

TERMS OF REFERENCE

Capacity Building through curriculum development, conduct various trainings for Provincial and District Disaster Management Authorities and Line Department government officials

I. Introduction and Background

The Province of Sindh, Pakistan is exposed to a number of adverse natural events and has experienced a wide range of disasters over the past 70 years, including floods, earthquakes, droughts, cyclones and tsunamis. Over the past decade, damages and losses resulting from natural disasters in Sindh have exceeded multi million; as the population and asset base of Sindh increases, so does its economic exposure to natural disasters. Pakistan also ranks among the top ten countries in the world most affected by climate change: Pakistan has been ranked 6th among the most climate change affected countries in the world, with the 5th highest total losses of all countries – amounting to USD 4 billion – attributed to climate change over the 1994-2014 period.

Since the 2005 earthquake, Pakistan has worked to transition from an ex-post disaster response perspective to an ex-ante risk management approach. The Government of Sindh established the Provincial Disaster Management Authority (PDMA) and notified District Disaster Management Authorities (DDMAs) in line with the National Disaster Management (NDM) Act in 2010 which reflects this pro-active approach towards disaster risk management. However, the professional approach within the authorities and line department is required to be built to understand the entire spectrum of disaster management and its application.

Objectives of the Assignment

The World Bank, through the Sindh Resilience Project (SRP) is supporting the Government of Sindh in building its capacity to prepare for and respond to disasters. The Provincial Disaster Management Authority (PDMA) Sindh is the main implementing agency for SRP (PDMA component). The SRP (PDMA component) intends to embark on a comprehensive capacity development program which would comprise a combination of national and international trainings, workshops, interactive sessions, knowledge sharing and exposure / study visits.

The assignment seeks to enhance the capacity of the concerned government entities to increase disaster resilience and adopt a more pro-active approach by trainings of key officials on concepts of overall spectrum of Disaster Management as well as specific areas of the subject which will help the practical implementation of disaster management activities. The broader areas for trainings have already been identified through a study conducted earlier “Organizational Capacity Assessment and Development of Capacity Enhancement Plan of PDMA & DDMAs Sindh”. The relevant portion of Training Needs (TNs) may be downloaded from www.pdma.gos.pk. The key areas in which the training would be required are summarized under:

- Risk identification and assessments
- Mainstreaming resilience and DRM in planning and policy making

- Physical risk mitigation interventions on natural hazards that includes but not limited to; urban flood, drought, heat waves, cyclone and seismic risks
- Early Warning Systems and frameworks
- Climate change adaptation and mitigation
- Resilient reconstruction and recovery planning
- Gender and vulnerable populations in DRM
- Community based Disaster Risk Management
- Office Management
- Inventory management
- Overview on HR Management Cycle, includes; recruitment & selection, performance evaluation, disciplinary enquires, employee’s contract, employee morale & motivation,
- Overview on MHVRA study and its applications in disaster management,
- Overview on latest soft wares and web based open source or specific tolls, in the context of disaster management.
- Camp coordination mechanism including human rights issues and protection
- Food supply chain management and emergency logistics

The target audience would comprise a range of government officials (senior management, operational and supervisory level)

II. Tasks

The consulting firm would undertake the following tasks, with the possibility to further refine the activities on the needs identified during implementation of the assignment:

1. **Scoping Exercise:** A rapid scoping exercise will be carried out to take stock of the capacity assessment report with a focus on the capacity development of needs and gaps identified by provincial and district DMAs in capacity assessment report mentioned earlier. This exercise would validate the scope of the training plan and specify any critical area or sector that might need to be included or refined further. The scoping analysis would also inform development of the training toolkit and other learning modules.
2. **Training toolkit development:** Findings of the scoping exercise with specific recommendations in the form of a work plan for the entirety of the assignment, along with developing localized participants workbook, trainer’s guidebook in English languages, would be shared with the SRP for review, feedback and approval. These findings could also be used for obtaining ownership and buy-in of the concerned government entities and to provide them with a framework of the training activities to be delivered. It would also help the government departments in identifying the most suitable candidates for the training activities.
3. **Conduct Trainings:** The consultant will design and organize sector / thematic, local and international training sessions, for provincial and district government officials. The proceedings of the trainings would be captured in the form of a report for each type of training.
4. **Exposure and Study Visits:** An important component of the project is knowledge sharing and exchange of best practices. For this purpose, the consultant will arrange and facilitate exposure visits and workshops in areas with similar disasters profiles and challenges with recognized best practices and innovative approaches in mitigation, preparedness and mainstreaming to provide

hands on experience and implementable and replicable solutions to the relevant officials. The consultant will also document the visits and prepare customized knowledge products based on the visits.

5. **Knowledge Dissemination:** The consultant will organize and facilitate knowledge dissemination workshops as part of cascade of training approach. The key participants/senior officials and / or experts will present the knowledge gained and best practices observed from trainings and study tours to a wide variety of provincial and district audiences. The discussion would focus on the application of these best practices in Sindh. The consultant will document the proceedings of the workshops and capture the key findings, recommendations and way forward.
6. **Reporting:** In addition to the reporting requirements for study visits and knowledge dissemination workshop, the consultant would prepare and provide the SRP (PDMA) with quarterly progress reports on the assignment. The report would capture all aspects of implementation progress of the reporting period, including physical and financial progress of the work plan, completed and planned activities, and highlight challenges and bottlenecks. Further, a detailed Learning Report documenting key learning, reflections and outcomes with potential entry points for expanding/replicating the capacity building model would be prepared by the consultants at the end of the assignment to enhance ability to function as a team together with PDMA/ DDMA.

III. Duration and Expected Deliverables

The Assignment is expected to be for eighteen (18) months and will consist of the following deliverables:

Deliverable 1: Finalize work plan for the entirety of the assignment, containing the findings of the scoping exercise and final training plan/material in English

Deliverable 2: Develop training toolkit for each specified area (Participants workbook, Trainer's guidebook and standard power point slides in English)

Deliverable 3: Delivery of at least one (01) provincial level trainings (at least 5 working days) for about (40-50) government officials from PDMA and line departments.

Deliverable 4: Delivery of at least five (05) trainings for PDMA officials (50 Staff members, 8-12 in each session) in the fields specified in capacity assessment report and refined after scoping exercise.

Deliverable 5: Delivery of at least twenty-nine (29) trainings (at least 3 working days) at district level for DDMA officials. (Approx.300 officials to be trained)

Deliverable 6: Delivery of at least five (05) international trainings programs (45 to 50 Officers, 08-12 in each session) for government officials from PDMA, DDMA and line departments.

Deliverable 7: Delivery of at least three (03) international knowledge exchange visits / exposure and study visits (countries to be suggested by the consultants) for 24 people (8 in each session).

Deliverable 8: Delivery of at least one (01) knowledge dissemination full day workshop at the Provincial level for 45 to 50 officials.

Deliverable 9: At least four (04) Quarterly progress reports

Deliverable 10: Final learning report (100 copies of the report)

The consultant would be responsible for all costs associated with the trainings, including accommodation, venue, meals, and all travel (excluding air tickets, visa fees and per diem) for training participants. All costs related to training materials (In English and local language), cost of firms' staff/consultant time and travel would also be covered by the firm. The consultant would also provide administrative support for travel arrangements including preparation of visa applications and submission on behalf of training participants. The SRP (PDMA component) would directly cover national and international air tickets and per diem costs of the training participants.

IV. Indicative Team Composition

Following is an indicative team composition:

Sr. No	Position	Qualification and Experience	Number
1	Team Leader / Project Manager	Ph.D. in a related field preferably in disaster management, social or environmental sciences, with at least 10-15 years of experience in institutional strengthening / capacity building regarding disaster management. Experience in developing training toolkits at various aspects of disaster management for DRR practitioners. Experience of working in large donor funded projects would be preferred.	1
2	Lead Trainer / Capacity Building Expert	Master's Degree in Disaster Management or any other relevant discipline, with at least 7-8 years of international experience of working as Training specialist/Manager trainings and more than 07-8 years of national level relevant experience in designing and implementing organizational development / capacity building programs. Experience in facilitating and delivering all types of trainings including TOTs and long duration DRM courses. International and National level DRM course completion certificates will be considered as an additional qualification	1
3	Curriculum Developer / Trainer	Ph.D Degree in Disaster Management or relevant field with at least 7-8 years of relevant international/National experience. Experience in developing training toolkits (Participants workbook, Trainer's guidebook), at various aspects of disaster management for DRR practitioners. Experience as master trainer with TOT certification in DRM will be considered as additional qualification	1-2
4	Sector Specialist Trainers	University degree in related discipline with at least 7-8 years of relevant experience in the relevant sector Governance and Participatory DRM, Floods and Droughts, Climate Change Mitigation, Record Keeping, Office Management, Food Supply,	As required

		Inventory Management, Human Conflict Management, Health and Ecological Risk Management, Gender, IT, HR, Logistics)	
5	Logistics and Event Management Coordinator	University degree in any field with at least 5 years of experience of undertaking logistics and event management coordination functions in large organizations.	1
6	Reporting / M&E Specialist	University degree with at least 5-7 years of experience with donor funded project in monitoring and evaluation role, including preparation of M&E and progress reports	1
8	Administrative Assistants	Demonstrated experience of providing administrative and logistical support in large organizations.	As required

Note: CVs of the above-mentioned team are not required at the stage of EOI.

V. Indicative Payment Schedule

Deliverable No.	Deliverable	Amount (% of contract amount)
1	Approval of finalized work plan, along with findings of the scoping exercise and training plan, to be delivered within one month of contract signing	10%
2	Approval of the training toolkit to be prepared in English including Participants workbook (minimum 500 printed copies), trainers' guidebook (minimum 500 printed copies), and standard PowerPoint slides for target courses, to be delivered within three months of contract signing	5%
3	Delivery of 35 local trainings as mentioned in the deliverables, within 16 months of contract signing	35% (to be paid incrementally at 5% of contract value after completion of 7 trainings)
4	Delivery of at least 5 international trainings, to be delivered within 16 months of contract signing.	20% (to be paid incrementally at 4% of contract value per international training)
5	Delivery of at least 3 international knowledge exchange and exposure visits/study tours and related reporting and knowledge products, to be delivered within 16 months of contract signing.	10% (to be paid incrementally at 3% of contract value per international study tour for 1 st and 2 nd training and 4% for 3 rd training)
6	Delivery of at least 1 provincial knowledge dissemination workshop and related reporting, due within 17 months of contract signing.	5% (to be paid upon completion of the workshop)
7	At least 4 Quarterly progress reports after start of trainings	10% (to be paid incrementally at 2.5% of contract value for

		<i>each report)</i>
8	Final learning report, to be delivered within 18 months of contract signing	5%

The Sindh Resilience Project (PDMA component), therefore invites eligible consulting firm to indicate their interest in providing the required services. Interested firms may apply as joint venture with International and national level firm's consortium. However, the National level consulting firm should have more than 10 years of National/International level training delivery, research and curriculum development related experience. The firm must provide information indicating that they are qualified to perform the services. Specific qualifications include:

- Demonstrated experience in the area of training delivery related to disaster management spectrum (Pre-disaster, during the disaster and post disaster).
- Proven experience in developing training toolkits including training manuals, Participants workbook, trainer's guidebook.
- The firm should have completed at least three projects of comparable scale and complexity
- Organizational strength in terms of senior management
- National / international standard training facilities

Consultants will be selected in accordance with the **Consultant's Qualification Based Selection (CQS)** method as stipulated in World Bank Procurement Guidelines for Selection and Employment of Consultants 2011 (Revised July 2014).