



Terms of Reference: Development of a TMO Climate Change and Health Communication and Implementation Plan

About this document

This document specifies the Terms of Reference (ToR) for a consultant to assist with the Project Management Unit (PMU) and Te Marae Ora (TMO) under the approved Green Climate Fund (GCF) Akamatutu'anga to Tatou Ora'anga Meitaki (ATOM) – Building a healthy and resilient Cook Islands community – One Block at a Time. The Ministry of Finance and Economic Management (MFEM) on behalf of the Government of the Cook Islands, will oversee the ATOM project as the GCF Accredited Entity (AE). The Project will be executed by Te Marae Ora.

ABBREVIATIONS

AE	Accredited entity
ATOM	Akamatutu'anga To Tatou Ora'anga Meitaki
CC&HAP	Climate Change & Health Adaptation Plan
CIIC	Cook Islands Investment Corporation
CSHR	Climate sensitive health risk
EWS	Early Warning System
FAA	Funded Activity Agreement
FP	Funding proposal
GAP	Gender Action Plan
GCF	Green Climate Fund
GS	Gender Specialist
HIU	Health intelligence unit
MFEM	Ministry of Finance and Economic Management
MOA	Ministry of Agriculture
NSDA 2020+	National Sustainable Development Agenda, Te Ara Akapapa'anga Nui
PCU	Project Coordination Unit
PM	Project Manager
PMU	Project Management Unit
SEAH	Sexual exploitation, sexual abuse, and sexual harassment
TMO	Ministry of Health, Te Marae Ora



Background

Te Marae Ora, Ministry of Health Cook Islands (TMO) is the main healthcare provider in the Cook Islands. Their vision is *“for all people living in the Cook Islands to live healthy lives and achieve their aspirations.”*

TMO’s mission is to also *“provide accessible, affordable and equitable health care services of the highest quality, by and for all, in order to improve the health status of people living in the Cook Islands”* that will assist in developing a capable workforce to effectively respond to the risks and impacts of Climate Change and improve communication capabilities to effectively disseminate information, engage communities, and respond to climate change and public health priorities.

TMO requires a consultant to support the development of a comprehensive Climate Change and Health Communication Implementation Action Plan, covering the period from 2026 to 2030.

Purpose

The ATOM project is to be delivered through three components:

- (a) Strengthening the capacity and capabilities of the Te Marae Ora, partners and stakeholders to integrate climate change considerations in their health operations. This includes improved planning, strengthening health information systems to incorporate data on weather and climate, and equipping staff to use climate information to inform operational decisions (Component 1);
- (b) Building institutional capabilities to respond to climate change & health issues and effectively deliver health services to the population of the Cook Islands (Component 2); and
- (c) Resilience building measures to reduce health impacts from climate change in communities (Component 3).

Outputs

The main objective for this ToR is to develop a robust Climate Change and Health Communication and Implementation Action Plan.

This will be designed to:

- Inform and empower the public on the health impacts of Climate Change including direct and indirect effects on physical, mental, and community well-being.
- Reduce climate change-related risks and impacts on public health, including addressing gendered aspects of climate-sensitive health risks (CSHRs)



Cook Islands Activity Management
Tarai Vaka Process

- Integrate gender-entry points into the assessment and planning processes by strengthening knowledge, improving surveillance systems and building the capacity of health personnel to deliver quality health services, and
- Promote behaviour change and inclusive engagement across all communities, clearly outlining the goals, mission, objectives, targets, outcomes and indicators of Te Marae Ora.

No.	Output	Inputs/tasks
1	An inception report that outlines the scope of work to be carried out.	Review and Confirmation of Scope; Stakeholder Mapping and Engagement; workplan and timelines; risks and mitigation;
2	Conduct a Situational Analysis	Conduct a comprehensive review and analysis of existing materials and relevant documents and facilitate stakeholder consultations.
3	Policies, CC and Health Documents (relevance)	Review existing national and regional communication strategies, policies and IEC materials related to CC and Health
4	Integrate Gender considerations in all work	Identify gender considerations and the gendered impacts of CSHRs, gaps, overlaps and opportunities for improvement are incorporated in existing policies, plans etc
5	Consultations	Conduct focus group discussions, key informant interviews and community consultation with stakeholders.



No.	Output	Inputs/tasks
6	Monitoring, Evaluation and Learning Framework	Design a Framework that includes: Regular Progress Reports – Frequency and Timelines Evaluation Tools – Quantitative and Qualitative Tools to assess effectiveness Feedback Mechanisms – Incorporating input from stakeholders, communities, vulnerable/marginalised groups ensuring multiple channels are available to raise concerns related to CCH – including communication. Timeframes for monitoring and evaluation activities
7	An approved implementable Climate Change and Health Communication and Implementation Action Plan that can be applied to TMOs programmes designed with clear roles, tools, reporting, timelines, and monitoring mechanisms.	Based on the inputs and tasks outlined above, this process supports the development and approval of a comprehensive Climate Change and Health Communication and Implementation Action Plan.
8	Completion report	Outlining the tasks undertaken, the individuals and agencies consulted, lessons, and outcomes achieved.

Methodology

The development of the Climate Change and Health Communication Plan will follow a participatory, inclusive and evidence-based approach. The consultant will apply the following methods:

- **Stakeholder engagement:** Consult with a wide range of stakeholders including but not limited to TMO personnel, relevant government and community leaders, non-governmental organizations (NGOs), and community members and representatives of the general public where appropriate. This will be done through key informant interviews, focus group discussions, and/or gender-sensitive community consultations to ensure diverse voices, especially marginalized genders are included, and to ensure awareness of and comfort in using grievance channels.



- **Desk reviews:** Conduct a desk review of existing national and regional communication strategies, climate change and health policies, global guidance, and IEC materials.
- **Data collection and analysis:** Utilize both qualitative and quantitative methods to inform the plan. This could include surveys to assess knowledge, awareness and practices about climate change and health, digital analytics, media analysis, and other feedback tools.

The consultant is free to submit their own project management methodology, but will be required to abide by the Cook Islands Government Public Sector Code of Conduct in particular to carry out their duties in a professional, transparent, participatory and culturally appropriate way. In addition, they must also operate in accordance with all Cook Islands law, regulations and procedures, particularly the:

- Cook Islands Government Financial Policy and Procedures Manual
- Tarai Vaka Process activity management system
- the Cook Island Environment Act 2003 and all subsequent amendments

Expected Deliverables

The Technical Assistant is expected to be able to deliver the following:

1. Inception Report to confirm the scope of work.
2. Situational analysis (To advise the formulation of the draft climate change health communication action plan).
2. Draft Climate Change and Health Communication Action Plan including Implementation Plan: A comprehensive document including goals, mission, objectives, tactics, activities and channels, targets, indicators, outcomes, timeframe, situational analysis, community engagement plan, media and digital media plan, and capacity building.
3. Final Climate Change and Health Communication Action and Implementation Plans: Revised based on feedback from TMO and stakeholders.
4. Monitoring, Evaluation and Learning (MEL) Framework: A detailed framework to assess implementation and effectiveness.
5. Presentation of Findings: A presentation to stakeholders summarizing the process and outcomes.

Timeframe:

The assignment will be completed over the period of: 2 to 4 months, with the following key milestones.

1	Inception Report	2 weeks after signing	Feb
2	Draft Strategy Submission	2 months	May
3	Final Strategy Submission	1 months	June



Cook Islands Activity Management
Tarai Vaka Process

4	Presentation of Findings	1 week	June
5.	Completion Report	1 week	June

Required Skills and Experience

The Technical Assistant should have:

- A degree in Communication, Gender Studies, Behavioural studies, Public Health, Climate Change or a related field.
- Proven experience in developing communication strategies.
- Familiarity with health-related climate change and communication, health policies and gender issues in Pacific Island contexts.
- Possess strong analytical and writing skills, including report writing.
- Experience in stakeholder engagement and facilitating community consultations, as well as employing methodologies such as focus groups and interviews is needed.
- Experience working in the Pacific or small islands contexts is highly desirable.
- Strong communication, report writing, storytelling skills and interpersonal skills; and ability to translate technical language into accessible messages
- Proficient technology experience to run surveys and manage a database.
- Languages: Expert knowledge of English.

Performance Standards

Standards for Technical Advisors

The Technical Advisor will operate to high standards of professionalism, transparency, and demonstrate focus on capacity development where possible.

Quality of work

Quality standards will be measured by the contracting agency/steering group when appraising outputs. If necessary, internal or external specialist assistance will be sought for this purpose.

General

All Services must be provided in a professional manner and in accordance with reasonable expectations of the Cook Islands Government. In respect of implementation, suppliers must meet or exceed the applicable targets stated in the outputs table/results framework. The services will also be delivered in a manner which provides the best outcomes in terms of the Development Effectiveness criteria specified by the OECD Development Assistance Committee (DAC): relevance, efficiency, effectiveness, impact, and sustainability.



Relevant reports/documentation

- Te Marae Ora Ara-Tango Anga'anga – Cook Islands Ministry of Health Strategic Plan 2023–2027
- Cook Islands Population Policy 2022–2032 · WHO Strategic Communication Framework for Effective Communications · WHO action framework on communication for health: a vision for using communication to improve public health in the Western Pacific Region
- Additional internal documents to be shared upon project initiation

Issues, risks or constraints

The main challenges this project may face include:

Start-up delay risk, specifically the timely and efficient launch of implementation due to delays in approved contractual arrangements, delays in disbursement of programme funds and the procurement of consultant due to bureaucratic processes. Low risk.

Execution risk, in that specific activities are unable to be completed or in a timely manner. Challenges in accessing information also poses a risk. Medium risk.

Strategic risk: The risk of duplication or failure to leverage outputs and outcomes of other Readiness projects and climate change plans / projects / programmes / strategies. Low risk.

An overseas based recruited consultant is unable to travel to Cook Islands or liaise with key stakeholders due to external factors. Low risk.

The consultant fails to deliver the required work in a timely fashion. Low risk.

Other agencies are not willing to engage in the training and consultations. Low risk.

Governance and management

The CC&H Consultant will be under the overall supervision of the Project Manager and TMO. S/he shall be responsible for providing monthly updates on the CC&HAP, as well as one update at a quarterly Project Steering Committee (PSC) meeting. The CC&H Consultant will liaise with all relevant national institutions and agencies, and local administration involved in the project to guarantee their active participation.

The PMU will act as Secretary under the guidance of the Project Manager to the PSC. The PSC is responsible for providing strategic direction for the implementation of the project and approving annual work plans for the project.

The PM is responsible for implementation of the project in coordination with Cook Islands Investment Corporation (CIIC) as the other Executing Entity (EE).

The relationships between the different entities, contractual arrangements, the flows of funds and reporting lines are depicted in Figure 2. GCF financing will flow into MFEM with co-financing documented by commitment letters to be included in Subsidiary Agreements for the purposes of the implementation of the Funding Activity. Executing Entities will enter into service agreements with CIRCS and MOE. MFEM will open a designated general ledger



Cook Islands Activity Management
Tarai Vaka Process

account to enable the Executing Entities (TMO and CIIC) to manage expenditure. This includes flows from TMO into CIRCS and MOE as governed by service agreements.

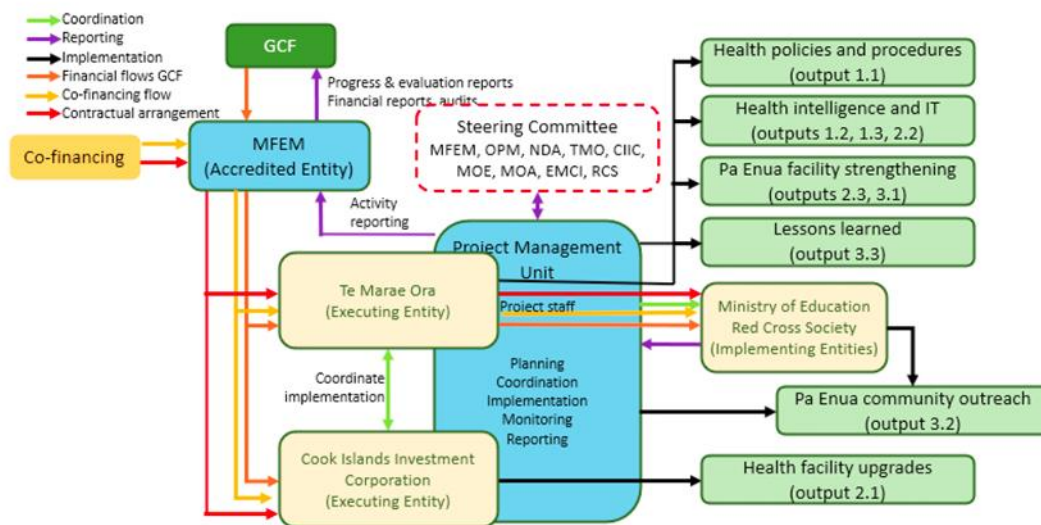


Figure 3: Implementation arrangements, including fund flows, for the ATOM project

Financial Proposal

The supplier should submit a financial proposal that includes travel, insurance, housing, transportation, customs duty and/or any other expenses to be incurred in the delivery of the services (if and where applicable). For short term/small scale activities, the consultant must have their own equipment to provide the services such as a laptop, printer, cell phone, and own office space unless the work requires the consultant to be based at the contracting agency. For larger activities (such as a PMU), the contractor may need to include computers, office equipment, vehicles, etc. The contractor is not entitled to claim expenses, surcharges or margins or disbursements except if otherwise agreed in advance and in writing by the Government. All costs should be shown with VAT separated.

The budget will be determined based on the Technical Assistant's qualifications and experience and will be discussed upon selection, including provisions for any travel and accommodation.

Reporting: The Technical Assistant will report directly to the Director of Planning and Funding of TMO. Regular updates and check-ins (e.g., biweekly) will be expected throughout the project.

The Consultant is responsible for complying with any and all tax obligations to the Cook Islands Tax department for all services carried out in the Cook Islands related to this contract.

For the avoidance of doubt, the Consultant is not an employee of the Government of the Cook Islands.

Insurance: refer to “Terms and Conditions of Engagement” clause 11.



Cook Islands Activity Management
Tarai Vaka Process

Submission

Example

The applicant should submit:

1. CV including the names and contact information of referees, and a cover letter that expresses their interest in this consultancy.
2. Proposal with methodology for achievement of outputs and proposed timeframes, including financial proposal (Appendix 1).

Due Date: 31 January 2026

Approved by: (signature)	
Title and Ministry/Agency/Dept:	
Date:	