**TERMS OF REFERENCE FOR THE RECRUITMENT OF AN INTERNATIONAL CONSULTANT TO DEVELOP A TRANSBOUNDARY STRATEGY FRAMEWORK DOCUMENT ON DISASTER RISK MANAGEMENT AND CLIMATE CHANGE ADAPTATION IN THE LAKE CHAD BASIN**

016/TCD/03/2020/IC

Date: 27 May 2020

<table>
<thead>
<tr>
<th>Country:</th>
<th>Chad</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Project:</strong></td>
<td>Improving the Management of the Lake Chad Basin</td>
</tr>
<tr>
<td><strong>Job Title</strong></td>
<td>International Consultant to develop a Transboundary Strategy for Disaster Risk Management for LCBC</td>
</tr>
<tr>
<td><strong>Duration</strong></td>
<td>45 effective working days spread over a total of not more than 3 months</td>
</tr>
<tr>
<td><strong>Duty Station</strong></td>
<td>N’Djamena (with trips to countries of the Lake Chad Basin)</td>
</tr>
<tr>
<td><strong>Contract Type</strong></td>
<td>Individual contract</td>
</tr>
<tr>
<td><strong>Target mission start date:</strong></td>
<td>July 10(^{th}) 2020</td>
</tr>
</tbody>
</table>

The complete Terms of Reference (TOR) can be downloaded from the following website [http://procurement-notices.undp.org/search.cfm](http://procurement-notices.undp.org/search.cfm). In the “country office” box, indicate “CHAD”.

Interested consultants are hereby invited to submit their proposals (technical and financial) by e-mail in separate files via the email procurement.td@undp.org no later than Thursday, June 11\(^{th}\), 2020 at 12 noon prompt, N’Djamena time, indicating the reference No. 016/TCD/03/2020/IC this reference is not indicated in the subject of your e-mail, your offer shall not be considered).

Any request for further information shall be sent in writing or by email to the following address: faq.td@undp.org. The competent unit will reply in writing or by e-mail, and will send to all bidders copies of the written replies with all the necessary clarifications without mentioning the author of the question.

I. Background and Justification

Lake Chad is the fourth largest lake in Africa (in terms of surface area), behind Lakes Victoria, Tanganyika and Nyasa. Located in the eastern Sahel region, on the southern edge of the Sahara Desert, the Lake and its basin are a vast freshwater resource shared by Cameroon, Central African Republic, Chad, Niger, Nigeria and Libya. Lake Chad is made up of two basins, north and south, separated by a shallow middle part, known as the “Great Barrier”. The Chari River is the main tributary of the southern basin. The balance of water supplied to the Lake comes from rainfall and small tributaries, such as the Komadougou Yobe River in the north west and the El Beïd River in the south.
Due to its geographical position at the southern edge of the Sahara in an endorheic basin which occupies a humid and tropical climatic gradient in the south (Sudanian climate), moderately arid in its central part (Sahelian) and very arid in the north (Saharan) characterized by an alternation of dry and rainy seasons with a great variability of the surface of the Lake, the countries bordering Lake Chad are exposed to several natural hazards, but are particularly vulnerable to food and health, pastoral and nutritional crises, floods, bush fires and locust invasions.

This physical vulnerability is increased by socio-economic and environmental factors such as (i) economies based mainly on the primary sector (agriculture, livestock, forestry and fisheries) and highly dependent on fairly variable climatic parameters; (ii) a still high poverty of the populations, especially in rural areas; the countries of the Lake Chad Basin are among the poorest in the world. According to the UNDP Human Development Index 2015 they are ranked1 as follows: Niger (188), Central African Republic (187), Chad (185), Cameroon (153) and Nigeria (152); (iii) a failure of land-use planning which favours the settlement of populations in the flood plains constituted by the basins or beds of rivers and streams; and finally; (iv) a pronounced degradation of the environment and soils with negative effects of climate change.

Because of its sociological and economic structure, countries around Lake Chad are also an area where informal economic activities, especially cross-border activities, are particularly intense.

In recent decades, disasters resulting from natural phenomena (droughts and floods) have increased in frequency and intensity in the Lake Chad Basin. They have caused significant damage and losses to livelihoods and infrastructure in the countries, created significant recovery needs and induced negative impacts on the socio-economic development of communities and countries by compromising their efforts towards the achievement of the Sustainable Development Goals (SDGs), particularly SDGs 1, 2, 10 and 13 (respectively relating to the fight against poverty, hunger, inequality and climate change). The consequences of these disasters in one country often easily cause impacts in neighbouring countries by affecting the most vulnerable and damaging transport networks, disrupting trade and commerce, and causing displacement of populations, with related implications for other social sectors.

Furthermore, the effects of disasters are increased in the region by the effects of climate variability and change, which also increases pressure on land, agricultural, fisheries and water resources.

For various natural and anthropogenic reasons, the Lake is experiencing a depletion of its water resources. The surface area of Lake Chad is only one tenth of what it was fifty years ago, with 2,500 square kilometres in 2017. With reduced fishing and agricultural areas, the depletion of the Lake's water resources poses an impressive ecological and humanitarian threat with unpredictable consequences for the entire region. This depletion of water resources accompanied by the degradation of related ecosystems often leads to very heavy flooding in the regions of Mayos (a river that supplies northern Cameroon), Chad and the rivers that surround the Lake Chad Basin. These crises often lead to conflicts between the populations of neighbouring countries. The gradual drying up of Lake Chad could also lead to the loss of production capacity, the destruction of crops, and indirectly plunge the populations of the region into successive food crises and generate tensions between the riparian populations for access to the best land.

The border areas of the Lake Chad basin have also shown their great vulnerability to epidemics through the spread of germs; the current situation of the Covid-19 pandemic is quite revealing of this situation.

The emergence of the Boko-Haram insurgent movement in the region has led to a serious

deterioration in the humanitarian situation. There are more than 2.6 million displaced persons, in a context that is particularly conducive to the exacerbation of tensions between populations.

In this context of high community vulnerability, an integrated transboundary approach to disaster risk management (DRM) and climate change adaptation (CCA), sustainable use of water and natural resources, as well as the development of local communities appears to be of crucial importance in the Lake Chad Basin.

The Lake Chad Basin Commission (LCBC) and its Convention were established in 1964 to regulate and control the exploitation of water and other natural resources in the basin, but also to initiate, promote and coordinate development projects and research on natural resources. The Commission also promotes mechanisms for settling disputes and strengthening regional cooperation among members of the Lake Chad Convention.

During the period 1990-2012, LCBC initiated, with the support of its partners, a reform process aimed at realigning the national policies of member states with regional policy. The initial phase of this process involved working with the riparian countries to define a common vision (Lake Chad Vision 2025), develop a regional strategy (Lake Chad Basin Strategic Action Programme) and adopt common water management principles (Lake Chad Basin Water Charter).

Article 38 of the Lake Chad Basin Water Charter states that: “In order to prevent and control emergency situations, the State Parties shall, in cooperation with the Commission, jointly develop and enforce emergency plans and disaster response plans to attenuate, eliminate or reduce the damage likely to be caused to the population, the environment and the water resources in the Basin by such emergency situations.”

Chapter 14 of the Lake Chad Basin Water Charter requires each State Party to take the necessary internal measures to ensure the effective implementation of the Charter, including legal, institutional, operational and financial provisions.

Individually, each LCBC member state is a signatory to the Sendai Framework for Action for Disaster Risk Reduction (2015-2030) and the United Nations Framework Convention on Climate Change and has a national strategy for the DRM and CCA. However, these national strategies take little account of the transboundary aspects of the adverse effects of climate change and disasters. The current disaster management system relies on national agencies with a broad scope of intervention and little interest in correcting the weaknesses noted in the Lake Chad basin.

With the adoption of the Sendai Framework, States renewed their commitment to take urgent action to reduce disaster risk and build resilience in the context of sustainable development and poverty eradication, to integrate both disaster risk management and resilience-building, as appropriate, into policies, plans, programmes and budgets at all levels in the future and to reflect them in relevant frameworks.

Therefore, LCBC and its member states have identified the development of cross-border disaster risk management and adaptation to change plans and mechanisms as a transnational priority since the adoption of the 2008 SAP.

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2 DTM OIM 2017
3 Resilience is defined as “the capacity of a system, community or society at risk to resist, absorb, cope with and recover from the effects of a hazard in a timely and effective manner, including through the preservation and restoration of its essential structures and basic functions”.

Thus, as part of the LCBC Support Project “Improving the management of Lake Chad” funded by the GEF and jointly implemented by UNDP and LCCB, the PMU intends to develop transboundary disaster risk management (DRM) and climate change adaptation mechanisms and strategies that will strengthen the resilience of the basin communities through prevention, preparedness for and mitigation of the effects of natural disasters and, where appropriate, post-disaster recovery, including droughts and floods, on the many wetlands and floodplains, which are the basis of the region’s economy and sources of livelihood for the population of the basin. The achievement of this output will be based on a good risk analysis with a better understanding of the existing cooperation dynamics between States to facilitate the establishment of appropriate mechanisms for disaster prevention and mitigation of the adverse effects of climate change, including emergency preparedness and post-disaster recovery appears necessary. This would make it possible to pool resources, minimize the risk of duplication of efforts, and avoid decisions and behaviour that could have negative effects and ramifications for neighbouring countries. The UNDP-GEF project will develop synergies with other projects such as those of the AfDB and GIZ to operationalize the monitoring system, which will include training and capacity building of new institutions to be jointly established to implement the Water Charter.

As such, UNDP is seeking one International Senior Consultant to develop a Transboundary Strategy Framework Document on Disaster Management Risks and Climate Change Adaptation in the Lake Chad Basin.

II. Objectives

The overall objective of the action is to contribute to the substantial reduction of disaster risks and losses in terms of human lives, livelihoods and health, and the economic, physical, social, cultural and environmental assets of people, property, communities and countries that are members of LCBC.

More specifically, the consultation shall:

1. Conduct an in-depth analysis of transboundary disaster risks and existing risk management mechanisms in the Lake Chad Basin;
2. Develop on the basis of the guiding principles of the Sendai Framework for disaster risk management and climate change adaptation a regional (transboundary) strategy for disaster risk management and climate change adaptation with a multi-year action plan that will define:
2.1 General objectives and operational objectives;
2.2 Priority actions (with the identification and categorization of targets, objectives and specific actions; improvement of governance of cross-border cooperation mechanisms for disaster risk management) taking into account climate change adaptation and gender issues;
2.3 A mechanism for coordination and synergy between the stakeholders concerned;
2.4 A mechanism for financing and implementing the action plan;
2.5 Follow-up arrangements including a system for monitoring activities at national and transboundary levels.

III. Expected results

1. A general overview of disaster risk management including risk mapping and analysis of existing institutional mechanisms at national and regional levels;
2. A DRM/CCA gender-sensitive policy framework document for the LCB defining a common framework for response (issues, strategic directions and operational objectives) is developed with a multi-year action plan,
3. A Partnership and Resource Mobilization Framework on DRM/CCA in the Transboundary Area;
4. A monitoring and evaluation mechanism for the action plan;
5. A capacity building plan for LCBC on DRM/CCA;

IV. Mission Scope and Objectives

The aim is to develop a Strategic Framework Document on Disaster Risk Management and Climate change adaptation, the implementation of which will strengthen the resilience of communities and nations to the effects of climate change and disasters in the Lake Chad Basin for sustainable development. The mission will have to capitalize on what has been achieved in the field, and share good practices and lessons learned through previous and existing interventions in the countries. The mission should cover all LCB countries, including the communities bordering the Lake. Its objective is to help LCBC and its member states fulfil their responsibilities to establish harmonised and coordinated DRM/CCA policies that take into account cross-border specificities. An important intervention will be to establish a continuous process of research and information sharing for the establishment of a cross-border disaster information and warning system, but also for the development of cross-border cooperation mechanisms for emergency preparedness, including post-disaster recovery.

V. Duties and Responsibilities of the Consultant

The Consultant will work with LCBC and its national focal points (including other relevant ministries) to establish an appropriate transboundary (sub-basin level) mechanism that will assist in the delivery of data collection and risk management outputs, including response preparedness.

The consultant will exploit the results, lessons learned and recommendations of previous studies, especially the one conducted by the Global Water Partnership of Central Africa for the establishment of an early warning system. This study has indeed identified the actors, institutions and modes of warning dissemination as well as the measures to be taken in case of unfavourable forecasts. It will be responsible for delineating the strategic, organizational and operational contours of the mechanism to be set up, for a better performance in the actions carried out in favour of disaster risk management and climate change adaptation in the Lake Chad Basin, by strengthening the existing synergies between interventions.

Under the joint supervision of the Director Technical of LCBC and the Regional Coordinator of the PMU, the consultant shall:

1. Develop the disaster risk profile for the Lake Chad Basin;
2. Conduct a diagnostic analysis of disaster risk management mechanisms in the Lake Chad Basin;
3. Define strategic guidelines at the transboundary level with stakes, strategic guidelines and operational objectives, taking into account cross-cutting issues (gender, vulnerable populations, etc.);
4. Propose an organizational framework for the implementation of the regional strategy action plan;
5. Propose an action plan with a multi-year budget for the implementation of the Regional Framework document;
6. Provide guidance for the mainstreaming of DRM/CCA into the strategic documents of LCBC;
7. Propose strategic axes of resource mobilization for the funding of the action plan;
8. Propose a capacity building for LCBC and its member states on DRM/CCA;
9. Propose a monitoring and evaluation mechanism for the Strategy’s action plan, including procedures for updating it;
10. Facilitate workshops for discussion and validation of documents with the structures concerned;

VI. Expected Outcomes

1. A diagnostic situation analysis including (i) risk mapping, (ii) an analysis of cross-border disaster management mechanisms and (iii) a capacity building plan for LCBC on disaster risk reduction and climate change adaptation including emergency preparedness and post-disaster recovery;
3. A guide for integrating DRM/CCA into the programmes and policies of the LCBC;
4. All documents should be available in English or French.

VII. Profile and qualifications of the Consultant

A. Competencies required of the consultant
1. Excellent interpersonal and communication skills;
2. Excellent analytical, transboundary problem solving and writing/writing skills;
3. Strong client and service orientation and proven flexibility;
4. Strong sensitivity to cross-cutting issues (gender, vulnerable populations etc.).
5. Ability to work independently in an environment;
6. Ability to accept input and receive guidance from multiple sources and create the synthesis necessary to achieve concrete results;
7. Attention to detail and ability to work under pressure and meet deadlines; and
8. Have the capacity to ensure ownership of several issues and produce measurable and consistent results.

B. Education and experience

Education:
The successful candidate must hold at least a Master's degree in a field of political, biology, agronomy, environmental and social sciences and/or in a field related to the management of disaster risks and climate change adaptation.

Experiences
The successful candidate should have a relevant reference of the following experiences:
1. Minimum of 7 years experience in the formulation and implementation of programmes and projects in disaster risk management, climate change adaptation, post-disaster response and recovery and/or environmental management;
2. Minimum of 5 years proven experience in formulating policies and strategic frameworks and integrating cross-cutting aspects (gender, DRM and CC) into development planning and budgeting processes and writing quality reports;
3. Relevant experience in capacity analysis particularly for disaster risk management and adaptation to change in a transboundary context and the development of capacity building plans (at least 3 experiences);
4. Experience with the Sendai Framework for Disaster Risk Reduction would be an asset;
5. Experience working with the LCBC, GEF or the UN systems would be an asset.

**IT Skills and Languages**

1. IT Skills: Mastery of the Microsoft Office pack (Word, Excel, Power Point, ...)
2. Languages: A perfect command of French and English, both written and spoken, is essential.

**VIII. DELIVERABLES**

The consultant shall ensure that the following deliverables are produced and delivered on time and in accordance with the review and validation procedures specified below:

- **Deliverable 1:** Inception report of the mission integrating the comments and guidelines brought by the Project Coordination on the work plan proposed by the consultant.

  This report is due at the latest 2 (two) effective working days after the scoping meeting of the mission by the Project Coordination with the consultant.

  It shall be reviewed and validated by the Project Coordination Unit which shall, if necessary, submit comments to the Consultant.

- **Deliverable 2:** Interim report of the mission is the first draft of the proposed Protocol, including the various annexes;

  This report is due no later than 35 effective working days from the start date of the mission.

  The Project Coordination in collaboration with the LCBC shall have 5 days from the date of receipt to review and validate the report.

  In case of comments, the Project Coordination in collaboration with the LCBC shall return its observations to the Consultant who has 5 working days to integrate the comments including the shortcomings.

- **Deliverable 3:** The Final Report is a fairly improved version of the final document, and should take into account comments and suggestions from internal meetings. It will be presented, discussed and validated at a regional meeting including all LCBC member countries.

  This report is due no later than 40 effective working days from the start date of the mission.

  The Project Coordination has 5 days from the date of receipt to review and validate the report.

  In case of comments, the Project Coordination shall return its observations to the Consultant who has 5 working days to integrate the comments including the shortcomings.

All deliverables are to be provided in electronic form (Microsoft Word document with PowerPoint summaries), the validated Framework Document is provided in PDF format and 2 hard copies.

**IX. DOCUMENTS TO BE INCLUDED IN THE PRESENTATION OF PROPOSALS**
Interested candidates should send a submission package including the following documents:

1. A technical proposal justifying their qualification to deliver, in a satisfactory and timely manner, high quality services at the end of the requested consultancy, a proposal for a succinct methodology explaining the approach and the manner in which the consultancy will be carried out, and a work plan including the various deliverables to be carried out under the various instalments of the payments;

2. Curriculum Vitae establishing the required level of education and experience in the fields of study or similar and a minimum of three (3) references (email address, telephone, position, city/country and organization).

3. A financial proposal.
   In order to facilitate the comparison of financial offers, the offer should give details of the overall lump sum (travel expenses, daily allowances, working days, etc.).

### X. EVALUATION

The evaluation of bids shall take place in two stages. The evaluation of the technical proposals and the evaluation of the financial proposals.

In the first part, the technical proposals are opened and evaluated. In the second part, the financial offers of those bidders whose technical proposals are deemed technically qualified are opened and evaluated.

The evaluation of the financial proposals shall be carried out in accordance with the following formula:


The contract will be awarded to the candidates using the combined method, i.e., to the bid with the highest combined score (Weighted Technical + Financial) and which accepts the UNDP General Conditions.

#### 10.1 Technical proposals

Technical proposals are evaluated on the basis of the competence and qualification criteria defined in the terms of reference.

Technical proposals will be considered technically qualified if they obtain 70% of the maximum score of 100 points; this technical score will be weighted at 70%.

#### 10.2 Financial proposals

The candidate shall make his/her financial proposal in accordance with the model set out below in the same format for the purpose of comparing tenders.

Only the financial offers of technically qualified candidates will be evaluated.
Sample financial offer presentation:

<table>
<thead>
<tr>
<th>Description</th>
<th>Unit</th>
<th>Rate</th>
<th>Number/quantity</th>
<th>Amounts</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fees</td>
<td>Person/day</td>
<td>Person/day</td>
<td>Person/day</td>
<td>Person/day</td>
</tr>
<tr>
<td>Round trip air ticket area of residence-N'Djamena</td>
<td></td>
<td></td>
<td>Person/day</td>
<td>Person/day</td>
</tr>
<tr>
<td>Round trip air ticket to member countries</td>
<td></td>
<td></td>
<td>Person/day</td>
<td>Person/day</td>
</tr>
<tr>
<td>Other incidental travel expenses: visa and taxi fares to and from city of</td>
<td></td>
<td></td>
<td>Person/day</td>
<td>Person/day</td>
</tr>
<tr>
<td>residence and N'Djamena</td>
<td></td>
<td></td>
<td>Person/day</td>
<td>Person/day</td>
</tr>
<tr>
<td>Car rental in the city</td>
<td>Day</td>
<td>Day</td>
<td>Day</td>
<td>Day</td>
</tr>
<tr>
<td>Car rental for field mission</td>
<td>Day</td>
<td>Day</td>
<td>Day</td>
<td>Day</td>
</tr>
<tr>
<td>Communication costs (telephone and internet)</td>
<td>Monthly package</td>
<td>Monthly package</td>
<td>Monthly package</td>
<td>Monthly package</td>
</tr>
<tr>
<td>Other fees if any, to be specified</td>
<td>Define</td>
<td>Define</td>
<td>Define</td>
<td>Define</td>
</tr>
</tbody>
</table>

In carrying out the missions expected under the terms of these ToRs, the only facilities that UNDP will be able to grant to the consultants is the use of its premises. All other costs, including those of transport in town and, if necessary, in the field, shall be borne by the consultant and shall form part of its costs.

Payments will be made as follows:

<table>
<thead>
<tr>
<th>Tranche</th>
<th>Terms of payment</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tranche 1:</td>
<td>7 calendar days from the signature of the contract</td>
<td>Total cost of the airfare and travel expenses, 30 days of living expenses and 1/3 of other professional expenses up to a limit of 20% of the total amount of the contract.</td>
</tr>
<tr>
<td>Tranche 2</td>
<td>Validation of deliverables 1 and 2 by Project Coordination</td>
<td>40% of the total contract amount</td>
</tr>
<tr>
<td>Tranche 3</td>
<td>Validation of the Final Document and all related workshops by the Project Coordination</td>
<td>Contract balance</td>
</tr>
</tbody>
</table>

Incomplete bids will be rejected

A. Evaluation criteria of candidates:

The selection will be made on the basis of the evaluation criteria of a technical offer (70%) and a financial offer (30%).

The technical offer will be evaluated on the basis of the following criteria out of 100 as follows:
<table>
<thead>
<tr>
<th>Criteria</th>
<th>Score/100</th>
</tr>
</thead>
<tbody>
<tr>
<td>Diploma: at least a Master’s degree in Political, Biological, Agronomic, Environmental and Social Sciences and or in any other related field related to disaster risk management and/or climate change adaptation.</td>
<td>10</td>
</tr>
<tr>
<td>Working methodology, including a table of contents, consistent in its parts, relevant to the achievement of the overall objective and specific objectives and the context of the project and work plan adapted to the mission's time frame</td>
<td>20</td>
</tr>
<tr>
<td>Experience in the formulation and implementation of programmes and projects in disaster risk management, climate change adaptation, post-disaster response and recovery, and/or environmental management (Minimum of 7 years)</td>
<td>20</td>
</tr>
<tr>
<td>Demonstrated experience in formulating policies and strategic frameworks and taking into account cross-cutting aspects (gender, DRM and CC) in development planning and budgetary processes and writing quality (at least 5 years);</td>
<td>20</td>
</tr>
<tr>
<td>Relevant experience in capacity analysis, particularly for disaster risk management and adaptation to change in a transboundary context and the development of capacity building (at least 3 experiences and at least 3 successful missions of similar size and complexity).</td>
<td>20</td>
</tr>
<tr>
<td>Knowledge of the Lake Chad Basin and experience with LCBC and/or the United Nations</td>
<td>10</td>
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</table>

Female candidates are strongly encouraged to apply