



**St. Vincent And The Grenadines  
Terms Of Reference  
Development Of National Comprehensive Disaster Management (CDM)  
Policy And Strategy**

Under the Resilient Urban Development Technical Assistance (RUD-TA), the World Bank is supporting the Government of Saint Vincent and the Grenadines (SVG) in enhancing data, programs and in this case, National Comprehensive Disaster Management (CDM) policy and strategy. Accordingly, these terms of reference are for the development of the CDM/DRM policy in line with Climate Change policy and other global agreements.

### Introduction

1. SVG, a small, upper-middle income country, is exposed to high levels of risk to hydro-meteorological and geophysical hazards<sup>1</sup>, which have had significant negative impacts on its economic and fiscal stability, as well as the safety and wellbeing of the population. These natural hazards are exacerbated by the adverse impacts of climate change, unregulated land use and unplanned urban growth that place increased stress on infrastructure, water availability, agricultural production and livelihoods. While all citizens are adversely affected, the poor and vulnerable are disproportionately impacted. The economic impact of all hydro-meteorological events has been estimated at 1.2% of GDP or US\$11.3 million<sup>2</sup> per year over the period 1998 – 2017; however, on average over the long run, probabilistic models show a projected annual average loss (AAL) from wind damage alone at US\$6.6 million<sup>3</sup>. The December 2013 excessive rainfall event resulted in extensive physical damage and economic losses estimated at approximately US\$108.4 million (15% of GDP). The Transport sector was most severely impacted, with damages and losses amounting to US\$82.6 million, followed by the Housing sector in which 662 homes were damaged or destroyed, amounting to US\$9.1 million in damages and losses. Agricultural losses from the December 2013 event were estimated at US\$1.4 million; and while these losses represented only 1% of GDP, the impact was believed to be disproportionately felt by low-income families whose agricultural production is primarily for personal consumption and local sales (i.e. farmers markets).

2. Heavy rains in October and November 2016, starting with Hurricane Matthew, resulted in loss of housing, loss of productivity and significant damage to road infrastructure, amounting to about US\$36.3 million (5% of GDP). In the Housing sector, 189 homes were damaged or destroyed, amounting to US\$4.6 million (13% of total). In the Education sector, students and teachers lost up to four weeks of instructional time because the buildings were being used as emergency shelters. In Sandy Bay, one of the poorer communities in the country, impacts were significant for families that participated in the school feeding program that provides students with a hot lunch daily. For some of these students, this is their one complete meal of the day, and so the loss of this meal for up to four weeks had implications on their learning, health and welfare.

3. The Government has been taking steps to address these risks by implementing multiple projects around disaster risk management and climate change adaptation, including the Regional Disaster Vulnerability Reduction Project (RDVRP). The project is a combination of risk reduction investments and emergency reconstruction activities and institutional strengthening and capacity building to better collect, manage, and apply climate risk and spatial information in development and planning decision making. Through the RDVRP, the Government has leveraged

<sup>1</sup> Hydro - meteorological - high wind, excess rainfall, hurricanes and drought; and geophysical – seismic, volcanic, tsunami

<sup>2</sup> Eckstein, David et al (2018), "Global Climate Risk Index 2019", Germanwatch.

[https://www.germanwatch.org/sites/germanwatch.org/files/Global%20Climate%20Risk%20Index%202019\\_2.pdf](https://www.germanwatch.org/sites/germanwatch.org/files/Global%20Climate%20Risk%20Index%202019_2.pdf)

<sup>3</sup> <https://www.preventionweb.net/english/hyogo/gar/2015/en/home/data.php?iso=VCT>



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Climate Investment Funds, under the Pilot Program for Climate Resilience, to specifically target interventions aimed at reducing its climate risk. The Government has also participated in the Climate Risk Information Program, which has increased its baseline data on risks. This assists in mitigating and responding to a wide range of climate change events that are existential threats to the environment, the tourism sector and ultimately the economy. These include rising sea levels, storm surge, coastal degradation and destruction to coral reefs and marine environment, particularly in the Grenadines.

4. The Caribbean Disaster Emergency Management (CDEMA) Coordinating Unit (CU) developed a Model Comprehensive Disaster Management (CDM) Policy and associated CDM Strategy and work programming templates to support Participating States (PS) to deliver CDM. In 2013, through funding by the CDEMA Coordinating Unit under the CDM Harmonized Programme, St. Vincent and the Grenadines (SVG) initiated the adaptation of the model CDM Policy and Strategy.

5. Comprehensive Disaster Management (CDM) is an integrated approach to disaster risk reduction including addressing all hazards, and all people through all phases of disaster management (prevention and mitigation, preparedness, response, recovery and rehabilitation). CDM propels the development of disaster risk reduction strategies across all sectors, presenting new strategies and programmes that must continuously be examined to keep the concept at the forefront of national development. In this regard, the process, programmes and initiatives must be dynamic to address relevant varying and changing issues. The focus of disaster management in the Caribbean has evolved from one principally concerned with response to events, to one based on disaster risk reduction through greater attention to mitigation, preparedness and recovery.

6. A National CDM Policy will ensure that there is a long-term policy framework for implementing CDM. It will also set the context for the elaboration and integration of the key components and principles of CDM into national strategies, legislation, regulations, plans and programmes. The current Disaster Management Legislation outlines the framework in which coordination, collaboration and support should exist among stakeholders in the national disaster mechanism. However, the St. Vincent and the Grenadines National Emergency Act No. 15 of 2006 does not fully embrace the CDM Strategy and this policy will be a guide for possible review and enacting new legislation to include the CDM paradigm shift.

7. This paradigm shift in SVG's approach to risk management will necessitate more proactive and strategic planning to galvanize the necessary support by decision makers, encourage sector mainstreaming of CDM, enhance knowledge management on CDM and strengthen community resilience. There are several key tools that should be utilized in order to engender CDM implementation and mainstreaming at the sector level. These include (i) the introduction and/or strengthening of the requisite policy and regulatory frameworks; (ii) a shift to elaboration of programming results utilizing a long-term planning horizon; and (iii) the implementation of mechanisms to assess changes being affected.

8. A national CDM Policy Development Committee (PDC) will be established to oversee the policy/strategy formulation and ensure that there is extensive consultation and adequate consensus building during the process.

The CDM Policy Development Committee is established to:

- a. Provide guidance to the policy formulation process;
- b. Provide technical inputs for the CDM Policy;
- c. Review Consultant Outputs; and
- d. Participate in the review and finalisation of the CDM Policy



## Objectives Of The Consultancy

The specific objectives are:

- a. To guide the adaptation of the model national CDM Policy to reflect the needs of SVG, following a highly participatory process.
- b. To guide the development of a national CDM Strategy and Plan of Action that supports the achievement of the goals and objectives of the national CDM Policy.

## Scope Of Work

1. *Preparation of the Inception Report*
  - a. The Consultant is required to prepare an inception report that details the approaches/methodologies, timelines, risks, mitigation measures, assumptions, expected results and milestones associated with the Consultancy.
  - b. The inception report should be guided by the 6-Step policy development process articulated in the Model National CDM Policy guidance note and the 6-Point CDM Strategy Planning Cycle articulated in the CDM Strategy guidance notes.
2. *Development of National CDM Policy and/or Strategy*
  - a. Review the model national CDM Policy and adaptation guide, and templates for national CDM strategy and work programme
  - b. Review existing national policies, strategies, legislation, work programmes and other relevant documents related to disaster risk reduction in St. Vincent and the Grenadines. The documents reviewed will inform the determination of the country needs and the direction of the CDM Policy and should establish:
    - If these policies/ statements focus in any way on comprehensive disaster management.
    - Who has responsibility for disaster management activities?
    - Whether funds are available for disaster management activities
    - If there are opportunities for stakeholder involvement.
    - Gaps and areas for improvement and means for integrating these policies into the national agenda
    - Development policies or addressing issues, which should be included in a CDM policy
    - Current policies and activities that contribute to reduce vulnerability to hazards.
  - c. Prepare a draft CDM Policy directions paper guided by the findings from the reviews and ensure the draft policy reflects global agreements like the Sendai Framework, the Paris Agreement, the SDGs and other important agreements.
  - d. Ensure that gender considerations are incorporated in the CDM policy as well as propose relevant gender monitoring metrics.
  - e. Consult with the Policy Development Committee (PDC) on the following:
    - To obtain guidance on the policy formulation process;
    - To receive technical inputs for the drafting of the CDM Policy and strategy;
    - To receive inputs and comments to guide the finalization of the CDM Policy and strategy.
  - f. Amend the policy directions paper as guided by CDM PDC.
  - g. Prepare a draft national CDM Policy and strategy.



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3. *Revision of the DRM policy and implementation Plan*
  - a. Compare the draft CDM Policy with the DRM Policy and make recommendations on whether both documents are needed; and if yes, on what would each focus.
  - b. Revise the DRM Policy and implementation Plan to help schools develop their own disaster management plans. This is an exercise that has to be in line with the implementation plan and be completed by the school.
  - c. Include areas such as the displacement of population, child protection and psychosocial support, international disaster relief and other social issues following a natural disaster in the DRM policy and strategy.
  - d. Ensure that gender considerations are incorporated in the DRM policy and implementation plan as well as propose relevant gender monitoring metrics.
  
4. *Stakeholder Consultation for the finalization of the national CDM Policy and Strategy*
  - a. In close collaboration with the PDC prepare an agenda and associated documentation for a two-day Stakeholder Consultation at which the draft national CDM Policy and CDM Strategy will be finalized. The stakeholder consultation will focus on:
    - Finalisation of the draft national CDM Policy and CDM Strategy;
    - Development of a plan of action to support the CDM strategy
  - b. Facilitate the stakeholder consultation at a date and place to be determined by the PDC.
  - c. Prepare a Stakeholder Consultation Report
  
5. *Finalisation of documents*
  - a. Finalise the draft CDM Policy and Strategy, inclusive of Plan of Action, as guided by the stakeholder consultation
  - b. Share final CDM Policy, Strategy with costing and Plan of Action with PDC for endorsement.
  - c. Prepare a Consultant's Report.

## Results And Deliverables

The Consultant will submit the following:

1. Inception report
2. CDM Policy Directions Paper
3. Draft National CDM Policy and Strategy
4. Agenda and associated documentation for a two-day Stakeholder Consultation
5. Stakeholder Consultation Report
6. Final Draft National CDM Policy, Strategy and Plan of Action
7. Revised DRM Policy and Implementation Plan
8. Final Report of consultancy which should detail the activities undertaken, results (planned and unplanned), lessons learned and recommendations



### Inputs of The NEMO

- Comments on all products/reports of this consultancy
- Provide copies of relevant CDM related policies, strategies and plans
- Guidance information on sourcing documents and/or resource persons as appropriate
- Organisation of the stakeholder consultation
- Copies of the final CDM policy strategy and plan of action and DRM implementation plan for dissemination to stakeholders.

### Evaluation Criteria

The Consultant should have the following skills:

#### *Qualifications and Experience*

1. Master's Degree in International Development and/or Policy Analysis/Development or in a related field.
2. A minimum of five (5) years experience in Policy and Strategy Development.
3. A minimum of three (3) years' experience in development and review of strategic planning in the Caribbean region.
4. A minimum of ten (10) years experience in Disaster and Environmental Management.
5. Experience in working at policy level of the public service in the Caribbean region will be a distinct advantage.

#### *Knowledge and Skills*

1. A good understanding of government operations and key stakeholders in St. Vincent and the Grenadines.
2. Demonstrated knowledge and skills in stakeholder participation techniques and facilitation of workshops.
3. Demonstrated analytical and research skills in the field of policy and strategy development and implementation/management.
4. Strong communication, documentation and presentation skills.
5. Demonstrated knowledge of the Enhanced CDM Strategy is a distinct asset.

The *Inception Report* should indicate at minimum:

1. Proposed clear and logical approach to be taken for the roll out of the consultancy.
2. Evidence of stakeholder participation in the development of the two documents.
3. Timelines.
4. Costing of the activities under the policy and strategy.

### Duration, Location and Travel

1. The Consultant should be an individual and should be able to assume duties by November 2019.
2. The duration of the consultancy is 50 days over six (6) months period.
3. The location of the assignment is in SVG.
4. If the selected consultant is not a current resident of SVG, the assignment will include travel to SVG as required under the task assigned. Travels and expenses will be paid by the Bank.



## Contact person and address

Further information may be obtained from the Director, of the NEMO, St. Vincent and the Grenadines. Please send cover letter and Curriculum Vitae (CV) to the contacts below by October 15, 2019:

Ms. Michelle Forbes, Director, National Emergency Management Organisation (NEMO), [nemosvg@gmail.com](mailto:nemosvg@gmail.com), or [nemosvg@gov.vc](mailto:nemosvg@gov.vc) and Ms. Keren Charles, Disaster Risk Management Specialist, World Bank Group [kcharles1@worldbank.org](mailto:kcharles1@worldbank.org).

## Payments

Payments will be made upon the Request for Payment of Short-Term Consultant (STC), along with products/deliverables, duly approved by the Task Team Leader.