REQUEST FOR EXPRESSIONS OF INTEREST FOR THE CONSULTANCY FOR THE REVIEW AND ENHANCEMENT OF THE COMMUNITY RESILIENCE FRAMEWORK (CRF)

The Caribbean Disaster Emergency Management Agency (CDEMA) received financing from USAID toward the cost of implementation of the project “Caribbean Climate Resilience Initiative”. CDEMA intends to apply a portion of the proceeds of this financing to eligible payments under a contract for which this invitation is issued.

The programme proposed to be implemented by CDEMA seeks to address the problem statement: The Caribbean exists in a multi-hazard environment with underlying vulnerabilities and insufficient technical capacity, systems and mechanisms for operational readiness, risk management, recovery, community and ICTs to manage associated risks and to build resilience; thus resulting in adverse consequences on lives, livelihoods, communities and national development.

The goal of the programme is to provide support to CDEMA in the process of mainstreaming and institutionalizing CDM as the Caribbean’s platform for achieving risk reduction, thus providing support to countries to reduce disaster risks, as well as absorb and recover from hazard impacts and climate variability. This is in keeping with CDEMA’s mandate for safer and more resilient CDEMA Participating States.

The overall objective of the programme is to contribute to the reduction of the vulnerability of States and improving resilience to disaster risks. It is articulated along an ultimate outcome; two (2) intermediate outcomes; five (5) immediate outcomes; and associated key activities which have been developed particularly in line with Priority Areas 1 and 4 of the CDM Strategy 2014-2024; Strengthened Institutional Arrangements for CDM and Enhanced Community Resilience.

This Consultancy for the Review and Enhancement of The Community Resilience Framework (CRF) seeks to review and undertake a comprehensive enhancement of the Community Resilience Framework allowing for a more robust and focused approach to building resilience in communities.

CDEMA now invites interested eligible1 individual consultants to submit Expressions of Interest indicating qualifications and experience required to provide these consultancy services. The

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1 Consultants shall be eligible to participate if the persons are citizens or bona fide residents of an eligible country;
consultancy is expected to commence in the fourth quarter of 2021 with an expected duration of thirty (30) working days, over two (2) months.

Eligible countries are the United States of America, countries of the Caribbean Community and the Developing Countries outlined in Appendix 1 below.

The Terms of Reference for the consultancy is in Appendix 2.

In the assessment of submissions, consideration will be given to qualifications and experience on similar assignments. All information must be submitted in English. CDEMA’s policy requires that consultants provide professional, objective, and impartial advice and always hold its interest paramount, without any consideration for future work.

Requests for clarifications may be submitted in writing to procurement@cdema.org between 09:00 and 16:00 hours Monday to Friday on or before 15th September 2021.

Electronic copies of Expressions of Interest based on the Terms of Reference must be received at procurement@cdema.org no later than 22nd September 2021. Please address Expressions of Interest to the address below:

Attention: Consultancy for the Review and Enhancement of The Community Resilience Framework (CRF)
Caribbean Disaster Emergency Management Agency
Resilience Way
Lower Estate
St. Michael
Barbados
E-mail: procurement@cdema.org

Following the assessment of submissions, the most technically capable and appropriately experienced applicant will be invited to negotiate a contract to provide the consultancy services.

CDEMA reserves the right to accept or reject late applications or to cancel the present invitation partially or in its entirety. CDEMA will not be bound to assign any reason for not engaging the services of any applicant and will not defray any costs incurred by any applicant in the preparation and submission of the Proposal.
Appendix 1

List of Developing Countries

A Mandatory Reference for ADS Chapter 310
New Edition: 02/06/2012
Responsible Office: GC
File Name: 310maa_020612

Low income/lower middle income

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Niger
Rwanda
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Appendix 2

TERMS OF REFERENCE

CONSULTANCY FOR THE REVIEW AND ENHANCEMENT OF THE COMMUNITY RESILIENCE FRAMEWORK (CRF)

1. BACKGROUND

1.1 Situational Context

The Caribbean Disaster Emergency Management Agency (CDEMA) recognizes the inextricable linkage among climate change, disasters and development. Disasters disrupt livelihoods and directly impact social and economic advancement, which makes it more difficult for countries in the region to advance the sustainable development agenda. The Comprehensive Disaster Management (CDM) Strategy (2014-2024), which is brokered by CDEMA, therefore advocates a wholistic approach to Disaster Risk Reduction (DRR) and Climate Change Adaptation (CCA). It addresses all hazards, all people and all sectors. Communities in particular, are on the front-line of impacts from climate change and other hazards which can lead to disasters; in this regard, Priority Area 4 of the Strategy seeks to achieve, 'strengthened and sustained community resilience’. In support of this priority, there is a need for an improved understanding of the present and future vulnerabilities of communities to climate change that would serve as the basis for targeted and effective resilience building interventions in the Participating States. To this end, an overarching pillar of the CDM agenda is increasing knowledge management and learning for informed decision making.

Article XIII, Clause (o), of the Agreement Establishing CDEMA requires the CDEMA Coordinating Unit (CU) to "Assist in the development of comprehensive disaster management capabilities and review periodically the disaster response capabilities of Participating States giving due consideration to the availability of resources for immediate and timely response to disaster situations." In doing so, due attention must be paid to the establishment of standardized frameworks for building community resilience within Participating States.

The Agreement also articulates further in Article XIX, Clause (m), that there is an undertaking of Participating States, to “develop and review a system for community participation, local mobilisation and counter disaster action in the event of isolation”. Members within the CDEMA System are therefore encouraged to establish a system that fosters community involvement in the development of targeted and effective mitigation programmes and activities to bolster community resilience.
In 2016, the CDEMA Coordinating Unit initiated the process towards the development of a *Standard Community Resilience Framework (CRF)*. The development of the CRF was one effort in a range of numerous initiatives developed over the years to support the Community Based Disaster Risk Management (CBDRM) programme. The CBDRM programme forms part of the wider Comprehensive Disaster Management (CDM) approach, which primarily supports Regional Outcome 4.1: *Standards for safe communities developed, agreed and applied*. Within the CDEMA Work Programme (2017-2022), it contributes particularly to Component 3.2: *Disaster Risk Reduction*, specifically Output 6.4: *CDM Community Resilience programme implementation guide promoted*.

As such, the *Community Resilience Framework* is a critical activity of the CDEMA Coordinating Unit’s Work Programme which speaks specifically to the development of appropriate governance mechanisms at the national level to advance community based interventions. The revision and piloting of the *Community Resilience Framework* is being supported through the Caribbean Climate Resilience Initiative that is funded by the United States Agency for International Development (USAID). The initiative provides programme support to the CDEMA Work Programme.

### 1.2 What is the Community Resilience Framework (CRF)?

The Community Resilience Framework provides the structure upon which resilience to multiple hazards will be built giving due consideration to the national enabling environment for effective implementation and sustainability. It adopts the position that communities’ resilience can be sustained and continuously strengthened within an overarching national context. It is relevant to all communities, for multiple hazards and considers risks related to climate change. The guiding principles for the CRF are as follows:

i. **Safeguard** communities by enhancing economic and social viability measures that will reduce risk

ii. **Fairness** – consider equitable participation, representation and consistency in development and implementation

iii. **Sustainable** - balance long-term economic, social and environmental considerations, when working with communities to plan, cost, implement, monitor and measure the changes from collaboration and partnerships

iv. **Measureable** – facilitate sustainability of community resilience through the use of Results Based Management strategic approach which will encourage better utility of limited resources

v. **Flexible** - be responsive to national perspectives

vi. **Shared** – ensure shared ownership and accountability through partnership and collaboration, which will be facilitated using CDM as the vehicle

The CRF outlines six (6) thematic areas related to resilience and Disaster Risk Reduction (DRR), which are used to develop the Standard Community Resilience Framework. The CRF was adapted from the framework conceptualised and developed by Dr. John Twigg (*Characteristics of a Disaster Resilient Community*, 2009). Each of the six (6) thematic areas is subdivided into a set of its main Components of Resilience (Twigg, 2009).
**Figure 1: The six (6) thematic areas of the Community Resilience Framework**

The CRF forms the basis of a community resilience standard to be developed by the CDEMA Coordinating Unit for adoption within CDEMA Participating States. It is intended to engage and facilitate discussions to drive collective decision making among central government agencies, local government entities and civil society. The purpose of the CRF is to also facilitate the linkage between the local/micro level community resilience strategies with the national/macro level DRR and resilience strategies and approaches.

### 1.3 Linking the Caribbean Resilience Framework and CBDRM

CDEMA acknowledges that while it is impossible to remove a hazard, it is possible to build resilience through a number of actions. Due to its vision and strategic thinking many actions to advance resilience are already embodied in the CARICOM Strategic Plan, CDM Strategy and other strategic frameworks at the sectoral level. There is therefore not a lack of knowledge. There is a need for wholistic harnessing of actions for collectively moving the agenda forward at the national and regional levels as a significant implementation deficit exists. We may very well possess all the plans, instructions and tools for building a resilient Caribbean and whilst there may be a lack of some financing for all the various elements, the challenge may lie in the inappropriate sequencing of interventions and inadequate attention to the most critical actions. Investment in resilience also involves human behavioural change and should therefore target the human resource for such change, especially if undertaken within the context of development planning.
In that context, CDEMA has articulated “A Caribbean Resilience Framework” in keeping with the decision of Heads of Government at their Twenty-Ninth Inter-Sessional Meeting (February, 2018, Haiti) to revisit the Region’s resilience agenda following the unprecedented 2017 hurricane occurrences and impact in the Caribbean region and the recognition of the region’s vulnerability to a variety of hazards.

The Caribbean Resilience Framework identifies five (5) pillars, which guide the policy recommendations for action:

I. Social Protection for the Marginal and Most Vulnerable  
II. Safeguarding Infrastructure  
III. Enhancing Economic Opportunity  
IV. Environmental Protection  
V. Operational Readiness and Recovery

The resilience pathway therefore provides a means of directing national and international investments towards building the resilience of our Caribbean nations. It also provides that overarching framework for building resilience at the community level. The CBDRM programme, including the Community Resilience Framework should therefore inextricably align with the 5 pillars of the Caribbean Resilience Framework for the holistic promotion and building of resilience at the national and regional levels.

2. **OBJECTIVE**

The objective of this Consultancy is to review and undertake a comprehensive enhancement of the Community Resilience Framework allowing for a more robust and focused approach to building resilience in communities.

The enhanced CRF should allow for:

a. A comprehensive review of the six (6) thematic areas of the CRF and full articulation of each area and accompanying components. The review process should examine the relevance and effectiveness in applying the CRF throughout communities and to include a set of standards, key indicators and guiding principles to evaluate/assess a community’s resilience;

b. A comprehensive desk review, consolidation and integration of the existing CBDRM methods and tools for community resilience;

c. Alignment with the Caribbean Resilience Framework, CCRIT, MHEWS Checklist and youth in CDM programme.
3. **SCOPE OF WORK**

The Consultant undertakes to perform the services as outlined below with the highest standards of professional and ethical competence and integrity.

To achieve the above objectives, the Consultant is expected to conduct the following activities:

(a) **Prepare an Inception Report**
   i. Participate in an online inception meeting with the CDEMA CU to discuss the vision for the CRF, expectations for the Consultancy including key milestones for delivery.
   ii. Undertake a preliminary review of the CRF and other background documents;
   iii. Prepare and submit for the CDEMA CU’s approval, an Inception Report detailing:
      1. The approach to be used in the execution of the consultancy including modalities, which give cognizance of COVID-19 realities
      2. The recommended approach to be used for reviewing and enhancing the CRF and related materials/documents
      3. The work program and timeline for the revision and enhancement of the CRF.
   iv. Finalize the Inception Report incorporating comments from the CDEMA CU where appropriate, including a revised implementation schedule, a detailed plan for the review and enhancement process and any enhancements to the methodology/approach.

(b) **Conduct a comprehensive review of the CRF and relevant documents and develop a set of standards, key indicators and guiding principles for building disaster resilient communities**
   i. Undertake a comprehensive review and enhancement of the CRF based on the current version and conceptual design. This would include an examination and elaboration of the six (6) thematic areas identified;
   ii. Enhance the CRF based on the evaluation of the thematic areas and make recommendations for its application to inform the implementation of the framework;
   iii. Review the existing characteristics of a disaster resilient community and progress checklist for an improved/enhanced tool to measure a community’s level of resilience;
   iv. Review relevant documentation provided by the CDEMA Coordinating Unit;
   v. Develop a set of standards, key indicators and guiding principles for building disaster resilient communities;
(c) Facilitate the integration of existing/new tools and methods for community resilience
   i. Review existing methods and tools used to support community resilience through an evaluation of the quality, ease of use and accessibility of each and apply to the CRF where appropriate;
   ii. Facilitate an alignment of the Caribbean Community Risk Information Tool (CCRIT) and articulation of how it can support the CRF;
   iii. Review the MHEWS Checklist and identify how it can support the advancement of EWS at the community level through implementation of the framework;
   iv. Examine the Youth in CDM Programme and recommend options for integrating youth in strengthening resilience at the community level.
   v. Review the Caribbean Resilience Framework and facilitate an alignment with the CRF in addressing an integrated risk management approach across the five (5) pillars of Resilience.

(d) Undertake final edits, testing and refinement of the CRF, including preparation of Guidance Document
   i. Engage with the Civil Sector Sub-Committee of the CDM-Coordination and Harmonisation Council and members of the Community Resilience Think-Tank to provide guidance on the review/enhancement process;
   ii. Test the CRF using the most efficient and effective approach in the COVID-19 implementation environment in at least two (2) CDEMA Participating States;
   iii. Undertake a presentation of the findings and recommendations of the Consultancy to a meeting of key stakeholders;
   iv. Collate feedback from key stakeholder engagements and testing process to finalise CRF;
   v. Prepare a guidance document and methodology on how to apply the CRF (present as an annex to the enhanced CRF);
   vi. Prepare a consolidated report of all the consultations, identifying the way forward for the CRF application;

(e) Prepare and submit to the CDEMA CU an Enhanced CRF and Final Report, which should describe the process utilised for conducting the Consultancy, the report should include:
   i. A critical review of the CRF review/enhancement process;
   ii. Lessons learnt and recommendations for improvement of the overall process;
   iii. Submit the Revised/Enhanced CRF and Final Report to CDEMA CU for comments and revise, as necessary.

4. EXPECTED DELIVERABLES
   The Consultant will be required to provide the following reports and deliverables to CDEMA:
(a) Inception Report within two weeks of contract signature and a revised implementation schedule, including a detailed plan for the review and enhancement process and any enhancements to the methodology/ approach;
(b) Present draft CRF, including a section on standards, key indicators and guiding principles;
(c) Testing or application of the draft CRF in at least two (2) Participating States. Present report and recommendations for enhancing;
(d) Presentation of findings to key stakeholders (Community Resilience Think Tank, Civil Society Sector Sub-Committee etc);
(e) Guidance Document with recommendations for the application of the revised/enhanced Framework;
(f) Consolidated Report of all findings from the consultations and recommendations for addressing gaps;
(g) Revised/Enhanced CRF;
(h) Final Report

5. QUALIFICATIONS AND EXPERIENCE

The Consultant shall possess the following minimum qualifications to undertake the assignment.

Specific Qualifications:
a. Postgraduate degree in Emergency Management, Social Science, Social development and governance or a related field,
b. At least 5 years proven experience in supporting disaster risk reduction, community development, participatory learning and resilience building; OR Social Science, Social Development and Governance
c. Demonstrated experience in at least three (3) of the following areas:
   i. Implementing community resilience interventions.
   ii. Undertaking practice based-research.
   iii. Conducting multi-stakeholder consultative processes
   iv. Demonstrated capacity to manage stakeholder interests.
d. Specific experience in the Caribbean region conducting similar assignment.
e. A good command of the English language and the ability to clearly express ideas in writing.

6. INPUTS
CDEMA through the TPMD will facilitate initial contact with relevant focal points in Participating States, as and when necessary, and will also assist the Consultant with access to the relevant information, documentation, and feedback at its disposal to facilitate proper
execution of the consultancy. The Consultant shall execute the contract with due care, efficiency, and diligence in accordance with the best professional practice.

7. **DURATION**
   The duration of the Consultancy is thirty (30) working days, over a two (2) months period.