CONSULTANCY FOR ADVANCING COMPREHENSIVE DISASTER MANAGEMENT (CDM) BLUEPRINT IMPLEMENTATION IN CDEMA PARTICIPATING STATES

REQUEST FOR EXPRESSIONS OF INTEREST

The Caribbean Disaster Emergency Management Agency (CDEMA) received financing from the European Union towards the cost of implementation of a project "11th EDF Natural Disaster Facility in the CARIFORUM “Caribbean Regional Indicative Programme". CDEMA intends to apply a portion of the proceeds of this financing to eligible payments under a contract for which this invitation is issued.

CDEMA now wishes to procure consultancy services for Advancing Comprehensive Disaster Management (CDM) Blueprint Implementation in CDEMA Participating States

The objective of the Consultancy is to undertake an assessment to determine strategies for advancing the CDM Blueprint implementation in nine (9) CDEMA PS. The Consultancy will also facilitate high-level consultations and the design of interventions to address the barriers.

CDEMA now invites interested eligible\textsuperscript{1} consulting firms to submit Expressions of Interest for the provision of these consultancy services. The duration of the assignment is expected to be for a period of one hundred twenty (120) man days over a period of eleven (11 months).

In the assessment of submissions, consideration will be given to technical competence, qualifications and experience, local and regional experience on similar assignments, financial capability and existing commitments. 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.

\textit{Key Experts will not be evaluated at the shortlisting stage.}

Requests for clarifications may be submitted in writing to procurement@cdema.org on or before 26\textsuperscript{th} March 2021.

Electronic copies of Expressions of Interest based on the Terms of Reference must be received at procurement@cdema.org no later than 6\textsuperscript{th} April 2021. Please address Expressions of Interest to the address below:

\textbf{Attention: Advancing Comprehensive Disaster Management (CDM) Blueprint Implementation in CDEMA Participating States}
Caribbean Disaster Emergency Management Agency
Resilience Way
Lower Estate
St. Michael
Barbados
E-mail: procurement@cdema.org

\textsuperscript{1} Eligible countries are outlined in Appendix 1 below.
The selection method shall be Quality Cost Based Selection (QCBS). Following the assessment of submissions, a short-list of not less than three (3) and not more than six (6) applicants will be provided with full terms of reference and invited to submit technical and financial proposals to undertake the assignment.

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 selecting any applicant and will not defray any costs incurred by any applicant in the preparation and submission of Expressions of Interest.
Appendix 1

EUROPEAN UNION ELIGIBILITY RULES
AFRICAN CARIBBEAN PACIFIC – EUROPEAN UNION
NATURAL DISASTER RISK MANAGEMENT

PARTICIPATION IN PROCEDURES FOR THE AWARDING OF
PROCUREMENT CONTRACTS OR GRANT CONTRACTS

1. Participation in procedures for the award of procurement contracts financed under the EU Contribution Agreement for the Implementation for the Action entitled: “Africa Caribbean Pacific – European Natural Disaster Risk Management in CARIForum Countries” (ACP – EU NDRM)”, is open to international organisations and all-natural persons who are nationals of, or legal persons who are established in, an eligible country.

2. Eligible countries are deemed to be:

   (a) Members of the “African, Caribbean and Pacific (ACP) Group of States”:

      Africa:


      Caribbean:

      Antigua and Barbuda, Bahamas, Barbados, Belize, Dominica, Dominican Republic, Grenada, Guyana, Haiti, Jamaica, Saint Kitts and Nevis, Saint Lucia, Saint Vincent and the Grenadines, Suriname, Trinidad and Tobago.

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1 Note some countries may be eligible by virtue of more than one category
Natural and legal South African persons are eligible to participate in contracts financed by the 10th/11th EDF. However, the 10th/11th EDF does not finance contracts in South Africa.

Pacific:
Cook Islands, East Timor, Fiji, Kiribati, Marshall Islands, Micronesia, Nauru, Niue, Palau, Papua New Guinea, the Solomon Islands, Western Samoa, Tonga, Tuvalu, Vanuatu.

Overseas Countries and Territories:
Anguilla, Antarctic, Netherlands Antilles, Aruba, British Indian Ocean Territory, British Virgin Islands, Cayman Islands, Falkland Islands (Malvinas), French Polynesia, French Southern Territories, Greenland, Mayotte, Montserrat, New Caledonia, Pitcairn, Saint Helena, Saint Pierre and Miquelon, South Georgia and South Sandwich Islands, Turks and Caicos, Wallis and Futuna Islands.

(b) A Member State of the European Union:
Austria, Belgium, Bulgaria, Croatia, Czech Republic, Cyprus, Denmark, Estonia, Finland, France, Germany, Greece, Hungary, Ireland, Italy, Latvia, Lithuania, Luxembourg, Malta, Netherlands, Poland, Portugal, Romania, Slovakia, Slovenia, Spain, Sweden.

An official candidate country of the European Union:
The Former Yugoslav Republic of Macedonia, Turkey, Iceland, Montenegro.

A Member State of the European Economic Area: Iceland, Lichtenstein, Norway.

(c) All natural persons who are nationals of, or legal persons who are established in, a Least Developed Country as defined by the United Nations:

(d) Participation in procedures for the award of procurement contracts or grants financed from the Facility shall be open to all-natural persons who are nationals of, or legal persons established in, any country other than those referred to in paragraph 1, where reciprocal access to external assistance has been established. Reciprocal access in the Least Developed Countries as defined by the United Nations (UN) shall be automatically granted to the OECD/DAC members: Australia, Austria, Belgium, Canada, Denmark, Finland, France, Germany, Greece, Ireland, Italy, Japan, Korea, Luxembourg,
Netherlands, New Zealand, Norway, Portugal, Spain, Sweden, Switzerland, United Kingdom, United States.

**Caveat:** The EU eligibility requirements are subject to change by the EU. The applicant is responsible for checking whether there have been any updates on the eligibility requirements, as well as the UN’s list of Least Developed Countries.
1. INTRODUCTION

The Caribbean Disaster Emergency Management Agency (CDEMA) is the regional intergovernmental agency established by the Heads of Government of the Caribbean Community (CARICOM) with responsibility for disaster management. The work of the CDEMA System is guided by the Regional Comprehensive Disaster Management Strategy and Results Framework (CDM) 2014-2024. CDEMA Participating States (PS) have adopted the regional CDM Framework as their roadmap towards the goal of safer, more resilient, and sustainable CDEMA Participating States. CDM is the management of all hazards through all phases of the disaster management cycle – prevention, mitigation, preparedness, response, recovery and rehabilitation – by all peoples – public and private sectors, all segments of civil society and the general population in hazard prone areas. It involves risk reduction & management and integration of vulnerability assessment into the development planning process.

Since 2010, CDEMA PS adopted a Blueprint that provides the conceptual framework needed for the effective delivery of CDM at the national level. There are three components to the CDM Blueprint, policy, legislation, and country work programmes [PLC]. These are supported by tools for measuring change, national drivers for CDM implementation including political support, and appropriate National Disaster Management Organisation structures; and national capacities for advancing CDM (See Annex 1).

To assist PS with implementing the Blueprint the CDEMA Coordinating Unit (CU) with the support of development partners, has provided technical assistance to PS, and has developed resources and tools in support of this. Notwithstanding this, success with Blueprint advancement has been uneven. Factors that seem to be contributing to this, include diverse implementation environments across the PS; the fact that consensus building and developing the necessary enabling environment takes time; the need for resources to advance and sustain CDM; and the need to develop a ‘new’ culture of reporting, monitoring, and evaluating. The CU is desirous of accelerating implementation of the CDM Blueprint. In this regard, under the Building the Resilience of the CARIFORUM States to Disaster Risks and Climate Change Impacts project, which is financed by the European Development Fund, CDEMA is addressing capacity building for monitoring, evaluation and reporting and advancing [the] CDM Blueprint at the national level (Activity 1.4).

CDEMA is seeking a Consultancy to undertake an assessment to determine strategies for advancing the CDM Blueprint implementation in nine (9) CDEMA PS. The Consultancy will also facilitate high-level
consultations and the design of interventions to address the barriers. The consultancy seeks to answer three main questions:

1. What is the status of Blueprint advancement in CDEMA PS?
2. What are the success factors and barriers to Blueprint advancement in CDEMA PS?
3. What strategy, plan of action and specific interventions are needed to advance with the Blueprint?

2. OBJECTIVES OF THE CONSULTANCY

The main objectives of the Consultancy are:

2.1. To evaluate the 2010 Blueprint as the standard for advancing CDM implementation at the national level and to determine any improvements needed.
2.2. To evaluate the status of Blueprint implementation including an assessment of the barriers, opportunities, and good practice for advancement.
2.3. To provide recommendations for advancing CDM Blueprint implementation in CDEMA PS.
2.4. To assist nine PS (to be confirmed) in developing plans of action and projects to implement recommendations for advancing CDM Blueprint implementation.
2.5. To facilitate a virtual regional workshop targeting senior members of the National Disaster Management Organisation to share findings and build capacity/ awareness on the requirements for advancing CDM Blueprint implementation.

3. SCOPE OF WORK

The Consultancy will:

3.1. Prepare an Inception Report
   3.1.1. Participate in an inception meeting with the CDEMA CU on the Terms of Reference and confirm the scope of the work. The meeting will discuss objectives, activities, expected outputs and any issues related to the execution of the assignment that require clarification.
   3.1.2. Prepare and submit for CDEMA’s approval an Inception Report that details the approach to be used in the execution of the Consultancy. The report should be prepared in accordance with the CDEMA document, Guidelines for the Preparation of Consultants’ Reports/ Updates; and should include:
   3.1.2.1. A review of relevant literature and documents aimed at providing an understanding of the context for the consultancy and that informs the approach to the consultancy. This should include the following background documents from CDEMA and other literature on advancing CDM implementation at the national level.
      a. CDM Strategy and Results Framework 2014-2024,
b. Blueprint for advancing CDM at the National Level, 2010

c. Supporting reports/ key related decisions from Meetings of the Council of CDEMA including the Status of the Blueprint for implementing Comprehensive Disaster Management at the national level, 2011

d. CDM Blueprint Tools

3.1.2.2. An evaluation of the 2010 Blueprint as the guideline for advancing CDM implementation at the national level and any improvements needed based on good practice and the latest literature.

3.1.2.3. The methodology for data collection and analysis.

3.1.2.4. An annotated outline of the report at 3.2.

3.1.2.5. A detailed work plan with timelines for completing the consultancy.

3.1.3. Finalise the Inception Report to incorporate comments from CDEMA.

3.2. Evaluate the status of Blueprint implementation and prepare a Report on the barriers, opportunities, best practice, and recommendations for advancing Blueprint implementation.

3.2.1. Develop the instrument(s) / tool(s) to assess the status of CDM Blueprint implementation in line with the agreed methodology at 3.1 for CDEMA’s review and acceptance. These could include online surveys, national consultations, and interviews with selected participants in identified PS. The tools should also:

3.2.1.1. Examine each area of the Blueprint.

3.2.1.2. Assist in determining the nine countries for detailed evaluation and assistance with Blueprint advancement at 3.3.

3.2.1.3. Collect data for the partnership analysis on Blueprint advancement.

3.2.2. Finalise the data collection instrument(s) at 3.2.1 based on feedback from CDEMA.

3.2.3. Undertake data collection utilizing the tools at 3.2.2.

3.2.4. Analyse the results of the data collected at 3.2.3 and prepare a report on the status of Blueprint implementation in the CDEMA PS. The report should cover four main areas:

3.2.4.1. Overall summary report on the status, success factors, barriers, opportunities, recommendations for Blueprint advancement in CDEMA PS and should take into consideration the findings at 3.1.3 concerning improvements to the Blueprint.

3.2.4.2. Detailed reports for nine (9) selected PS on status, success factors, barriers, opportunities and recommendations for Blueprint advancement that includes findings on partnership analysis for Blueprint advancement. Recommendations should be based on findings from the review, country context and good practice.

3.2.4.3. Indicative costed plans of actions and projects for nine selected PS to implement recommendations at 3.2.4.2 and for further development at national workshops.

3.2.4.4. A case study on the experiences with emergencies and the challenges with legislation.

3.2.5. Submit the data collected at 3.2.3 and the report at 3.2.4 to CDEMA for review and acceptance.

3.3. Present findings of the report for each country at 3.2 in nine national validation workshops organised by the NDMOs/ CDEMA; and codevelop strategies and costed plans of actions to advance the recommendations.
3.3.1. Develop a concept note, facilitation plan, agenda, and tools for each national workshop for review and acceptance by CDEMA.

3.3.2. Facilitate national validation workshops (two-day workshops) for each country organised by the National Disaster Management Office (NDMO) to:
   3.3.2.1. Review and validate the draft findings at 3.2.5 (status, barriers, opportunities and recommendations for advancing Blueprint implementation).
   3.3.2.2. Review and codevelop costed plans of actions and projects to implement recommendations to advance CDM Blueprint implementation.

3.3.3. Prepare a workshop report for each country for review and acceptance by CDEMA. The Report should include:
   • A summary of the workshop, recommendations and an assessment of the achievement of workshop objectives;
   • A workshop participants’ list including full contact information;
   • All recommendations made by participants;
   • Participant evaluations;
   • Validated findings, recommendations and costed plans of action and projects.

3.3.4. Finalise the report to incorporate feedback received from CDEMA.

3.4. Finalise country reports, strategies and costed plans of action based on agreements at 3.3.3 and submit to CDEMA for review and acceptance and revise as necessary.

3.5. Facilitate a (virtual) regional capacity building workshop organized by CDEMA for senior members of the National Disaster Management Organisation to address Blueprint advancement.
   3.5.1. Prepare a draft concept note for the regional workshop to share findings and build capacity/awareness on the requirements for advancing CDM Blueprint implementation. The concept note should include an annotation of the key areas for capacity building to be addressed in the workshop.
   3.5.2. Submit the concept note (3.5.1) for review and acceptance by CDEMA and revise as necessary.
   3.5.3. Develop the workshop agenda, facilitation plan and workshop tools, for review and acceptance by CDEMA.
   3.5.4. Assist with confirmation of the participants’ list.
   3.5.5. Facilitate the workshop.
   3.5.6. Prepare a report, for CDEMA’s review and acceptance, on the completion of the workshop that includes:
      3.5.6.1. A summary of the workshop, recommendations and an assessment of the achievement of workshop objectives;
      3.5.6.2. A workshop participants’ list including full contact information;
      3.5.6.3. Participant evaluations/feedback and recommendations.
3.5.7. Finalise the report to incorporate feedback received from CDEMA.

3.6. **Prepare an End of Consultancy Report which will include:**
   - Activities that were undertaken, results achieved (planned and unplanned), challenges, lessons learned and recommendations.
   - Submit the Report to CDEMA for comments and revise, as necessary.

### 4. RESULTS AND DELIVERABLES

The Consultancy will submit to the CDEMA CU for approval:

4.1. An Inception Report at 3.1. to be submitted within two (2) weeks of signature of the contract.
4.2. Data collection tools/instruments at 3.2 to be submitted one week after the Inception Report.
4.3. Data collected, and the draft report of the CDM Blueprint assessment at 3.2 to be submitted twelve (12) weeks after the data collection tools. The final report will be submitted 2 weeks following the national workshops at 3.3.
4.4. Concept Note for national consultation workshops and material at 3.3.1 to be submitted two weeks after the draft CDM Blueprint assessment report at 3.2.
4.5. National Workshop Reports at 3.3.3 submitted three (3) weeks after the workshops.
4.6. Final Strategies and costed Plans of action at 3.4 (5 weeks) after the workshops.
4.7. Regional capacity building workshop Concept Note and material at 3.5.1 and 3.5.3 to be submitted two (2) weeks after final strategies and plans of action at 3.4.
4.8. Regional workshop report at 3.5.6 submitted two (2) weeks after the workshop at 3.5.
4.9. End of Consultancy Report at 3.6 to be submitted two (2) weeks after the regional workshop report.

### 5. REQUIREMENTS OF THE CONSULTANCY

The Consultancy shall possess the following minimum qualifications and competencies and shall present for consideration the minimum of two (2) experts for the undertaking of the work as outlined at Section 3.0 above.

**QUALIFICATIONS OF THE FIRM (qualifications do not refer to combined experience):**

i. Seven (7) years of experience that includes the development and review of national assessments, national strategic policies, and development plans utilising participatory approaches.
ii. Proven experience in monitoring, evaluation, and reporting.
iii. Seven (7) years of experience in analysis, particularly the ability to design, conduct research, analyse the findings, identify recommendations, and present reports for decision making.
iv. Extensive knowledge of disaster management, sustainable development and climate change key issues, institutions, and actors is required.

v. Experience working in the Caribbean region is an asset.

vi. Experience working with regional/international inter-governmental organizations and national governments.

The Consultancy Firm shall have experts with the following or equivalent qualifications and experience:

1. Disaster Management Expert
   i. Master’s Degree in Disaster Risk Management, Geography, International Development, or a related field is required.
   ii. Seven (7) years of experience in Disaster Risk Management and related processes.
   iii. Excellent understanding of disaster risk reduction and related processes, key issues, institutions, and actors involved in DRR in the Caribbean region.
   iv. Demonstrated experience in developing and implementing disaster risk management and sustainable development programming.
   v. Demonstrated knowledge of the CDM Blueprint is a distinct asset.
   vi. Demonstrated experience in utilizing stakeholder participation techniques, and facilitation of workshops with persons at decision-making levels is an advantage.
   vii. A good understanding of government operations and key stakeholders in the Caribbean is an advantage.
   viii. Proven experience in analysis and research in the field of policy and strategy development, and implementation/management is required.

2. Policy Expert
   i. Master’s Degree in Policy Analysis/ International Development or a related field is required.
   ii. Seven (7) years of experience in Policy and Strategy Development and implementation including monitoring and evaluation is required.
   iii. Proven experience working at a senior level on governance and public sector issues.
   iv. Proven experience in working in a participatory and consultative environment.
   v. Demonstrated experience in national level programming (design and implementation).
   vi. Experience in the development and review of strategic planning instruments.
   vii. Experience in working at the policy level of the public service in the Caribbean region will be a distinct advantage.
viii. Proven experience in analysis and research in the field of policy and strategy development, and implementation/management is required.

COMPETENCIES

- **Professionalism**: Expert level knowledge theories, concepts, and approaches related to policy design, analysis, public sector governance, and strategic planning with excellent knowledge of governance processes in Caribbean countries. Ability to identify issues, high impact actions, and recommend solutions and approaches. Ability to listen and understand the perspectives of various stakeholders and help them through the resolution of issues/problems. Ability to conduct data collection using various methods. Exercises discretion as required and is motivated by professional rather than personal concerns; shows persistence when faced with difficult problems or challenges; remains calm in stressful situations. Takes responsibility for incorporating gender perspectives and ensuring the equal participation of women and men in all areas of work.

- **Planning & Organizing**: Based on the supervision received from the CDEMA CU, plans work in a manner consistent with the goals and timeline of the project; allocates appropriate amount of time for completing work; is conscientious and efficient in meeting commitments, observing deadlines, and achieving results; foresees risks and allows for contingencies when planning; monitors and adjusts plans and actions as necessary; uses time efficiently.

- **Accountability**: Acts in full consultation and in compliance with instructions from the CDEMA CU and takes responsibility for agreed assignments; is accountable and trustworthy; honors commitments by delivering outputs within the prescribed time, cost, and quality standards; operates in compliance with organizational regulations and rules; and takes personal responsibility for his/her own shortcomings and shares successes with the team where applicable.

- **Teamwork**: Works collaboratively with colleagues to achieve organizational goals; is able to coordinate effectively with other experts and team members by genuinely valuing others’ ideas and expertise and providing relevant inputs in tasks where others lead; is willing to learn from others; places team agenda before personal agenda; very good inter-personal skills and a demonstrated capacity to deal with colleagues and counterparts from different backgrounds, and proven ability to function in a multi-cultural and multi-ethnical environment with sensitivity and respect for diversity.

- **Technological Awareness**: Keeps abreast of technology development in the area related to online meetings, surveys, communications; data processing, analysis, and presentation of strategic documents and result frameworks.

- **Communication**: Speaks and writes clearly and effectively; listens to others, correctly interprets messages from others and responds appropriately; asks questions to clarify, and exhibits
interest in having two-way communication; tailors language, tone, style, and format to match audience; demonstrates openness in sharing information and keeping people informed.

6. CONSULTANCY SUPPORT

CDEMA CU will:

   a. Provide background CDEMA/ Blueprint documentation as required.
   b. Provide comments on the draft documents submitted within ten (10) working days of receipt.
   c. Provide technical guidance for national-level consultations.
   d. Assist with the convening of a regional capacity building workshop.

The NDMO will:

   a. Provide all administrative support, clear bottlenecks, and facilitate the work of the consultant.
   b. Make available all supporting documentation that will be required for the success of the consultancy.
   c. Organise workshops, assist with the organisation of the national consultations, including the stakeholder engagement and partnership analysis.
   d. Provide timely constructive feedback on all products prepared by the consultant.

7. Duration, Location, and Travel

1. The Consultancy should be able to assume duties by June 2021.
2. The duration of the consultancy is 120 days over an eleven (11) month period.
3. The consultancy will be homebased and will include workshops in nine CDEMA PS. The consultancy may consider the use of a blended approach that would include the use of local consultants to assist with the facilitation of the national workshops.
4. The assignment will include virtual interactions for data collection, the facilitation of the regional workshop and other consultations as required related to the task assigned.
Figure 1: The CDM Blueprint