

TERMS OF REFERENCE (TOR)

GENERAL INFORMATION

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| Services/Work Description: | International Firm Level Consultancy for the Assessment of Sendai Framework Implementation and Post-disaster Recovery in the Sahel Region |
| Project/Program Title: | Sahel Disaster Risk Reduction – Resilience Project ¹ |
| Duty Station: | Home-based with travels to Project Countries |
| Type of the Contract: | International Consultancy Firm |
| Duration: | 80 working days (distributed within 4 months) |
| Expected Start Date: | Immediately after concluding contact agreement |

I. BACKGROUND / RATIONALE

The Sahel, the vast semi-arid region of Africa separating the Sahara Desert to the north and tropical savannas to the south, is as much a land of opportunities as it is of challenges. It is blessed with abundant human, cultural and natural resources, offering tremendous potential for rapid growth. Yet there are deep-rooted challenges environmental, political and security—that affect the prosperity of the Sahel.

One of the poorest and most environmentally degraded regions in the world, the West African Sahel region is also considered one of the world's most vulnerable regions to climate change, with temperature increases projected to be 1.5 times higher than the rest of the world. Climate vulnerability is compounded by the region's high dependence on rain-fed agriculture and its natural resources to support food security and livelihoods, high population growth, rapid and unplanned urbanization, environmental degradation, deepening poverty levels, governance challenges and low socio-economic development, and chronic humanitarian crises due to recurrent drought, flooding, food insecurity, epidemics and violent conflict. These factors increase the fragility of communities while recurrent disasters have been causing a continuous deterioration of livelihoods, exposing people to deeper poverty and food insecurity and undermining their resilience to future shocks and stresses, with varying impacts on different social groups such as women, children, the elderly, people with disabilities and other vulnerable groups.

The cumulative impacts of these events have been eroding hard-earned development gains, while undermining recovery from the various crises as well as the resilience to future crises. Absence of systematic post-disaster needs assessments and well managed, monitored and funded recovery initiatives, have led to weak response that doesn't help affected countries graduate towards resilient recovery. Lack of systematic collection of risk data as well as data for estimating post-disaster effects also does not provide a sound basis for recovery planning.

The COVID-19 pandemic unravelling in the Sahelian countries, bring to the forefront the multiple simultaneous threats – from the pandemic, climate change and conflict – that these countries face, with potential long-term social, economic and political impacts on already fragile societies and governance systems. The pandemic has been putting to test the strength and adaptability of existing disaster risk management systems while underscoring the need to address underlying factors – governance, access to health and education, and livelihoods – that shape a society's ability to cope with and recover from shocks. The current risk context therefore highlights the significance of greater investment in disaster risk reduction (DRR) capabilities for building resilience of the populations and the adoption of a risk-informed approach to development within the region.

¹ “*Strengthening capacities for disaster risk reduction and adaptation for Resilience in the Sahel Region: fostering risk-informed solutions for sustainable development*”.

Status of Disaster Risk Reduction & Rationale

Recognizing the importance of managing risks, most countries in Africa (including all ECOWAS member states) have adopted the Sendai Framework for Disaster Risk Reduction (SFDRR) 2015-2030². Its seven Global Targets and the indicators to measure progress against these targets are also integrated into the monitoring framework for the Sustainable development Goals (SDGs)³, thereby underscoring the inextricable link between DRR and sustainable development. The monitoring and achievement of the SFDRR targets is only possible if capacities exist for the following: (i) to continuously identify, monitor and assess current and possible future hazards and vulnerabilities (ii) to evaluate their potential adverse effects and the various opportunities each represent for possible mitigation, reduction and prevention through various techniques with different relative costs and benefits, and (iv) to manage those risks in a sustained manner or mitigate their possible adverse consequences. All countries now have an international obligation to produce disaster statistics compliant with the requirements of the SFDRR by 2020.

At the continental level, since the adoption of the Hyogo Framework for Action (HFA) 2005-2015 and the SFDRR, progress has been made in developing regional DRR policies and strategies as evidenced by the African Union's (AU) Africa Regional Strategy for Disaster Risk Reduction and the Extended Programme of Action for the Implementation of the Africa Regional Strategy for Disaster Risk Reduction. However, only two out of the five Regional Economic Commissions (REC), the Southern African Development Community (SADC) and the Economic Community of West African States (ECOWAS), have a Regional DRR Strategy and Plan of Action (PoA) respectively⁴. At the national level, African countries have made significant strides in developing strategies, promulgating laws and revisiting existing plans, strategies and legislation. However, only 4.55% of AU Member States reported full implementation of their national DRR strategies, while 77.27% reported partial implementation and 18.18% reported no implementation.⁵ While recognizing the progress made by some of the countries and availability of frameworks at the regional level, gaps still exist in the consistency and availability of capacities within the countries and region to deliver on the SFDRR commitments.

Despite being one of the leading RECs in Africa to have a Disaster Risk Reduction Plan of Action 2015-2030, aligned with the SFDRR, ECOWAS faces challenges in implementing the Plan. In addition, its DRR Policy is outdated and is still based on the HFA.

For more than a decade, a number of countries in the West African Sahel region have been investing in DRR, with the support of RECs, the African Union, the United Nations system and other international and regional development partners. Some of the notable strides include establishment of Disaster Management Agencies, Disaster Risk Management Platforms and policies. While progress has been made in the area of DRR in some countries, the focus still remains mostly on emergency response. Post-disaster interventions are too often characterized by a lack of coordination, short-term vision and poor inclusivity of affected populations and short-lived unsustainable interventions, largely humanitarian assistance, that address symptoms of the risk and not the root causes. These have left fragile and vulnerable communities in cycles of cumulative humanitarian crises. While some of the ECOWAS member states have benefited from trainings on post-disaster needs assessment and disaster recovery framework methodology, no country within the region has conducted a post-disaster needs assessment (PDNA) or developed and implemented disaster recovery frameworks (DRF) independently.⁶ Gaps still exist in the transition from the immediate response phase to resilient reconstruction and recovery.

² The framework aims to achieve substantial reduction of disaster risk and losses in lives, livelihoods and health and in the economic, physical, social, cultural and environmental assets of persons, businesses, communities and countries.

³ UN General Assembly, Report of the open-ended intergovernmental expert working group on indicators and terminology relating to disaster risk reduction, Seventy First session, Agenda Item 19 (c)

⁴ IGAD DRM Strategy and Regional Framework for the Integration of DRM and Climate Change Adaptation is under consideration by its member states and yet to be adopted.

⁵ Biennial Report on the Programme of Action Implementation of the SFDRR 2015-2030 in Africa (2020)

⁶ Draft Report of a World Bank-funded Study on Regional Post-Disaster Recovery Planning (in the ECOWAS countries) conducted by WASCAL-led Consortium

Recognizing that DRR is still a growing discipline in this region, with different countries operating within varying levels of capacity, there has not been a comprehensive regional assessment of the status of DRR across the interrelated aspects of preparedness, mitigation, response and recovery - four priority areas of the SFDRR. Availability of such a baseline is critical in strengthening capacities at the national and regional level to achieve the SFDRR and Africa PoA targets, which would also contribute to the achievement of national and regional development goals as well as that of Agenda 2063 and SDGs. Taking into account, the growing number of disasters and their economic and human impacts (including the current COVID-19 pandemic), there is a need to have a better understanding of the existing capacities and approaches for post-disaster recovery adopted at the national and regional level in managing disasters and their multiple impacts.

The Assessment

Against this background, an assessment of the Status of SFDRR & AU PoA Implementation and Post-disaster Recovery in the Sahel will be conducted under the auspices of a three-year regional project titled, *"Strengthening capacities for disaster risk reduction and adaptation for Resilience in the Sahel Region: fostering risk-informed solutions for sustainable development"*. Funded by the Swedish International Development Cooperation Agency, the project aims to build capacities of regional institutions and national governments in the Western Sahel and the Lake Chad Basin (Mali, Mauritania, Senegal, Burkina Faso, Chad, Niger and Nigeria) in the institutionalization of risk-informed development planning, programming and investment for gender-responsive resilience building. The project will be implemented by the United Nations Development Programme (UNDP), in partnership with the African Union, ECOWAS and other regional institutions (LCBC, CILSS/AGRHYMET, Peri Peri U, WASCAL) as well as UN WOMEN.

The Assessment will contribute to one of the outputs of this project aimed at *"increased capacity to track and monitor progress on SFDRR and AU Programme of Action implementation in the Sahel region through enhanced data collection, analysis and reporting systems"*.

The Assessment would not only provide a baseline for DRR actions of all stakeholders in the region, but also enable the Project Partners to finetune the project outputs and activities to build capacities of regional and national institutions in effective DRR and post-disaster recovery as well as risk-informed development. The regional analysis will allow ECOWAS and the AU to identify the common challenges and capacity needs across the countries and develop suitable policy instruments, institutional arrangements, capacity building initiatives or programmatic interventions to address those. It will also examine the role and effectiveness of regional cooperation in disaster risk reduction and recovery – effectiveness of existing mechanisms in facilitating cooperation, its value addition to the Member States, challenges or transactional costs that prevent or limit such cooperation and exchange, and recommendations for addressing the gaps. The national-level analyses will support similar actions at the national and sub-national levels. Specifically, the assessment will identify strengths, weaknesses, opportunities and threats, which will in the long run provide pointers for improving performance of the region in implementation, tracking and monitoring of the SFDRR and resilient recovery. It will build upon all related studies – previously conducted and ongoing – including the World Bank Project on "Disaster Risk Reduction Practice Research and Capacity Building Support to ECOWAS" among others.

Services of a reputable firm with experience in disaster risk reduction and post-disaster recovery are being sought to conduct this assessment.

II. OBJECTIVES OF THE SERVICE / WORK

The objective of this consultancy is to conduct a comprehensive **Assessment of the Status of the Sendai Framework and the AU Programme of Action Implementation and Post-disaster Recovery in the Sahel region**. This study will deliver an analytical report backed by evidence and provide an overall picture of the status of Sendai Framework & AU PoA implementation and Post-disaster Recovery in the Sahel (with detailed

analysis for the seven countries), existing strengths, weaknesses, opportunities, and challenges with an aim to identify entry points for improvement.

The assessment will provide stakeholders in the Project Countries and at the regional level (including regional economic commissions) with information on capacity gaps that need to be addressed to support risk-informed decision making and investments in the Sahel and in monitoring the progress towards the achievement of the Sendai Framework and the Africa PoA. Given the specific risk context of West African Sahel, while results of the Assessment will be important for country-level implementation, findings will also inform regional-level interventions to provide guidance and support to member states, including for disasters of cross border nature. Ultimately, the study will contribute to enhanced understanding and knowledge of the state of Disaster Risk Reduction and subsequent years of the project will invest in implementation actions that will help the region to better implement the SFDRR, including in delivering resilient recovery after disasters.

Specifically, the Assessment will:

1. Inform efforts aimed at strengthening of disaster data collection and reporting systems and its integration in development planning and evidence-based national and regional development processes;
2. Validate and strengthen baseline data for Sendai Monitor and PoA implementation in the seven countries;
3. Identify strengths, opportunities, weaknesses and threats in the countries with respect to preparedness for disasters; and
4. Inform enhanced post-disaster recovery processes that address underlying disaster, conflict and climate change risks and restore pathways towards risk-informed development.

III. SCOPE OF THE SERVICE / WORK

The assessment will deliver one key report which will be organised into two components. The first component will provide an overall diagnosis of the status of SFDRR & AU PoA implementation in the Sahel through the lens of the four Sendai Framework Priority Areas by identifying key achievements, challenges, gaps and opportunities. Since recovery falls under priority area (iv) of the Sendai Framework – *“Enhancing disaster preparedness for effective response and to “Build Back Better” in recovery, rehabilitation and reconstruction”*, a comprehensive review of existing institutional arrangements, policies, practices and implementation of post-disaster recovery and resilience building in the Sahel will be included in the first component of the Report.

In delivering this work, the firm will do a thorough desk review of relevant documentation as well as stakeholder consultations, both virtual and in-country consultations as necessary.

The first component of the assessment will provide an overall picture of the following, with each focus area having specific analysis on **disaster risk reduction and post-disaster recovery**:

- Risk profile of the region – West African Sahel and the Lake Chad Basin (where the project countries are located);
- Vision, principles and standards of disaster risk management, including post-disaster recovery in the region;
- National and regional/sub-regional DRM policies, legal frameworks and strategies, including for post-disaster recovery in the region;
- Importance of recovery within the DRM system at the national and regional level;
- Analysis of the progress that that region has made on the Sendai Monitor, especially on Target E (substantially increase the number of countries with national and local DRR strategies) which is due in 2020, part of this analysis will appraise integration of disaster risks into development plans and sectorial policies, plans and programmes;
- Key disaster risk management and post-disaster recovery institutions/stakeholders both at national, sub-regional and regional level, including stakeholder’s mandates, roles and existing coordination mechanisms;

- Status of disaster data collection (including disaster databases or other platforms) and analysis as well as risk assessments;
- Capacities of national systems to monitor and report on SFDRR and Africa Programme of Action indicators;
- Financial sources and mechanisms for disaster risk management (including international/ national and public /private resources and mechanisms) as well as post-disaster response and recovery;
- Extent to which disaster risk reduction and recovery processes are inclusive, equitable and contribute to Building Back Better and to long-term disaster risk reduction;
- Nature and extent of participation of various stakeholders, such as international and regional agencies, NGOs and civil society actors in DRM and post-disaster recovery;
- Nature and extent of private sector involvement in disaster risk management programme implementation and financing, and post-disaster recovery; Incentives that have been successful or should be put forward to promote further private sector engagement;
- Communications and information management for disaster risk management and post-disaster recovery;
- Overall summary of national and regional capacities for implementation of the four Priority Areas and recommendations for addressing the challenges, including for post-disaster recovery.

The second component of the report will consist of 7 country chapters and will present a detailed analysis of the above aspects for the following countries: **Burkina Faso, Chad, Mali, Mauritania, Niger, Nigeria and Senegal**. The country reports should highlight, using specific examples, good practices, opportunities, strengths, challenges and lessons learned in the implementation of SFDRR/PoA and post-disaster recovery in these countries. This study should also make specific recommendations to the region in managing data (including on data sharing agreements to facilitate access to and sharing of disaster data depending on national policies, with due consideration of security and privacy considerations), as one of the outcomes from this analysis will be strengthening of regional data management capacities for risk reduction and recovery.

IV. EXPECTED OUTPUTS / DELIVERABLES

The consolidated report should have a maximum length of 250 pages (including Executive Summary, List of Acronyms, List of Tables and Figures, Glossary, etc.), and it should be prepared in English.

The Report should consist of the following:

- Executive Summary (maximum length of 10 pages).
- Section 1: regional analysis and policy recommendations (maximum length of 50 pages) that presents a diagnosis of the status of SFDRR & AU PoA implementation in the Sahel through the lens of the four Sendai Framework Priority Areas by identifying key achievements, challenges, gaps and opportunities, with specific attention to common trends and challenges and cross-border dimensions; role and effectiveness of regional cooperation, its value addition and/or challenges to member states; and concrete and actionable recommendations – policy-level changes as well as programmatic interventions for the effective implementation of Sendai framework.
- Section 2: 7 Country Chapters – with country analysis and concrete and actionable recommendations – both policy-level changes as well as programmatic interventions for the effective implementation of Sendai framework to build resilience against future shocks (maximum length of 25 pages for each country).

The consultancy will be for a total duration of 4 months (80 working days, for desk review and virtual consultations, travel to 7 countries (if necessary) and delivery of the final report). The firm – assessment team, under the leadership of a designated Team Leader will ensure timely completion of the following milestones within the scope of the assignment:

| Timeline | Tasks to be completed |
|----------|-----------------------|
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| end of week 2 after signing contract | 1. Submission of Inception Report with detailed work-plan - including methodology, timeline and data collection tools. |
| | 2. Indicative list of literature for the country chapters and collection of material. |
| | 3. Regional Report structure and country chapter formats. |
| end of week 4 | 4. Preliminary desk-review and development of a draft version of the overall diagnosis (first section of the report with gap analysis) and submission to AUC/UNDP for review |
| | 5. Organization of virtual consultations/in-country missions with support from UNDP COs |
| end of week 12 | 6. Virtual consultations/in-country missions and preparation of the country chapters |
| | 7. Facilitation of validation workshops (virtual) with DRM stakeholders in consultation with AUC/UNDP |
| | 8. Submission of first draft of the country chapters to AUC/UNDP for review (Second section of the report) |
| end of week 14 | 9. Consolidated first overall draft of the report (both components) integrating comments already provided by AUC/UNDP on the individual components and submit to UNDP for review |
| end of week 16 | 10. Preparation of the final version of the study integrating all feedback received from AUC/UNDP and submission of final report. |

V. METHODOLOGY / APPROACH OF THE SERVICE (WORK)

In view of its scope and geographical coverage of the work, the study will be undertaken by a Consultancy firm with capacities in disaster risk management, with a proven track record in implementing and undertaking assessments in disaster risk reduction and post-disaster recovery and have experience in providing technical support for the adoption and/or implementation of the Sendai Framework for Disaster Risk Reduction at the national level.

Based on the Terms of Reference and the objective and scope of the study as outlined in the previous sections, the Consultancy Firm will submit methodology for the Assessment, including the use of primary data or secondary data sources. The methodology should demonstrate how the various aspects of the assessment as elaborated in the previous section on objective and scope are adequately addressed, both at the regional and national levels. The methodology should also include a "contingency plan" on how the assignment could still be performed in case international travels are still not possible at the time the consultancy starts.

The firm is expected to submit a profile of a team leader who should have experience in both DRR and post-disaster recovery, and at a minimum the firm should, in addition to the Team Leader, have at least one expert in DRR and one expert in disaster recovery.

The team (consisting of at least one Disaster Risk Reduction expert and one Disaster Recovery expert with specific attributes outlined in the bullet points below) will undertake the assessment under the guidance of the Team Leader based on the methodology elaborated in the Proposal. The team leader will be accountable for the delivery of the work, including the regional analysis as well as stakeholder consultations, analysis and drafting of country chapters.

The **Team Leader** will specifically perform the following tasks:

- Define the methodology, the overall structure and format of the report, including the individual country chapters;

- Conduct a desk review of available literature related to disaster risk management and SFDRR & AU PoA implementation to provide an overall picture of the status in the Sahel region. Literature can include regional and national guidelines, agreements, frameworks, assessment reports on various aspects of DRM in the region; case studies and any documents related to disaster risk management directly provided by AUC DRR Unit as well as UNDP staff and partners;
- In coordination with the AUC DRR Unit, UNDP project team, regional offices for Africa in Nairobi and Dakar, and with the UNDP Country Offices (COs) of the selected countries, identify a list of key informants from Regional Economic Commission (ECOWAS), national and local authorities, international and national partners, NGOs/CSOs and selected private sector entities;
- In liaison with the DRR and Disaster Recovery Specialists conduct stakeholder consultations, including interviews with key informants and collect primary and secondary data among relevant stakeholders previously identified;
- Maintain a list of sources and people contacted and interviewed (to be included as annex to the report);
- Guide and provide quality assurance of country chapters from the DRR and Disaster Recovery Specialists;
- Prepare a first version of the Assessment Report for review to AUC and UNDP;
- Integrate feedback and finalise the overall study.

The **Disaster Risk Reduction Specialist** will specifically perform the following tasks:

- Provide inputs to the development of the methodology, the overall structure and format of the regional analysis and drafting of the individual country chapters with a DRR lens;
- Undertake background research to inform the preparation of the component 2 of the study - including actual writing of study content in liaison with the Disaster Recovery Specialist. Source available literature related to disaster risk management and SFDRR implementation to provide an overall picture of the status in the Sahel region can include: regional and national guidelines, agreements, frameworks; assessment reports on various aspects of DRM in the region; case studies and any documents related to disaster risk management directly provided by AUC DRR Unit as well as UNDP staff and partners;
- Support the Team Leader in the selection and compilation of a list of key informants from Regional Economic Commission (ECOWAS), national and local authorities, international and national partners, NGO/CSOs and selected private sector entities;
- Maintain a list of sources and people contacted and interviewed (to be included as annex to the report);
- Draft the DRR aspects of the country chapters in liaison with the Disaster Recovery Specialist;
- Prepare the first draft of the country chapters and integrate feedback on DRR aspects received by the lead consultant from UNDP and AUC;
- Prepare the revised country chapters in liaison with the Disaster Recovery Specialist upon receipt of final feedback from UNDP and AUC.

The **Disaster Recovery Specialist** will specifically perform the following tasks:

- Provide inputs to the development of the methodology, the overall structure and format of the regional analysis and drafting of the individual country chapters as it relates to disaster recovery;
- Undertake background research to inform the preparation of the component 2 of the study - including actual writing of disaster recovery sections and SFDRR Priority Area 4 implementation to provide an overall picture of the status in the Sahel region - and can include: regional and national guidelines, agreements, frameworks; PDNA Reports; Assessment reports on various aspects of disaster recovery in the region; case studies and any documents related to disaster recovery directly provided by AUC DRR Unit as well as UNDP staff and partners;
- Support the Team Leader in the selection and compilation of a list of key informants from Regional Economic Commission (ECOWAS), national and local authorities, international and national partners, NGO/CSOs and selected private sector entities;
- Maintain a list of sources and people contacted and interviewed (to be included as annex to the report);
- Draft the disaster recovery aspects of the country chapters in liaison with the DRR Specialist;

- Prepare the first draft of the country chapters and integrate feedback on Disaster Recovery aspects received by the lead consultant from UNDP and AUC;
- Prepare the revised country chapters in liaison with the DRR Specialist upon receipt of final feedback from UNDP and AUC.

VI. LOCATION, DURATION AND TIMEFRAME OF THE WORK / DELIVERABLES/OUTPUT

This consultancy assignment will be home-based and will require travel of the consultants for field work to the project countries for primary and secondary data collection if these cannot be obtained using remote data collection methods and virtual consultations with key stakeholders, necessary for the completion of work. Taking into consideration the travel restrictions due to COVID-19, the firm should present a contingency plan for data collection/consultations in its methodology, in case travel restrictions continue.

The overall duration for the assessment is 80 working days spread over a maximum of 4 months from signing of the Contract. Please refer to section IV with expected tasks and associated timeframe.

VII. INSTITUTIONAL ARRANGEMENT / REPORTING RELATIONSHIPS

The DRR Unit of the African Union Commission will oversee the work of the consultants with support from the UNDP Project Team. The overall supervision of the lead consultant will be ensured by Head of Division for Environment, Climate Change, Water and Land Management while daily support and supervision will be provided by Technical Coordinator for Disaster Risk Reduction. The UNDP Project Team under the leadership of the Project Manager will liaise with UNDP technical teams as well as the regional teams in Nairobi and Dakar to provide inputs to the consultants and provide necessary approvals.

AU DRR Unit in consultation with ECOWAS Humanitarian Division will coordinate with the Member State DRR focal points in providing country specific information to the Consultant and also in facilitating meetings with key government officials. UNDP Country Offices (COs) will also provide background information and logistical support to the process including facilitation of meetings and interviews during in-country missions.

The consultant(s) will be responsible for organizing their own travel, including deciding on the duration of individual in country missions and UNDP staff will only facilitate contacts and logistics, but will not be accompanying Consultants to meetings or making the appointments.

VIII. PAYMENT MILESTONES AND AUTHORITY

Prospective Service Provider will indicate the cost of services for each deliverable in US dollars when applying for this consultancy. The Proposer will be paid based on the effective UN exchange rate (in case of other currency denomination), and only after approving authority confirms the successful completion of each deliverable as stipulated hereunder. In accordance with UNDP rules, the lump sum contract amount to be offered should consider the professional fee inclusive of travel, living allowances, communications, taxes, out of pocket expenses, and other ancillary costs.

A winning Proposer shall then be paid the lump sum contract amount upon certification of the completed tasks satisfactorily, as per the following payment schedule:

| Installment of Payment | Deliverables or Documents to be Delivered | Approval should be obtained from: | Percentage of Payment |
|-------------------------------|--|--|------------------------------|
| 1 st Installment | Inception Report and work plan, Report structure | UNDP Project Manager | 25% |
| 2 nd Installment | Submission of first draft of the country reports | " | 25% |
| 3 rd Installment | Submission of draft consolidated report | " | 25% |
| 4 th Installment | Submission of Final Report including 7 Country reports | " | 25% |

9.1 Minimum Organization Requirements

The prospective Service Provider is expected to meet the following minimum requirements:

- It must have at least 10 years of practical experience in conducting institutional reviews as well as in-depth policy analysis and programme evaluations in disaster risk reduction and recovery, including in post-crisis contexts, preferably with significant experience working with the governments, non-for-profit sector and UN agencies.
- Knowledge of relevant sectors and access to stakeholders and relevant information sources, especially of the West African region.
- Experience working with UN or other international organizations beneficial.
- Capability to deploy strong analytical aptitude, communication and presentation expertise.
- Capability to deploy good communication expertise in English and French.
- It must have experience in Africa Region.
- It shall demonstrate its capabilities, understanding of the TOR, and methodology of audit approach.

The multi-disciplinary team should comprise members with the following educational qualifications; experience and competencies:

9.2 Team Leader

Academic Qualification:

- Advanced university degree in Social Sciences, Disaster Management or discipline relevant to disaster risk reduction.

Experience:

- Minimum 10 years of work experience in disaster risk management – including 2 years of direct experience in Sendai Framework adoption in regional/country context and/or its implementation;
- At least 2 years' experience in conducting Post Disaster Needs Assessment(s), post-disaster planning, development and implementation of Disaster Recovery Framework/strategies/plans/programmes;
- Direct work experience in disaster risk management in Africa will be regarded as a distinctive advantage;
- Proven experience in conduct of research/studies;
- Previous experience working with UN agencies, international organizations or Disaster Management Agency will be considered an advantage.

Competencies:

- Ability to provide general leadership and direction to the study/research analysis and report writing;
- Excellent research and advocacy skills relating to disaster risk reduction and recovery;
- Strong organizational skills;
- Ability to work under pressure and to deliver in a timely manner without compromising quality standards;
- Excellent communication skills, with proven ability to write clear and concise reports;
- Strong presentation and facilitation skills;
- Excellent command of English and good oral and written skills in French.

9.3 Team Members - Disaster Risk Reduction Expert

Academic Qualification:

- Advanced university degree in Social Sciences, Disaster Management or discipline relevant to disaster risk reduction.

Experience:

- Minimum 7 years of work experience in disaster risk reduction - including 2 years of direct experience in Sendai Framework adoption in regional/country context and/or its implementation;
- Proven experience in conduct of research/studies;
- Direct work experience in disaster risk management in Africa will be regarded as a distinctive advantage;

- Previous experience working with UN agencies, international organizations or Disaster Management Agency will be considered an advantage

Competencies:

- Ability to undertake technical policy-focused research related to disaster risk reduction.
- Training and hands-on experience in disaster risk governance and institutional development;
- Ability to work under pressure and to deliver in a timely manner without compromising quality standards;
- Excellent communication skills, with proven ability to write clear and concise reports;
- Strong presentation and facilitation skills;
- Excellent command of English and good oral and written skills in French.

9.4 Team Members - Disaster Recovery Expert

Academic Qualification:

- Advanced university degree in Social Sciences, Disaster Management or discipline relevant to disaster reduction.

Experience:

- Minimum 7 years of work experience in disaster risk management - including 2 years of direct conducting Post Disaster Needs Assessments and Disaster Recovery planning and implementation;
- Proven experience in conduct of research/studies;
- Direct work experience in disaster risk management/post-disaster recovery in Africa will be regarded as a distinctive advantage;
- Previous experience working with UN agencies, international organizations or Disaster Management Agency will be considered an advantage.

Competencies:

- Training and hands-on experience in post-disaster recovery assessments, recovery planning and governance and institutional development for recovery preparedness;
- Ability to work under pressure and to deliver in a timely manner without compromising quality standards;
- Excellent communication skills, with proven ability to write clear and concise reports;
- Strong presentation and facilitation skills;
- Excellent command of English and good oral and written skills in French.

X. CRITERIA FOR SELECTING THE BEST OFFER

Upon the advertisement of the Procurement Notice, qualified Consultancy Firm is expected to submit both the Technical and Financial Proposals. Accordingly; the firm will be evaluated based on Cumulative Analysis as per the following conditions:

- Responsive/compliant/acceptable as per the Instruction to Bidders (ITB) of the Standard Bid Document (SBD), and
- Having received the highest score out of a pre-determined set of weighted technical and financial criteria specific to the solicitation. In this regard, the respective weight of the proposals are:
 - a. Technical Criteria weight is 70%
 - b. Financial Criteria weight is 30%

XI. LOGISTICAL SUPPORT

The ECOWAS and AU DRR Unit will coordinate with the Member State DRR focal points in providing country specific information to the Consultants and also in facilitating meetings with key government officials. UNDP Country Offices (COs) will also provide background information and logistical support to the process including facilitation of meetings and interviews during in-country missions.

The consultant(s) will be responsible for organizing their own travel, including deciding on the duration of individual in country missions and UNDP staff will only facilitate contacts and logistics, but will not be accompanying Consultants to meetings or making the appointments.

XII. RECOMMENDED PRESENTATION OF TECHNICAL PROPOSAL

For purposes of generating proposals whose contents are uniformly presented and to facilitate their comparative review, a Service Provider advised to use a proposed Table of Contents. Hence, your Technical Proposal document must have at least the preferred content as outlined in the respective RFP Proposal Submission Form.

XIII. CONFIDENTIALITY AND PROPRIETARY INTERESTS

The consultants shall not either during the term or after termination of the assignment, disclose any proprietary or confidential information related to the consultancy or the Government without prior written consent. Proprietary interests on all materials and documents prepared by the consultants under the assignment shall become and remain properties of UNDP. This assignment will be administrated by the United Nations Development Programme (UNDP), and all relevant UNDP rules, policies and procedures will apply.

PROPOSED STANDARD TECHNICAL PROPOSAL EVALUATION CRITERIA

| Summary of Technical Proposal Evaluation Forms | | Score Weight | Points Obtainable |
|---|--|---------------------|--------------------------|
| 1 | Expertise of Firm / Organization | 30% | 300 |
| 2 | Proposed Methodology, Approach and Implementation Plan | 40% | 400 |
| 3 | Management Structure and Key Personnel | 30% | 300 |
| TOTAL | | 100% | 1000 |

| Technical Proposal Evaluation (FORM I) | | |
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| Expertise of the Firm / Organization | | Points Obtainable |
| 1.1 | Reputation of Organization and Staff / Credibility / Reliability / Industry Standing | 50 |
| 1.2 | General Organizational Capability which is likely to affect implementation - Financial Stability - Loose consortium, Holding company or One firm - Age/size of the firm - Strength of the Project Management Support - Project Financing Capacity - Project Management Control | 90 |
| 1.3 | Extent to which any work would be subcontracted (subcontracting carries additional risks which may affect project implementation, but properly done it offers a chance to access specialized skills.) | 15 |
| 1.4 | Quality assurance procedure, warranty | 25 |
| 1.5 | Relevance of: - Specialized Knowledge - Experience on Similar Programme / Projects - Experience on Projects in the Region - Work for UNDP/ major multilateral/ or bilateral programmes | 120 |
| SUB TOTAL | | 300 |

| Technical Proposal Evaluation (FORM II) | | |
|---|--|------------|
| Proposed Methodology, Approach and Implementation Plan | | |
| 2.1 | To what degree does the Proposer understand the task? | 30 |
| 2.2 | Have the important aspects of the task been addressed in sufficient detail? | 25 |
| 2.3 | Are the different components of the project adequately weighted relative to one another? | 20 |
| 2.4 | Is the proposal based on a survey of the project environment and was this data input properly used in the preparation of the proposal? | 55 |
| 2.5 | Is the conceptual framework adopted appropriate for the task? | 65 |
| 2.6 | Is the scope of task well defined and does it correspond to the TOR? | 120 |

| | | |
|---|--|-------------|
| 2.7 | Is the presentation clear and is the sequence of activities and the planning logical, realistic and promise efficient implementation to the project? | 85 |
| SUB TOTAL | | 400 |
| Technical Proposal Evaluation (FORM III) | | |
| Management Structure and Key Personnel | | |
| 3.1 | Team Leader | |
| | General Qualification | |
| | Suitability for the Project | |
| | - International experience | 25 |
| | - Training experience | 20 |
| | - Professional experience in the area of specialization | 45 |
| | - Knowledge of region | 30 |
| | - Language qualification | 20 |
| SUB TOTAL | | 140 |
| 3.2 | Team members – Disaster Risk Reduction Expert | |
| | General Qualification | |
| | Suitability for the project | |
| | - International experience | 10 |
| | - Training experience | 10 |
| | - Professional experience in the area of specialization | 30 |
| | - Knowledge of the region | 20 |
| | - Language qualification | 10 |
| SUB TOTAL | | 80 |
| 3.3 | Team members – Disaster Recovery Expert | |
| | General Qualification | |
| | Suitability for the project | |
| | - International experience | 10 |
| | - Training experience | 10 |
| | - Professional experience in the area of specialization | 30 |
| | - Knowledge of the region | 20 |
| | - Language qualification | 10 |
| SUB TOTAL | | 80 |
| Aggregate | | 1000 |