

**REQUEST FOR EXPRESSIONS OF INTEREST**  
**CONSULTING SERVICES FOR BANK-EXECUTED OPERATIONS**  
***SIMPLIFIED COMPETITIVE SELECTION PROCESS***

**PROJECT NAME:** Consultancy for the Development of an Integrated Communication and Stakeholder Engagement Plan for the Health Services Resilience Program

**SELECTION PROCESS #:** BA-T1145-P0001

**SELECTION METHOD:** Simplified Competitive

**COUNTRY:** Barbados

**SECTOR OR DEPARTMENT:** SCL/HNP

**TC NAME:** Support to the Health Services Resilience Program in Barbados II

**FUNDING – TC #:** ATN/OC-22595-BA

**LINK TO TC DOCUMENT:** [HTTPS://WWW.IADB.ORG/EN/PROJECT/BA-T1145](https://www.iadb.org/en/project/ba-t1145)

**Attention Consulting Firms: Important Update Regarding BEO Bidder Portal Registration**

**All consulting firms**, both new and previously registered in the [BEO Portal](#), **must add their Business Partner Number (BP Number)** to their organization's profiles to participate or continue participating in a BEO procurement process.

Please refer to the [FAQs](#) in the Portal for more details on **"How to Find or Obtain Your BP Number"**.

**Avoid delays** by not waiting until the last moment to complete this update. This process may take up to **48 hours** to complete and could prevent your organization from participating in a BEO Process.

For further questions or assistance, use the [live chat](#) on the BEO Bidder Portal page or email us at [ocs.procurement@iadb.org](mailto:ocs.procurement@iadb.org)

The Inter-American Development Bank (the Bank) was established in December of 1959 to help accelerate economic and social development in Latin America and the Caribbean. Today, the Bank is a major catalyst in mobilizing resources for the region (For more information about the Bank, please refer to the Bank's website at [www.iadb.org](http://www.iadb.org).)

**Section 1. Purpose of this Request for Expression of Interest**

**1.1** The Bank is executing the above-mentioned project. The Bank intends to contract consulting services described in this Request for Expressions of Interest (REOI). The purpose of this REOI is to obtain sufficient information to enable the Bank to evaluate if the eligible consulting firms (CF) have the experience and qualifications relevant to provide the consulting services requested by the Bank.

**1.2** As defined in the Corporate Procurement Policy ([GN-2303-33](#)), participating CF must be from a Bank's Member Country<sup>1</sup> or Territory<sup>2</sup> to be eligible to submit an Expression of Interest (EOI). CF with the required experience relevant to the assignment shall be assessed. The Bank will conduct the assessment and ranking of the EOI submitted by the CF that expressed interest. The Bank will invite CF to submit a proposal in the order in which the ranking is established. If the proposal of the first-ranked CF is acceptable, the CF will be invited to negotiate a Contract. If the negotiations with the first-ranked CF fail, the next-ranked CF may be invited to submit a proposal and negotiate.

**1.3** This REOI is not to be construed as either an RFP or an offer to contract and in no way obligates the Bank to contract anyone. The Bank reserves the right to reject any and all participating CF for any or no reason without having to provide an explanation. The Bank does not bind itself in any way to select any participating consulting firm. No debrief will be provided as to why CF have or have not been shortlisted.

## Section 2. Instructions to the eligible consulting firms

**2.1** Expressions of interest must be delivered using the *Bidder Portal for the Selection and Contracting of Consulting Firms for Bank-Executed Operations* (the Portal) (<http://beo-procurement.iadb.org>) by: *18 of September*, 5:00 P.M. (**Washington, D.C., Time**) in PDF format only (Max. 45MB).

**2.2** To access the Portal, the CF must generate a registration account, including **all** the data requested by the Portal. If any of the information requested is not included, the consulting firm will not be able to participate in this or any other Bank-executed selection process for operational work. If the consulting firm has been previously registered, please validate that you have **all** the consulting firm's information updated and complete before submitting an EOI.

**2.3** Eligible CF may partner in the form of a Consortium/joint venture (JV) to enhance their qualifications. Such Consortium/JV shall appoint one of the CF as the representative responsible for the communications, the registration in the Portal, and the submission of the corresponding documents.

**2.4** Interested CF may obtain further information during office hours, 09:00 AM to 05:00 PM (**Washington, D.C. Time**), by sending an email to: [Leonardo Pinzón](#)

<sup>1</sup> **Member Countries:** Argentina, Austria, Bahamas, Barbados, Belgium, Belize, Bolivia, Brazil, Canada, Colombia, Costa Rica, Chile, Croatia, Denmark, Dominican Republic, Ecuador, El Salvador, Finland, France, Germany, Guatemala, Guyana, Haiti, Honduras, Israel, Italy, Jamaica, Japan, Mexico, Netherlands, Nicaragua, Norway, Panama, Paraguay, People's Republic of China, Peru, Portugal, Republic of Korea, Slovenia, Spain, Suriname, Sweden, Switzerland, Trinidad & Tobago, United Kingdom, United States, Uruguay and Venezuela.

<sup>2</sup> **Eligible Territories:** a) Guadeloupe, French Guiana, Martinique, Reunion – as Departments of France; b) U.S. Virgin Islands, Puerto Rico, Guam – as Territories of the USA; c) Aruba – as a constituent country of the Netherlands; and Bonaire, Curacao, Saint Marten, Saba, St Eustatius – as Departments of the Netherlands; d) Hong Kong – as a Special Administrative Region of the People's Republic of China.

([leonardop@iadb.org](mailto:leonardop@iadb.org)) and Juan David Forero ([juanfor@iadb.org](mailto:juanfor@iadb.org))

## Inter-American Development Bank

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**2.5** The Bank hereby invites eligible CF to indicate their interest in providing the services described below in the draft Terms of Reference for the consulting services. Interested CF must provide information establishing that they have the necessary experience and are qualified to perform the services. So that all responses may be properly evaluated, eligible CF must include in their submissions the information requested in the following section, with full and clear explanations.

### Section 3. Consulting Services

**3.1** The consulting services include ***[The development of an Integrated Communication and Stakeholder Engagement Plan for the Health Services Resilience Program (BA-U0003) that supports the achievement and sustainability of the Program's objectives. The Plan shall provide a coherent framework for behavior and social change communication, community and stakeholder engagement, risk communication, workforce engagement, and institutional communication, ensuring that these functions reinforce the implementation of the Program rather than operate as stand-alone communication activities. The estimated timeframe for the performance of such services is 3 months, and the estimated budget available for the consultancy corresponds to: US\$25.000]***

**3.2** Although there is no standard format for presenting an Expression of Interest, eligible CF must submit an EOI containing the following information:

- 1) Basic Information—Provide the official name of CF, the contact's name, email address, phone numbers, and office address (es) of the key contact (s) responsible for the EOI.
- 2) Background—Provide a description of the CF. The CF may include brochures or documents that provide information about its organization, history, mission, structure, and number of staff.
- 3) Experience related to the requested consulting services—Provide all kinds of evidence the CF considers appropriate to show its experience and expertise in delivering services similar to those described in Annex A, Terms of Reference (e.g., brochures, reports, studies, description of similar assignments, references to cases in which it has provided similar services, experience in similar conditions, availability

of appropriate skills among staff, etc.)

**3.3** Estimated budget: **US\$25.000**

### ***Annex A. Draft Terms of Reference***

Please note that the attached Terms of Reference may be subject to changes by the Bank. The CF that have been shortlisted will be notified of these changes.

### ***ANNEX A – Terms of reference***

## **TERMS OF REFERENCE**

### *Consultancy for the Development of an Integrated Communication and Stakeholder Engagement Plan for the Health Services Resilience Program*

Barbados  
BA-T1145

<https://www.iadb.org/en/project/BA-T1145>

*Support to the Health Services Resilience Program in Barbados II*

#### **1. Background and Justification**

- 1.1.** Barbados faces a growing and interconnected health burden driven primarily by noncommunicable diseases (NCDs) and mental health conditions. NCDs account for approximately 82% of deaths in the country, while the probability of premature death from the four major NCDs remains significant. Diabetes, hypertension, cardiovascular diseases, cancer, and their associated risk factors impose substantial health, social, and economic costs on households and the health system. Mental health conditions represent an additional and increasingly important burden, particularly among adolescents and young adults, while stigma, insufficient early identification, and limitations in community-based support continue to constrain timely access to care. These challenges are compounded by population ageing and Barbados' exposure to climate-related and other external shocks, which increase the need for a health system capable of maintaining essential services and continuity of care during emergencies. These health outcomes are driven not only by gaps in the availability of health services, but also by interconnected behavioral, social, institutional, and health-system determinants. Unhealthy diets, physical inactivity, tobacco use, and other modifiable risk factors remain important contributors to the NCD burden.
- 1.2.** Against this background, the Government of Barbados, with support from the Inter-American Development Bank (IDB) and other development partners, is advancing the Health Services Resilience Program (BA-U0003). The Program comprises approximately US\$160 million in priority health investments financed with the fiscal savings generated by the underlying debt transaction. Its objective is to reduce the burden of NCDs and mental health conditions in Barbados by addressing their behavioral, service-delivery, policy and institutional, and systemic determinants. Accordingly, the Program seeks to: (i) promote sustained changes in individual behaviors and social norms that support healthier lifestyles and mental well-being; (ii) reorient health services toward prevention, early detection, community-oriented care, and continuity of care for NCDs and mental health conditions; (iii) strengthen policy, regulatory, and institutional frameworks that create healthier environments and support implementation of national health priorities; and (iv) strengthen the systemic capabilities required to sustain these changes, including

workforce change management, risk communication and community engagement, digital health governance and information systems, and resilience to climate-related and other shocks.

- 1.3. The Program is expected to improve the ability of individuals to adopt healthier behaviors and seek care earlier, while enabling the health system to provide more integrated, accessible, people-centered, and resilient services across the continuum of care. Communication, stakeholder engagement, and behavior change are consequently not stand-alone dissemination activities; they are enabling mechanisms for achieving and sustaining the Program's intended results. Increasing physical activity and healthy eating, reducing stigma surrounding mental health, encouraging earlier help-seeking and preventive practices, increasing utilization of community-based services, supporting patient engagement in chronic disease management, and facilitating adoption of new models of care and digital tools cannot be achieved through infrastructure, technology, or policy reforms alone. They require sustained communication and engagement approaches that are informed by how different population groups understand health, make decisions, interact with services, and respond to institutional and community messages.
- 1.4. The Program recognizes that these approaches must be grounded in the Barbadian social and cultural context. Health behaviors are embedded in everyday life—in households, schools, workplaces, communities, food environments, cultural practices, and social networks. The concept of building a national “culture of health” therefore requires moving beyond traditional awareness campaigns toward approaches that make healthier choices and mental well-being relevant, feasible, and socially reinforced within “Bajan life.” Communication must connect national health priorities with Barbadian identity, values, language, lived experiences, and trusted community networks, while recognizing differences among youth, working-age adults, older persons, persons living with NCDs or mental health conditions, and other priority groups.
- 1.5. Moreover, specialized technical assistance is required to develop an **Integrated Communication and Stakeholder Engagement Plan** that translates the Program's technical interventions into a coherent and culturally resonant approach to behavior change, community participation, stakeholder engagement, risk communication, and institutional adoption. The consultancy will establish audience segmentation and communication approaches based on behavioral and cultural evidence; develop a common narrative and messaging architecture for the Program; design culturally grounded campaigns and community-engagement mechanisms; support workforce engagement and change management; establish partnerships with relevant community, cultural, civil society, private-sector, and media actors; and define the implementation, financing, monitoring, and institutionalization arrangements necessary for sustained implementation.

## **2. Objectives**

- 2.1. The specific aim of this consultancy is for the firm to collaborate with the Ministry of Health and Wellness and the Ministry of Youth & Culture in Barbados, in tandem with its partners, to conceptualize a comprehensive, culturally grounded Communications and Stakeholder Engagement Plan aligned with the Health Services Resilience Program. The selected firm will work closely with the Health, Nutrition and Population Division of the Social Sector (SCL/HNP) of the IDB to design a culturally grounded Communication and Stakeholder Engagement Plan that promotes the Health Services Resilience Program and drives sustained behavioral change aligned with Barbadian culture, identity, and daily life.

## **3. Scope of Services**

- 3.1. The consulting firm will develop an Integrated Communication and Stakeholder Engagement Plan for the Health Services Resilience Program (BA-U0003) that supports the achievement and sustainability of the Program's objectives. The Plan shall provide a coherent framework for behavior and social change communication, community and stakeholder engagement, risk communication, workforce engagement, and institutional communication, ensuring that these functions reinforce the implementation of the Program rather than operate as stand-alone communication activities.
- 3.2. The assignment shall cover the Program as a whole and establish differentiated communication and engagement approaches for its principal interventions, target populations, stakeholders, and implementation phases. The firm shall translate the Program's technical objectives and interventions into clear, actionable, and culturally resonant narratives, messages, engagement mechanisms, and communication products, grounded in Barbadian identity, values, language, social norms, and everyday life.
- 3.3. The firm shall apply a behavioral and audience-centered approach, recognizing that different Program results require different forms of communication and engagement. The assignment shall therefore identify the behaviors, perceptions, social norms, institutional incentives, information gaps, trust factors, and other barriers or facilitators relevant to each priority audience and determine the appropriate communication or engagement response. Audience segmentation shall include, as relevant, youth, working-age adults, older persons, persons living with or at risk of NCDs and mental health conditions, caregivers, health workers, community leaders, civil society, cultural actors, policymakers, private-sector actors, and media.
- 3.4. The Integrated Plan shall support the following four interconnected areas of BA-U0003:

- 3.4.1. Individual Behavior and Social and Cultural Change.** The firm shall develop communication and engagement approaches that support sustained improvements in healthy behaviors and mental well-being, including prevention and reduction of modifiable NCD risk factors, earlier health-seeking behavior, self-management, and adoption of preventive practices. The approach shall identify opportunities to embed health and well-being into Barbadian social norms and everyday life and strengthen the capacity of individuals, families, communities, and social networks to support healthier choices.
- 3.4.2. Prevention, Community-Oriented Care, and Continuity of Care.** The firm shall develop communication and community-engagement approaches that support the Program's reorientation toward prevention, early detection, integrated management of NCDs and mental health conditions, rehabilitation, and delivery of services closer to communities. This shall include approaches to improve awareness and appropriate utilization of available services; strengthen patient navigation, adherence, and continuity of care; communicate changes in care pathways and service-delivery models; and support public understanding and uptake of digital and innovative health solutions. Communication approaches shall also support continuity of care and community preparedness in the context of climate-related shocks and other emergencies.
- 3.4.3. Policy, Regulatory, and Institutional Change.** The firm shall support communication and stakeholder engagement around the national policies, strategic action plans, regulatory measures, and institutional reforms advanced through the Program. This shall include identifying affected stakeholders, assessing perceptions and potential sources of support or resistance, and developing differentiated engagement approaches to strengthen understanding, participation, ownership, and implementation of reforms that promote healthier environments and reduce exposure to NCD and mental health risk factors.
- 3.4.4. Health-System Transformation, Workforce Engagement, and Public Trust.** The firm shall develop communication and engagement mechanisms to support adoption of the organizational, workforce, digital-health, and information-system transformations introduced or strengthened through BA-U0003. This shall include workforce engagement and communication approaches linked to change management; communication regarding new or modified services and digital tools; risk communication and community engagement; mechanisms to strengthen transparency, trust, and feedback; and communication approaches that support coordinated care and appropriate use of health information.

#### **4. Key Activities**

- 4.1.1.** Conduct a comprehensive analysis of the behavioral, social, cultural and institutional determinants influencing unhealthy lifestyles and mental well-being, including: (i) a review of existing national policies, strategic action plans, regulatory

frameworks; and (ii) an analysis of social norms, community-based care, cultural factors and individual behaviors to understand perceptions, practices, and barriers related to healthy living within Barbadian society

- 4.1.2. Identify and segment key target audiences, developing culturally informed personas that reflect diverse aspects of Bajan life, including youth, working adults, elderly populations, and high-risk groups.
- 4.1.3. Individual Behavior and Cultural Change Framework: Translate national priorities for reducing modifiable risk factors and promoting mental well-being into a set of clear, actionable communication and engagement pillars and approaches that drive individual behavior change and foster a national culture of health and well-being across daily life, with strong knowledge of Barbadian identity, values, cultural expression.
- 4.1.4. Risk Communication and Community-Based Engagement Framework: Design a risk communication and community engagement framework that strengthens community networks and supports prevention and community-based care, including mechanisms to promote continuity of care and resilience under climate-related shocks.
- 4.1.5. Strategic Communication and Stakeholder Engagement Framework: Develop a strategic communication and stakeholder engagement framework of fostering enabling environments through regulatory and institutional frameworks, including national policies and strategic action plans arranged in support of sustained healthy behaviors and mental well-being.
- 4.1.6. Workforce Engagement Framework Develop workforce engagement and change management strategies to support the reorientation of health services toward prevention and community-based care, including capacity-building for health workers to promote behavior change and trust-building
- 4.1.7. Design a flagship national campaign (or suite of campaigns) rooted in Barbadian culture that promotes behavior change through storytelling, local narratives, and community engagement.
- 4.1.8. Develop key messages, branding, and multimedia communication assets (digital, print, and audiovisual) that reflect local language, imagery, and culturally resonant themes while aligning with IDB guidelines.
- 4.1.9. Identify and engage key stakeholders and partners including community leaders, cultural practitioners, civil society, private sector, and media to support co-creation and amplification of program messages.
- 4.1.10. Develop a detailed implementation roadmap, including phased activities, timelines, and quick-win initiatives that activate communities where people live, work, and socialize.
- 4.1.11. Prepare a costed dissemination and engagement plan, identifying available resources, financing needs, and potential partnerships to ensure sustainability.
- 4.1.12. Design and operationalize a monitoring and evaluation framework to track reach, engagement, and behavioral outcomes, and to inform adaptive improvements throughout implementation.
- 4.1.13. Support the socialization, handover, and institutional absorption of the campaign

within the Ministry of Health and Wellness, including a sustainability and transition plan for long-term ownership and implementation.

## **5. Expected Outcome and Deliverables**

**5.1. Deliverable 1 – Detailed Workplan, methodology, and timeline** aligned with Program priorities after Kick-off meetings with IDB, partners and Government counterparts

### **5.2. Deliverable 2 – Draft Project Communication Strategy, including Branding**

- 5.2.1. Inception Report with stakeholder, behavioral, and cultural landscape analysis (reflecting Barbadian context and Bajan life)
- 5.2.2. Communication pillars aligned with the five national priorities (reduce risk, eat, move, age, say no)
- 5.2.3. Strategic communication framework and narrative for four determinants (“health as part of Barbadian identity”)
- 5.2.4. Proposed flagship campaign(s) and community engagement concepts
- 5.2.5. Stakeholder mapping and engagement strategy (including civil society, private sector, and cultural actors)
- 5.2.6. Draft branding concepts, messaging architecture, and sample communication products
- 5.2.7. Indicative budget and resource plan
- 5.2.8. Implementation roadmap with milestones over a 2-year horizon
- 5.2.9. Capacity-building recommendations for sustained implementation

### **5.3. Deliverable 3 – Final Operational Analysis Report for Implementation of the Project Communication Strategy**

- 5.3.1. Revised and finalized plan incorporating feedback
- 5.3.2. Detailed implementation toolkit (messages, campaign guidelines, stakeholder engagement protocols)
- 5.3.3. Monitoring and evaluation framework with KPIs focused on reach, engagement, and behavior change outcomes

### **5.4. Deliverable 4 – Communication Strategy Execution Plan**

- 5.4.1. Execution of priority communication and outreach activities (e.g., campaign launch, pilot community engagement initiatives, media rollout)
- 5.4.2. Development and delivery of branding and communication assets
- 5.4.3. Engagement of key stakeholders and partners to support amplification
- 5.4.4. Documentation of lessons learned and adaptive improvements

### **5.5. Deliverable 5 – Campaign institutionalization, Final report, and Stakeholder Presentation Materials on results and impact**

- 5.5.1. *A final report and implementation package detailing the socialization, handover, and institutional absorption of the campaign within the Ministry of Health and Wellness. The deliverable shall include: (i) stakeholder workshops and validation sessions conducted; (ii) a capacity-building and knowledge transfer plan for*

*designated Ministry teams; (iii) governance and operational arrangements for continued implementation; (iv) a sustainability roadmap with resource needs and recommended financing options; and (v) a transition plan with timelines, responsibilities, and next steps to ensure long-term ownership and continuity of the campaign.*

## **6. Project Schedule and Milestones**

**6.1.** The execution term of the consultancy will be

| <b>Deliverables</b> | <b>Detail</b>                                                                                             | <b>Estimated date</b>             |
|---------------------|-----------------------------------------------------------------------------------------------------------|-----------------------------------|
| Deliverable 1       | Detailed Workplan, methodology, and timeline                                                              | 2 weeks after contract signature  |
| Deliverable 2       | Draft Project Communication Strategy, including Branding                                                  | 4 weeks after contract signature  |
| Deliverable 3       | Final Operational Analysis Report for Implementation of the Project Communication Strategy                | 6 weeks after contract signature  |
| Deliverable 4       | Communication Strategy Execution Plan                                                                     | 8 weeks after contract signature  |
| Deliverable 5       | Campaign institutionalization, Final report, and Stakeholder Presentation Materials on results and impact | 12 weeks after contract signature |

## **7. Reporting Requirements**

**7.1.** The successful entity will report to the Team Leader of the BA-U0003, Leonardo Pinzón, and will work in close coordination with the Ministry of Health and Wellness and relevant stakeholders. Regular progress updates and validation meetings will be required throughout the consultancy.

## **8. Acceptance Criteria**

**8.1.** All products must be approved by IDB, which must be made via official note or email to Leonardo Pinzón, team lead.

## **9. Consulting Firm and Team Requirements**

**9.1.** The selected Consulting Firm should have a track record of at least ten (10) years of experience in the development of communication strategies, disseminating communication materials and raising awareness among consumers about the

characteristics and benefits of a product or service. Key experts have a crucial role in implementing the contract. An agency must submit a draft proposal with CV of key personnel, relevant experience/ sample work (links can be included) and financial proposal for the following key personnel.

**9.1.1. Team Leader – Communications and Marketing**

- An advanced University degree in Communications, Public Relations, Marketing, International Relations or related field.
- A minimum of 5 years of professional experience practicing strategic policy-oriented communication planning; public relations; stakeholder engagement and public outreach, especially for international organizations. Familiarity with the Caribbean context and demonstrated ability to tailor messaging to diverse local audiences.
- Expertise in Strategic Communications, Mass Media, Communications Planning, Issues and Reputation Management, Graphic Design, Marketing, Digital Marketing, Social Media Marketing/Management, Campaign Strategy, Digital Transformation, Change Management, Monitoring and Evaluation of Communications Impact or Organizational Behavior will be an asset. Awareness of the IDB institutional strategy Impact+ and the Barbados and IDB Group Strategic Agreement - Country Strategy 2025-2030 is a plus.
- Excellent interpersonal skills; excellent analytical and problem-solving skills; strategic thinking and message framing, project management, excellent writing, strategy, presentation skills and collaboration and responsiveness.

**9.2.** The team leader will assume overall responsibility for the implementation of this contract and shall organize, direct and motivate his/her team to fulfill the expected outcomes. The team leader will be responsible for planning, executing and directing the implementation of all activities, and controlling the quality of all reports and deliverables issued under this contract.

## **10. Supervision and Reporting**

**10.1.** The consulting firm will report to the team leader in Health Nutrition and Population division (SCL/HNP) of IDB and provide monthly updates when required, via email or meetings with the IDB on project status. It is the responsibility of the Firm to ensure that such meetings are conducted, and reports are submitted to the IDB according to the agreed schedule.

## **11. Schedule of Payments**

**11.1.** Payment terms will be based on project milestones or deliverables. The Bank does not expect to make advance payments under consulting contracts unless a significant amount of travel is required. The Bank wishes to receive the most competitive cost

proposal for the services described herein.

| Payment Schedule          |          |
|---------------------------|----------|
| <i><b>Deliverable</b></i> | <b>%</b> |
| Deliverable 1             | 30%      |
| Deliverable 2             | 10%      |
| Deliverable 3             | 15%      |
| Deliverable 4             | 25%      |
| Deliverable 5             | 20%      |
| <b>TOTAL</b>              | 100%     |