



**GOVERNMENT OF SAINT LUCIA**

**MINISTRY OF HOME AFFAIRS, CRIME PREVENTION AND PERSONS WITH  
DISABILITIES**

**TERMS OF REFERENCE (ToR) - Individual**

**ENHANCING THE RESILIENCE OF THE SAINT LUCIA FIRE SERVICE  
PROJECT:**

**CONSULTANCY SERVICES FOR MENTAL HEALTH AND PSYCHOSOCIAL  
SUPPORT PROGRAMME**

# **GOVERNMENT OF SAINT LUCIA**

## **ENHANCING THE RESILIENCE OF THE SAINT LUCIA FIRE SERVICE PROJECT**

### **CONSULTANCY SERVICES FOR DEVELOPMENT OF A MENTAL HEALTH AND PSYCHOSOCIAL PROGRAMME**

#### **TERMS OF REFERENCE (ToR) - Individual**

##### **1. BACKGROUND**

The Government of Saint Lucia (GOSL) has received financing from the Caribbean Development Bank (CDB) towards the cost of the Enhancing the Resilience of the Saint Lucia Fire Service Project and intends to apply a portion of the proceeds to eligible payments under this contract. The Ministry of Home Affairs Crime Prevention and Persons with Disabilities (MOHACPPwD) is the Executing Agency of this Project and now wishes to procure consultancy services for Development of a Mental Health and Psychosocial Support (MHPSS) Programme.

The Saint Lucia Fire Service (SLFS) is responsible for providing emergency response services, training, fire prevention, and fire investigation across the country. However, the SLFS faces increasing operational challenges that have placed significant strain on its resources and capabilities. Furthermore, projections indicate a rise in hazards and climate-related events, which will further exacerbate these limitations. Key challenges currently affecting the SLFS include:

- Ageing and deteriorating equipment and response vehicles
- Limited mental health and psychosocial support for emergency responders
- Insufficient emergency response and transportation resources
- The need for upgraded and modernised training resources and facilities
- Constraints in implementing gender equality principles within SLFS operations
- Gaps in information technology systems and capabilities to support emergency response

The work environment of the Saint Lucia Fire Service (SLFS) is highly stressful, exposing officers to frequent traumatic incidents that can significantly impact their mental, emotional, psychological, and physical well-being. On average, at least five (5) officers are affected at any given time due to their exposure to emergencies such as fires, fatal vehicular accidents, and violent crimes, including homicide, shootings, stabbings, and sexual violence.

As an essential service, fire-fighters remain on call daily, responding to emergencies without structured psychological support. Currently, they return to their families without access to

debriefing or counselling. While some officers in crisis have received psychological assistance, these interventions have been sporadic and lack a formal counselling programme tailored to the unique challenges faced by SLFS personnel.

As a progressive organisation, the Saint Lucia Fire Service (SLFS) values its personnel and recognises that fire officers' mental health and well-being are essential to both their personal growth and the institution's overall development and effectiveness.

Positive mental well-being in the workplace fosters increased productivity, job satisfaction, and collaboration among employees. Conversely, poor mental health in even a single team member can lead to increased absenteeism, reduced morale, and higher staff turnover, affecting the overall performance of the organisation. A recent report on [reuters.com](https://www.reuters.com) highlighted that neglecting employee mental health can result in difficulties in attracting and retaining talent, ultimately impacting the organization's bottom line.

This highlights the direct link between psychological well-being and workplace productivity. Officers who are mentally and emotionally supported are more motivated, engaged, and effective in their duties, benefiting not only their teams but also the public and the organisation as a whole. Investing in mental health initiatives ensures a resilient workforce capable of delivering high-quality emergency response services.

To establish a structured Mental Health and Psychosocial Support (MHPSS) programme, SLFS will adopt the Inter-Agency Standing Committee (IASC) guidelines. These guidelines provide a framework for planning, coordinating, and implementing essential multi-sectorial responses to safeguard and enhance mental health and psychosocial well-being during crises. They emphasise minimum response measures, which are critical, high-priority actions designed for immediate implementation in emergency situations.

To address these challenges, it is critical to enhance the SLFS's capacity to improve emergency response services, mitigate risks, and effectively manage future emergencies across Saint Lucia.

## **2. OBJECTIVE OF THE ASSIGNMENT**

This objective of the assignment is a developed Mental Health and Psychosocial Support (MHPSS) Programme for fire-fighters in the Saint Lucia Fire Service (SLFS) to effectively respond to socio-economic and cultural changes, environmental impacts, quality assurance, and improved health and safety standards under the project.

The Consultant will work in close collaboration with, and under the guidance of, the Project Coordinator (PC) to ensure the successful development and implementation of the plan.

### **Primary Objectives of the Consultancy**

To develop a Mental Health and Psychosocial Support (MHPSS) Programme for fire-fighters in the Saint Lucia Fire Service (SLFS).

To achieve this, the objective will focus on four key areas: basic services and security, community and family support, focused non-specialised support, and specialised services. The consultancy will include:

1. Providing therapeutic services such as counselling, mental health support, and psychosocial interventions to help SLFS members manage trauma experienced in the line of duty.
2. Equipping staff with coping strategies to effectively manage workplace stressors, improving both professional and personal well-being.
3. Establishing referral pathways to ensure access to additional support services, enabling fire-fighters to maintain a balanced life and provide appropriate care for their household members when needed.
4. Strengthening staff resilience by addressing identified mental health and psychosocial needs.

The Project will be implemented in accordance with the Procurement Policy for Projects Financed by CDB (November 2019) and the Procurement Procedures for Projects Financed by CDB (January 2021).

### **3. GENERAL SCOPE OF SERVICES**

The Consultant shall work in full cooperation and close collaboration with the Saint Lucia Fire Service (SLFS), the Ministry of Home Affairs, Crime Prevention and Persons with Disabilities (MOHACPPwD), Human Resources Department (HRD) and the Ministry for the Public Service, Labour, and Gender Affairs. Along with all other key stakeholders, including relevant agencies of the Government of Saint Lucia (GOSL).

The Consultant will be solely responsible for:

- The collection, analysis, and interpretation of all necessary data to effectively perform the required services.
- The timely completion of all reports.
- Ensuring accuracy and completeness in the findings and recommendations.

All essential data and calculations must be presented in sufficient detail to facilitate verification and future updates.

#### **Scope of Activities**

The consultancy services shall be conducted in accordance with internationally recognised standards and professional best practices acceptable to the Ministry of Home Affairs, Crime Prevention, and Persons with Disabilities (MOHACPPwD) and Caribbean Development Bank (CDB). The objective is to develop a structured Mental Health and Psychosocial Support (MHPSS) Programme for officers within the Saint Lucia Fire Service (SLFS).

The Consultant will undertake all necessary investigative work, needs assessment and analyses to determine appropriate interventions by identifying key issues, gaps, adverse effects, and effective mitigation strategies.

All deliverables will be socially-inclusive and gender-responsive. This assessment will include all required activities—whether explicitly stated in the Terms of Reference (ToR) or not.

### **Key Activities**

- Psychological assessments
- Psychometric testing
- Mental status examinations
- Psychological first aid
- Debriefing sessions
- Individual and group counselling
- Mediation services
- Soft skills training

The Consultant will also deliver gender-responsive training workshops for SLFS personnel, focusing on:

- Stress management
- Conflict resolution
- Effective communication
- Budgeting and financial planning
- Peer support strategies
- Emotional intelligence
- Referral pathways for participants to access essential services, including drug and alcohol rehabilitation and other necessary social service interventions.

## **4. REPORTING REQUIREMENTS**

The Consultant shall report to the Project Coordinator (PC), MOHACPPwD, and provide the Human Resources Department (MOHACPPwD) with all reports and relevant data in both print and electronic formats.

The Consultant is required to submit the following deliverables to MOHACPPwD:

- **Inception Report:** Submitted within **one (1) week** of commencement, this report should outline the Proposed Work Programme and Methodological Approach(es) for the various sessions in the assignment, including the development of the MHPSS Programme and any other relevant details.
- **Monthly Activity Reports:** These reports should detail the number of participants engaged and the types of support provided.

- **Final Report:** Submitted within **one (1) week** of completing the assignment, this report should summarise the counselling sessions provided to officers and their household members. It should also highlight key issues, lessons learned, and recommendations for enhancing mental health and psychosocial support within SLFS.

**The structure of the final report** ensures a comprehensive and professional final report that effectively captures all key aspects of the MHPSS Programme must include the following:

- Cover Page
- Executive Summary
- Introduction
- Methodology
- Programme Implementation
- Key Findings and Observations
- Training and Capacity Building
- Referral Pathways and Additional Support
- Lessons Learned
- Recommendations for Future MHPSS Support
- Conclusion
- Appendices
- Case studies (if applicable)
- Detailed participant statistics
- Workshop/training materials
- Sample assessment tools used
- Additional reference materials

Please be aware that all reports shall include sex- and age-disaggregated data as part of the presented information.

## **5. CONSULTANT COMMENTS AND RECOMMENDATIONS**

The Consultant(s) shall provide any observations and suggestions for improvements to these Terms of Reference (ToR). Any financial implications arising from these recommendations should be clearly outlined in the Proposal for consideration.

## **6. PERFORMANCE ASSESSMENT**

The Consultant's performance will be evaluated based on the Contract, including the Terms of Reference (ToR), the detailed Project Work Plan, and the overall quality of deliverables. Performance assessments will be conducted against agreed targets, budget allocations, and submitted reports.

## 7. PROJECT DURATION

- The Consultant's services will be required for a **period of eight (8) months with a minimum of ten (10) sessions per month** to execute the various activities outlined in Section 2-5 of the ToR. There is the possibility of extension, subject to a positive evaluation, the availability of funds, and clear indications of the government's readiness to proceed.
- The Consultant shall provide all necessary personnel, equipment, and resources to fulfil the assignment. The Consultant is also responsible for obtaining any supplementary information required for the execution of the services. Furthermore, the Consultant is expected to proactively communicate any implementation challenges, risks, or unforeseen issues to the MOHACPPwD and SLFS and take appropriate measures to address them in accordance with professional standards.

## 8. QUALIFICATIONS, EXPERIENCE, AND COMPETENCIES

### 1. QUALIFICATIONS

The Consultant must submit a Curriculum Vitae (CV)/Professional Profile detailing qualifications and experience in alignment with the Terms of Reference.

The selected Consultant must possess the following qualifications and expertise, a Postgraduate Degree from a recognised and accredited university in one of the following fields:

- Clinical Psychology
- Counselling
- Clinical Social Work
- Or a related discipline.

### 2. EXPERIENCE REQUIREMENTS

Applicants must provide a comprehensive overview of previous project experience, including:

- Clearly defined roles and responsibilities
- Project duration and timelines
- Objectives and key outcomes
- Major milestones achieved

The Consultant must meet the following minimum experience requirements:

- At least three years of professional experience in psychosocial training, with a specialisation in mental health support.
- A minimum of one year of practical experience in managing post-traumatic stress disorders (PTSD).

- Strong knowledge of psychosocial, gender, and social inclusion issues, particularly those affecting vulnerable groups such as children, youth, and Persons with Disabilities.
- Familiarity with the Caribbean region and its socio-cultural context is highly desirable.
- The Consultant must demonstrate excellent organisational, communication interpersonal, and training skills.

### **3. COMPETENCIES**

The Consultant must demonstrate the following core competencies:

#### **Professionalism**

- Proven ability to adhere to high standards of engineering and project management best practices.

#### **Clinical Expertise & Psychological Assessment**

- Proficiency in conducting psychological assessments, psychometric testing, and mental health evaluations.
- Ability to implement psychological first aid, crisis intervention, and trauma-informed care.

#### **Counselling & Therapeutic Interventions**

- Skilled in individual and group counselling for trauma survivors.
- Expertise in post-traumatic stress disorder (PTSD) management and other mental health conditions.
- Ability to provide grief and bereavement support.

#### **Psychosocial Support & Well-being Promotion**

- Knowledge of stress management techniques and emotional resilience-building strategies.
- Experience in peer support training and psych education for fire officers.
- Ability to develop and implement coping mechanisms for high-stress environments.

#### **Training & Capacity Building**

- Experience in developing and delivering mental health training workshops.
- Proficiency in training first responders on emotional intelligence, self-care, and conflict resolution.

#### **Case Management & Referral Pathways**

- Ability to develop structured referral systems for specialised mental health services.
- Experience in coordinating with social service agencies, rehabilitation centres, and healthcare providers.

Location Place of assignment.

This role is hybrid and office space will not be provided. However, on the days of interactions for meetings, workshops, clinical review, group therapy sessions and such, it is expected that

the consultants will be readily available to meet accordingly whether in person or remotely. It is expected that consultants are available as and when required.

All Medical and Dental Doctors are required to obtain certificate of registration and licensing for operations through the Saint Lucia Medical and Dental Council upon review of accreditation. All other Health and Medical Consultant Professionals, are required to obtain their Practitioner Certification through the Allied Health Council of Saint Lucia upon the submission of application and review of accreditation.