barbados Physical Development Plan Amendment, 2017 and the 2020 Water Protection and Land Use Zoning Policy, which call for the treatment of all wastewater discharges. In addition, there continues to be discussion around the expansion of the tourism sector and more recently the need to substantially increase Barbados’ population – with all that these two issues would entail. There needs to be a deeper understanding of the role of IWWM and its importance across proposed population changes. The policy initiatives need to be communicated effectively and

efficiently to support the national development pathways. This entails gaining the understanding and support of key target groups, professionals, service providers and the public alike, to facilitate awareness of the needs and opportunities relating to water reuse and changing attitudes. Hence there is a need for improved awareness and understanding of the benefits of implementing integrated approaches to water and wastewater management to safeguard future water security. A key factor in achieving this will be the development of information and information products, and effective means of knowledge and information transfer to ensure the Policies achieve their desired outcomes and impacts. Understanding the current conditions with respect to reclaimed and water reuse, the ambit of wastewater infrastructure and virtual water footprint are necessary to inform the strategy. The strategy will also promote a blue economy approach which incorporates the reuse of wastewater for productive purposes.

The firm or group of consultants reporting directly to the Director, Environmental Protection Department will perform the duties as they relate to Design and Development of a National Communications Strategy and Implementation Plan related to Integrated Water and Wastewater Management (IWWM) in Barbados to realise objectives under the National Water Reuse Policy, 2018 taking into consideration the Physical Development Plan (amended), 2017 and the Water Protection, Land Use Zoning Policy. The new Water Protection and Land Use Zoning Policy, 2020, calls for treatment of all wastewater discharges such that, the sewage disposal wells are no longer the means of treatment and final disposal. Specifically, the firm or group of consultants will be responsible for: the development of a national communications strategy for wastewater reuse which is aligned with Output 4.1.1 of the CReW+ project. The communications strategy should include information and information products for dissemination related to IWWM, that includes information for key target groups in all sectors, as well as comprehensive inventories of coverage of reclaimed water reuse, wastewater infrastructure, water availability and water footprint. Best practices and learning from the training activities will also feed into the strategy.” This is expected to be accomplished by conducting the following activities (Table 1) which were proposed as part of the National Package for Barbados¹:

Table 1: Activities to be conducted by firm or group of consultants

<i>Project Activities</i>	<i>The following activities have been identified with the aim of improving public awareness of water and wastewater management issues in Barbados as well as to</i>

¹ The National Package for Barbados was prepared locally through an IDB consultancy. It details “measures and activities that respond to issues associated with land degradation and threats to biodiversity through inappropriate water and wastewater management. It provides baseline information on the current status of water and wastewater management with respect to governance, financing, approaches adopted and, knowledge management. The gaps between where the country is and where it aspires to be are identified and used to recommend activities concordant with the aims of the CReW+ project”.

	<i>inform stakeholders of the CReW+ project. They have been aligned with the CReW+ Project Activities</i>	
Activity 1	CReW+ Activity 4.1.1a	Review and assess the communications requirements – Duration 5 months
Activity 2	CReW+ Activity 4.1.1b	Stakeholder consultations – Duration 3 months .
Activity 3	CReW+ Activity 4.1.1c	Review communications best practices – Duration 1 month
Activity 4	CReW+ Activity 4.1.1d	National communications strategy and implementation plan – Duration 5 months

The scope of works for each of the four (4) activities are described below. The firm will be expected to complete these activities for Barbados and make recommendations/modifications based on their experience and expertise. The firm will therefore be required to:

Activity 1 - Review and assess the communications requirements – Duration 5 months

Task 1: Review the national project, and other national activities associated with integrated water and wastewater management (IWWM) as well as other project activities undertaken under the CReW and CReW+ and 3R CREW projects to determine the communication requirements. This would entail the use of appropriate analysis tools such as SWOT and PESTLE analysis to gain a deeper understanding of the Barbados environment as it relates to IWWM

Task 2: Conduct a Knowledge Attitude and Practices survey among key stakeholders, including those in the public private and third sectors, and the general public in relation to reclaimed water and reclaimed water products (treated effluent). Key stakeholders would include persons and organisations in academia, tourism, agriculture, industrial and residential sectors. The KAP survey would inform the communication strategy, its implementation plan and the required messages for effective communication.

Task 3: Review the National Water Reuse Policy, 2018, the 2020 Water Protection and Land Use Zoning Policy , the Barbados Physical Development Plan Amendment, 2017, recent environmental impacts assessments for sewage treatment plants, the Health Services Act CAP 44, and the Safety

and Health at Work Act, 2005 and related proposed communication activities to determine the communication requirements that must be met in order to propose a suitable communications framework.

Task 4: Conduct a Strength, Weakness, Opportunity, and Threat (SWOT) analysis of the relevant organizations (Environmental Protection Department, Barbados Water Authority, Environmental Health Department, Coastal Zone Management Unit, Town & Country Development Planning Office, Ministry of Agriculture and Food Security (MAFS), Ministry of Education, Technological and Vocational Training (METVT), Ministry of Finance, Economic Affairs and Investment (MFEI), Ministry of Innovation, Science and Technology, Ministry of Maritime Affairs and the Blue Economy and Government Information System as well as other entities as may be relevant to determine how they might contribute to the implementation of the communication strategy and implementation plan.

Activity 2 - Stakeholder consultations – Duration 3 months

Conduct consultations with key stakeholders and informants to determine the communication needs, challenges to effective communication, means of communication, capabilities, policies, and protocols related to information dissemination by government bodies and agencies,

Task 1: Prepare survey templates for review and approval by the Environmental Protection Department and the OAS Department of Sustainable Development. While the CREW+ Communications Strategy 2021-2022 provides a survey instrument, it is specifically tailored to institutions. A secondary survey instrument developed specifically to capture KAP of individuals is recommended.

Task 2: Interview key stakeholders to determine their communication needs, identify challenges encountered with effective communication to various audiences and how information is currently being disseminated.

Task 3: Assess communication capabilities of all implementing partners and stakeholders.

Task 4: Review the policies/protocol of implementing partners and key stakeholders relevant to the dissemination of information to the public by government agencies.

Task 5: Prepare guidance on the communication needs motivation needs, and appropriate means and methods of communication for stakeholders and the public.

Activity 3 - Review communications best practices – Duration 1 month

Review best practice from other jurisdictions regarding water, wastewater and environmental issues to identify the most effective communication tools, methods of dissemination

Task 1: Review existing communication strategies employed by various local agencies and entities in other jurisdictions relevant to the development status, needs and plans of Barbados regarding reclaimed water reuse and integrated water and wastewater management issues in general. This information will inform what methods and communication tools have been or could be effective and might be the most appropriate methods for the Barbadian context to enhance the dissemination of information.

Activity 4 - National communications strategy and implementation plan – Duration 5 months

The development of a National Communications Strategy and Implementation Plan sets out a roadmap to guide how water, wastewater and reclaimed water management information is shared nationally, and within the CReW+ project.

Task 1: Use the information gathered in the foregoing Activities to develop a national communication and knowledge dissemination strategy for water, wastewater, and reclaimed water. This strategy will be used to guide/direct how information is shared regarding activities within the national project, the CReW+ initiatives as well as issues relating to the management of wastewater and reclaimed water reuse in Barbados.

Task 2: Conduct educational and public sensitisation activities using messages created from the tasks 1, 2 and 3 using a variety of multimedia platform (radio, print, television, and social media) to the relevant stakeholder groups and test the efficacy of the messages.

Task 3: Conduct a Cost-Benefit Analysis to inform the long-term strategy for communication and determine the most appropriate methods, whether through a dedicated educational unit or outsourcing of public education and sensitisation, to ensure that the mandate of increased public education, awareness and acceptance about reclaimed water reuse is implemented in the long term.

Task 4: Communication tools used must be developed to incorporate the use of cell phone technology as it relates to the wider populace. More and more people rely on mobile phones for information. Further, testing should also be for penetration rather than efficacy alone. The use of data analytics is recommended and easily acquired based on the social media platforms used

This strategy should cover but not be limited to the following:

- a. Identify the communication needs of the various stakeholder groups and determine the appropriate messages which are consistent with national policies on IWWM for the different stakeholder groups where relevant;
- b. Identify the primary target audience with audience and programme analyses as necessary;
- c. Identify secondary target audience;
- d. Identify communication objectives specific to target groups;
- e. Assess the role of the media;
- f. Identify and provide project specific knowledge dissemination tools and messages;

- g. Develop communication messages, jingles, press releases and other relevant materials for distribution to the selected stakeholders and the general public on water, wastewater treatment, reclaimed water reuse, including information on plumbing codes and standards for water reuse systems;
- h. Recommendations for various communication methods, materials, and tools;
- i. Utilise the prepared messages and tools to test and evaluate their effectiveness;
- j. Guidance for public awareness and public education needs;
- k. Preparation of a communications brief outlining the message, methodologies challenges and costs tailored for policy makers;
- l. Recommendations for personnel, technical and equipment resource needs;
- m. Prepare guidelines on best practice for conducting information exchange sessions with different stakeholder groups;
- n. Based on (i), prepare an evaluation report and a guidance document on how to conduct future evaluations of the communication instruments and messages;
- o. Budget, timeline and resource list for actioning the communication strategy and implementation plan
- p. Proposals for the modification of the EPD's website to host related information on IWWM and act as a clearing house for information sharing and dissemination.
- q. Development/Design of a platform for sharing research information through national seminars, research symposiums and websites.

Soliciting stakeholder input. The firm will disseminate the draft strategy and plan to stakeholders for review.

Facilitating a stakeholder meeting. This will involve convening a meeting(s) with all stakeholders to discuss, review and solicit feedback on the draft communications strategy and implementation plan. The firm will be responsible for presenting the strategy and facilitating this session.

Finalising the reference document. The firm will incorporate the comments gathered from the stakeholder meeting into the national communications and knowledge dissemination strategy and implementation plan and submit the final draft to the EPD.

The firm will submit:

- a. Activity 1: i. Knowledge, attitude and practice (KAP) assessment report based on the surveys and interviews conducted to inform the draft national communications strategy and implementation plan for approval before proceeding with the remainder of the activities.
 - ii. SWOT Analysis Report and Policy Review document.
- b. Activity 2: Communication needs report presented by sector and stakeholder and based on the surveys.
- c. Activity 3: Communications best practices by jurisdictions Report.
- d. Activity 4: i. Draft national communications strategy and implementation plan for review/comment for approval for public consultation;
 - ii. Stakeholder workshop report;

- iii. Communication tools, messages, and materials including short videos, jingles, press releases and other relevant materials for use in a communication programme with the commensurate advice on the appropriate platform(s) where the materials should be disseminated;
- iv. An evaluation report testing the efficacy of communication messages and methods; and
- v. Final Draft national communications strategy and implementation plan which takes into consideration the output from the stakeholder's workshop.

I.6 Deliverables and Contract Duration

The contract for this assignment shall be executed over an eleven-month period with an expected start date of September 2021 and completion date of August 2022

The consultancy requires the delivery of the following outputs:

Table 2: Deliverables of the consultancy

Mobilisation	i. Inception report submitted two (2) weeks after acceptance of Terms of Reference
Activity 1	<ul style="list-style-type: none"> i. Knowledge, Attitude and Practice Assessment Report completed three (3) months after acceptance of Terms of Reference ii. SWOT assessment report completed three (3) months after acceptance of Terms of Reference
Activity 2	i. Consultations completed six (6) months after acceptance of Terms of Reference and communications needs report submitted.
Activity 3	i. Review and associated report completed six (3) months after acceptance of Terms of Reference
Activity 4	<ul style="list-style-type: none"> i. Draft national communications strategy and implementation plan for review, comment for approval for public consultation completed nine (9) months after acceptance of the Terms of Reference; ii. Stakeholder workshop report; iii. Communication tools, messages, and materials including short videos, jingles, press releases and other relevant materials for use in a communication programme with the commensurate advice on the appropriate platform(s) where the materials should be disseminated six (6) months after acceptance of Terms of Reference iv. An evaluation report testing the efficacy of communication messages and methods nine (9) months after acceptance of Terms of Reference; and

	v. Final Draft national communications strategy and its implementation plan which takes into consideration the output from the stakeholder's workshop eleven (11) months after acceptance of Terms of Reference.
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The firm or group of consultants will be responsible for ensuring that monthly progress reports, for the entire period during which work is expected to be performed are delivered to the EPD and OAS Department of Sustainable Development. Reports must be submitted to the EPD and OAS Department of Sustainable Development in electronic format and are considered delivered after confirmation of receipt by both parties. One (1) hard copy of the draft reports and draft final reports described in Table 2 along with electronic copies of each report in a format indicated by the client.

The firm or group of consultants will be required to submit monthly progress reports to the EPD/OAS Department of Sustainable Development. These shall include but not be limited to the following:

- Information requests.
- Information outstanding.
- Accomplishments over the one (1) month period.
- Proposed work for the following period.
- Problems encountered and measures employed to overcome these.
- Status of project in relation to overall project timeline.

I.7 Payment Schedule,

After agreement is reached on the cost of the project, payment will be disbursed as follows:

Activities	Outputs	Disbursements
Mobilisation	Inception Report	10%
Activity 1:	Acceptance of the Knowledge, Attitudes and Practice and SWOT assessment reports by EPD	10%
Activity 2:	Acceptance of the Communication needs report based on stakeholder interviews, Consultations	20%
Activity 3:	Acceptance of the Report on best communication practices in other Jurisdictions	5%

Activity 4 (I):	Acceptance of the Draft communication strategy and implementation plan	25%
Activity 4 (ii)	Acceptance of the Draft communication strategy and implementation plan workshop Report	5%
Activity 4 (iii)	Acceptance of the Communication tools, messages and materials	25%
Activity 4 (vi)	Acceptance of the Evaluation report on communication messages and tools	5%
Activity 4 (v)	Acceptance of the Final communication strategy and implementation plan accepted by Government	10%

I.8 Competency of Personnel

The firm or group of consultants shall provide adequate numbers of qualified personnel to execute the activities listed in this Terms of Reference. The group of experts assigned to the project shall be composed by at least: a) **Technical Specialist (Project Manager)** with (i) extensive experience in the water and wastewater sector, with strong design and construction experience in the sector; (ii) Solid technical skills in water and wastewater treatment system design, especially in decentralize systems, including a good balance of technical, socio-economic and environmental expertise; b) **Communication Specialist** with advanced degree (Masters/PhD) in communications and media, sociology and marketing, with (i) extensive experience in writing, editing and supervising written material for developing agencies; (ii) experience in developing strategic documents, program design, and program monitoring and evaluation; (iii) experience in the water and environmental sector; and c) **Policy Specialist** with extensive experience in the public policy area in the Caribbean region. Previous direct experience in Barbados will be an asset. All experts should possess: (i) Knowledge and understanding of the water and wastewater sector in the wider Caribbean region; (ii) Knowledge of systems in use and/or feasible for use in developing countries (LAC); (iii) Excellent verbal and written communication skills; (iv) Field experience in working for multilateral, bilateral or NGO funded projects; (v) fluency in English.

The firm or group of consultants must have proven, substantive knowledge, understanding of and experience with the implementation of successful communication programmes with demonstrated monitoring and evaluation experience for the said programme. They must also demonstrate an in-depth knowledge, understanding of and experience with the prevailing conditions relating to water resources management in Barbados, existing issues and initiatives undertaken throughout the region to enhance water, wastewater and reclaimed water management at the national and/or regional levels. The firm or group of consultants must be results-oriented and possess strong organizational and planning skills. They must also be able to

work in a transparent environment, demonstrate accountability and exhibit sound judgment and decision-making capabilities. The working language of the consultancy is English.

1.9 Project Risks

Given the present COVID-19 Pandemic environment, it will be necessary for the Consultant to demonstrate, via its Method Statement (MS) the necessary mitigation measures on how they intend to effectively execute the tasks outlined in the scope of services. The MS should identify the risks associated with the tasks and the measures needed to control those risks. Over the project life cycle, the statement will be amended to account for any changes in relevant regulations and protocols on ways of working with COVID-19.