



Government of Saint Lucia

Department of Economic Development, Transport and Civil Aviation

Disaster Vulnerability Reduction Project

**TERMS OF REFERENCE
FOR
CONSULTING SERVICES**

TERMS OF REFERENCE FOR TECHNICAL ASSISTANCE FOR
CONSULTING SERVICES IN SUPPORT OF THE REVIEW OF THE INSTITUTIONAL FRAMEWORK AND OPERATIONS OF
THE NATIONAL EMERGENCY MANAGEMENT ORGANIZATION (NEMO)

Saint Lucia

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DISASTER VULNERABILITY REDUCTION PROJECT (DVRP)

Background

Saint Lucia is exposed to a range of man-made and natural hazards, particularly weather-related phenomena such as hurricanes, storm surges, and heavy rainfall events that are expected to be exacerbated by climate change. The majority of Saint Lucia's population and major economic activities are situated on or near the coastline, increasing the country's vulnerability to these hazards. Disasters caused by climatic hazards impose large costs on the country's fragile economy and exacerbate poverty levels. As such, the need for a strong institutional framework for Comprehensive Disaster Management, addressing preparedness, response and recovery, is amplified in a future defined by a changing climate.

The existing institutional framework for disaster management in Saint Lucia is called the National Emergency Management System and consists of the National Emergency Management Organization (NEMO) and the system of Emergency Operations Centres (EOCs) as elaborated in the National Emergency Management Plan (NEMP). NEMO is comprised of a diverse membership from the Government, non-government and private sectors, headed by the Prime Minister, and is organized into:

- a. the National Emergency Management Advisory Committee
- b. Sector Committees
- c. National Committees (structured along functional lines)
- d. District Committees
- e. the NEMO Secretariat

The NEMO Secretariat coordinates and supports the work of the various Committees. As a part of this, the NEMO Secretariat is responsible for the co-ordination of all response activities before, during and after a change of an Alert Level. This is done from NEMO Headquarters and, if it is activated, from the National Emergency Operations Centre (NEOC).

The system of Emergency Operations Centres (EOCs) includes:

- The National Emergency Operations Center (NEOC)
- Sectorial Emergency Operations Centres
- Private Sector Emergency Operations Centre (PEOC)
- International Emergency Operations Centre (IEOC)
- Crisis Management Centre (Ministry of Tourism)

- District Emergency Operations Centres

Rationale of Assignment

Hurricane Tomas in 2010 and the Christmas Eve Trough of 2013 generated wide-spread flooding and landslides, triggering States of Emergency. The response to these events revealed weaknesses in the existing institutional framework and operations supporting Comprehensive Disaster Management in Saint Lucia. In particular, a 2013 “Review of National Disaster Management Plan and Associated Capacity Building” conducted by an independent Consultant highlighted the following as some of the key weaknesses/issues:

- Lack of internal disaster committees and NEMO liaison officers within every Ministry/Agency to better facilitate their participation in the NEMO system
- Unconsolidated Standard Operating Procedures, hindering operations
- Very large committees, considered to be unwieldy in some cases. This has resulted in some committee Chairs being unaware of their full committee membership and some persons listed as committee members being unaware of their membership on certain committees
- a large number of committees, with some overlap in function
- District Disaster Committees not functioning as envisaged and not fully included in national level disaster management activities. This includes a poorly coordinated relationship between District Disaster Committees and Constituency Councils. Several District Disaster Committees have become inactive.
- Communication challenges within and between first response agencies and Disaster Committees
- Information management, in particular maintenance of current and accessible databases
- Lack of capacity within NEMO to routinely provide/coordinate disaster management training
- Lack of key staff at the NEMO Secretariat
- Lack of a national service policy to facilitate volunteer participation in disaster management activities
- Lack of key procedures related to management of disaster funds

In addition, the NEMO Secretariat finds itself under increased pressure for delivery of expanded and enhanced disaster management services without the requisite capacity and resources.

As a part of their ongoing support to National Disaster Management Organizations, the Caribbean Disaster and Emergency Management Agency (CDEMA) has recently commissioned a Disaster Preparedness and Response Capacity Assessment in the Eastern Caribbean, including Saint Lucia. The purpose of the Assessment is to diagnose critical gaps or obstacles in implementing a fit-for-purpose emergency preparedness and response

system to support a strategic investment plan supporting the national and regional architecture for emergency preparedness and response.

Building upon this work, in order to meet the demand for expanded and enhanced services and ultimately increase resilience to all disaster events and climate change impacts, the Government of Saint Lucia (GoSL) seeks a qualified Consultant to define the optimal institutional framework, operating procedures/guidelines and set of disaster management services for NEMO and an implementation plan for effecting the same. The scope will encompass the entire National Emergency Management Organization (NEMO) and include a special focus on the internal structure, operations and capacities of the NEMO Secretariat.

The GoSL recognizes that strengthening the institutional framework and operations supporting Comprehensive Disaster Management and the services delivered requires a multi-faceted approach, involving a review of and changes to organizational/enterprise structures, service charters/constitutions, processes/procedures and systems; capacity building; integration of new technologies; and changes to underlying policies and legislation as necessary.

1. Objectives of the Assignment and Expected Outcomes

The **overall objective** of this consultancy is to rationalize, streamline and ultimately enhance/strengthen the:

- institutional framework for Comprehensive Disaster Management in Saint Lucia
- operations of the National Emergency Management Organization and Emergency Operations Centres
- set of disaster management services delivered

The **specific objectives** of the consultancy are to:

- i) Define the **optimal institutional framework** and **operating procedures and guidelines** for delivery of Comprehensive Disaster Management in Saint Lucia that integrates climate change considerations, including by:

National Emergency Management Organization

- a) determining the system of institutions, agencies and other actors, including non-government and private actors, that should be involved in disaster management at all stages;
- b) determining the overarching organizational structure of the National Emergency Management Organization, including defining and elaborating hierarchical and functional relationships between all institutions, agencies and other actors and defining any proposed bodies, such as committees and sub-committees. Among other outputs, this will include producing a detailed organizational chart showing levels of responsibility, how each facet of the

organization ties into the central NEMO Secretariat and how the various organizational arms work together pre and post disaster;

- c) determining the functions, roles and responsibilities of each institution, agency, actor or body proposed;
- d) determining the membership and structure of any bodies proposed
- e) determining the key resources required within the Organization, in particular within the NEMO Secretariat;
- f) determining the overarching organizational structure for the NEMO Secretariat; and
- g) elaborating the procedures and guidelines governing the operations of the Organization, in particular the NEMO Secretariat

Emergency Operations Centres

- a) determining the optimal system of Emergency Operations Centres;
- b) determining the functions, roles and responsibilities of each;
- c) determining the required resources for each; and
- d) elaborating the procedures and guidelines governing the operations of Emergency Operations Centres

- ii) Define the **optimal set of disaster management services** to be delivered by NEMO and the NEMO Secretariat in particular, within the local constraints and in the context of the countries' Comprehensive Disaster Management Framework and climate change risks and vulnerabilities; and
- iii) Develop a **costed implementation plan**, including a staffing and capacity-building plan for the NEMO Secretariat to guide transition from the current to the proposed institutional framework, operational environment and service delivery.

Through the implementation of the consultancy, the GoSL seeks to achieve the following **outcomes**:

- streamlined, efficient, responsive and well-functioning institutional arrangements for Comprehensive Disaster Management in Saint Lucia that fully integrates climate change considerations;
- expanded and enhanced delivery of disaster management services through clarification of roles and responsibilities, enhanced coordination to eliminate duplication of effort, streamlined operational procedures, and enhanced agency capacities;
- Enhanced working relationships between all entities involved in disaster management
- Improved internal and external (public) understanding of the functions and organizational structure of NEMO and its Secretariat
- Improved disaster preparedness, response and recovery at the national level

2. Scope of Services and Detailed Tasks

The GoSL envisions that through the course of this assignment, the Consultant will provide expert guidance towards an optimal set of disaster management services and the supporting institutional framework and operational procedures/guidelines to give effect to Saint Lucia's framework for Comprehensive Disaster Management, appreciating the local context, including disaster and climate change risk, capacities and constraints. The Consultant will also provide an implementation plan, including a staffing and capacity-building plan, to guide the transition to the proposed institutional framework, operational environment and service delivery.

The specific tasks to be carried out by the Consultant include:

1. Review and assessment of the existing institutional framework, operations, services and capacities in relation to Comprehensive Disaster Management

The Consultant shall:

- a. Review the Institutional Assessment Report of the ongoing Disaster Preparedness and Response Capacity Assessment in the Eastern Caribbean. The Report is expected to describe the institutional arrangements and systems in place for disaster risk management, resilience and effective ex-ante preparedness and post-disaster response, and the key technical, financial and political obstacles to their efficient operation in Saint Lucia. To support a comprehensive understanding of the existing institutional arrangements and issues, the Consultant is also guided to the existing literature at Appendix I which will be provided at the start of the consultation.
- b. Conduct a Disaster Management Services Survey to understand institutional and public perceptions of and satisfaction with the current disaster management system and services as well as expected service delivery. The Survey should utilize standard survey design and methodologies and consist of the following parts:
 - (i) Online/Electronic Institutional Survey – targeting all entities comprising the existing National Emergency Management Organization as well as key institutional stakeholders that are not necessarily a formal part of the Organization
 - (ii) Online Public Survey – capturing a representative cross-section of the general public using a statistically appropriate sample size
 - (iii) Focus Group Survey – targeting key vulnerable communities or groups (e.g. the elderly, low-income and rural populations) as agreed with the Client that may not be reached by the Online Public Survey and capturing an additional level of insight through discussion
- c. Conduct an Initial In-country Stakeholder Consultation with all entities comprising the existing National Emergency Management Organization and other key stakeholders identified to gather any additional information not already obtained

from (a) and (b) above or to understand issues/obstacles first-hand, as needed, to inform a proposal on an optimal institutional framework and set of disaster management services. A Stakeholder Engagement Plan should be discussed and agreed in advance with the Client to guide the consultation.

The output of the review and assessment will be a Report focusing on the key features of the existing situation from the perspective of informing reform, including, at minimum:

- a. A review of NEMO services, including:
 - a summarized description of the existing services delivered by the National Emergency Management Organization and the NEMO Secretariat in particular;
 - Evaluation of NEMO's performance (including the NEMO Secretariat) in relation to its service mandate based on the results of the Disaster Management Services Survey;
 - Gap analysis of disaster management services based on the results of the Disaster Management Services Survey. This should include a detailed assessment of the type and quality of existing NEMO services versus services demanded, especially in the context of climate change and Comprehensive Disaster Management; and
 - Recommendation of key services that can reasonably be delivered with existing capacity or capacity that can be developed within the next 5-10 years.
- b. Any additional strengths, weaknesses, opportunities, threats, issues, obstacles and observations related to the existing NEMO institutional framework, operations, services and capacities critical to informing a proposal on an optimal institutional framework and set of disaster management services.

2. Review of regional and international best practices for institutional frameworks to support Comprehensive Disaster Management

The chosen Consultant will conduct a review of at least four (4) successful institutional frameworks for Comprehensive Disaster Management in the region and beyond relevant to a small island context.

Additionally, the Consultant shall review the model National Disaster Office /National Disaster Management Office structures as prepared by the Caribbean Disaster Emergency Management Agency (CDEMA).

The review will result in a presentation summarizing:

- the main features of these frameworks and their strengths and weaknesses; and
- recommended features to be considered for integration into Saint Lucia's institutional framework.

The findings of the review will also be reported as a part of D2 - Report on Proposed Institutional Framework for Comprehensive Disaster Management in Saint Lucia.

3. Second Stakeholder Consultation

- a. This will consist of a series of at least four (4) targeted in-country stakeholder retreats to review the results of the review and assessment of the existing situation in Saint Lucia and recommended regional and international best practices. The goal of the consultation is to agree an optimal set of disaster management services and the required supporting institutional framework, operational procedures/guidelines and capacities to give effect to Saint Lucia's framework for Comprehensive Disaster Management. A Stakeholder Engagement Plan should be discussed and agreed in advance with the Client to guide the consultation.

4. Elaboration of an optimal **Institutional Framework** for Comprehensive Disaster Management and Climate Resilience in Saint Lucia

The Consultant will use the best practices reviewed and the results of stakeholder consultations to determine an optimal institutional framework for Comprehensive Disaster Management in Saint Lucia that considers climate change risks.

The Consultant will elaborate the optimal institutional framework in a Report that provides proposed revised sections of the National Emergency Management Plan (NEMP) as detailed below:

Section 3 – National Emergency Management System

- a) Description of the system of institutions, agencies and other actors, including non-government and private actors, that should be involved in disaster management at all stages
- b) Description of the overarching organizational structure for the National Emergency Management Organization, including defining and fully elaborating hierarchical and functional relationships between all institutions, agencies and other actors and identifying and describing any proposed bodies, such as committees and sub-committees;
- c) Description of the functions, roles and responsibilities of each institution, agency, actor or body proposed;
- d) Revised detailed NEMO organizational chart showing the proposed overarching organizational structure, including levels of responsibility, how each facet of the organization ties into the central NEMO Secretariat and how the various organizational arms work together pre and post disaster;
- e) Organizational charts showing the proposed internal organizational structure of the NEMO Secretariat and any proposed bodies within the NEMO structure (including the detailed membership of the same); and

- f) Identification of key resources required within the Organization, in particular within the NEMO Secretariat

Section 4 - Emergency Operations Centers

- a) Description of the optimal system of Emergency Operations Centers;
 - b) Detailed description of the functions, roles and responsibilities of each Emergency Operations Center, including the National Emergency Operations Center; and
 - c) Detailed description of the required resources to operate each
5. Elaboration of three **Memoranda of Understanding (MOU)** to govern the relationship between key non-government and private sector actors embedded in the National Emergency Management Organization or otherwise pertinent to disaster management

The chosen Consultant will develop three (3) MOUs, as prioritized by stakeholders, covering at minimum:

- a) Background/context of agreement
 - b) Interpretation of terms / definitions
 - c) Purpose of MOU
 - d) General areas of cooperation
 - e) Respective responsibilities of the parties
 - f) Entry into force, amendment and duration
 - g) Relevant annexes
6. Elaboration of an **Operational Manual** to establish requirements and guiding principles for the work of the National Emergency Management Organization (NEMO) and its Secretariat

The Consultant will develop an Operational Manual to establish requirements and guiding principles for the work and operations of NEMO and its Secretariat in the following priority areas to achieve Comprehensive Disaster Management and climate resilience:

- a. Governance and Administration of NEMO
 - Minimum requirements and guiding principles for a Volunteer Management Policy
 - Template Monitoring and Evaluation Framework for NEMO entities, including a Performance Measurement Framework
 - Template Memorandum of Understanding (MOU) to govern the relationship between key non-government and private sector actors embedded in NEMO or otherwise pertinent to disaster management
 - Requirements for the Annual Operational/Work Plan of the NEMO Secretariat
 - Requirements for the Annual Report of the NEMO Secretariat
- b. Disaster Management Planning

- Requirements for ongoing collaboration and cooperation between all entities forming part of NEMO or entities otherwise pertinent to disaster management, including the media
 - Requirements for the policies, plans and strategies to support Comprehensive Disaster Management and climate resilience, including describing the:
 - o complete set of policies, plans (hazard specific and sectoral), strategies, guidelines and standard operating procedures (SOPs) required, including suggested streamlining of all those existing
 - o general processes to be followed in developing the same, including requirements for consultation with key stakeholders and the public
 - o general core contents required (i.e. template table of contents)
 - o requirements for updating policies, plans, strategies, guidelines and Standard Operating Procedures
- c. Management of Disaster Funds
- Institutional arrangements for receipt, management and disbursement of international funds for relief, recovery and reconstruction
 - Principles for management of disaster funds, including all international relief, recovery and reconstruction funds;
 - Cap on administrative expenses funded by the National Disaster Fund to support the District Disaster Committees;
 - Policies and criteria for financial assistance to victims of a disaster;
 - Procedures for the approval and disbursement of financial assistance through relevant agencies to assist victims of a disaster in accordance with approved policies and criteria;
 - Guidelines and procedures for financial compensation of private individuals and companies whose services may be required in the response and recovery phases, at district and national levels;
 - Standing arrangements for financing emergency operations, including relief, rehabilitation and reconstruction activities, without unnecessary delays; and
 - Standard procedures for the quick release of funds to procure items needed for disaster relief, reconstruction and mitigation.
- d. Communications
- Minimum requirements and guiding principles for a Communications Strategy, including requirements and guidelines for emergency communications and organizational branding
- e. Information Management
- General principles governing data storage, access, sharing and security
- f. Standard Operating Procedures
- g. Requirements for reviewing and updating the standard operating procedures set out in the National Emergency Management Plan (NEMP)

- h. Review of the Operational Manual
 - i. Requirements for reviewing and updating the Operational Manual

7. Revision and Elaboration of **Standard Operating Procedures (SOPs)** and **Guidelines** for the National Emergency Operations Centre (NEOC)

Standard operational procedures (SOPs) are written, step-by-step instructions that describe how to perform a routine activity. Guidelines are general rules or principles that are intended to help agencies determine the appropriate course of action in a given situation.

The Consultant will review and revise *Standard Operating Procedures – Volume 2: The National Emergency Operations Centre* of the National Emergency Management Plan to ensure consistency and compatibility with the proposed revised institutional framework, Operational Manual and recognized best practice in support of Comprehensive Disaster Management and climate resilience.

8. Elaboration of a **Service Charter** for the NEMO Secretariat and a revised **Constitution** for District Disaster Committees

The Consultant will develop a Service Charter for the NEMO Secretariat meant for internal and public consumption. As such, the Service Charter must be reader friendly and graphically appealing. The Consultant shall also revise the Constitution of the District Disaster Committees (or any replacement structures) in keeping with requirements for registration as a Community Based Organization (CBO). The Service Charter and Constitutions will at minimum set out the following for the NEMO Secretariat and District Disaster Committees, respectively:

- a) Legal basis
- b) Strategic vision and mission
- c) Roles and responsibilities in disaster management
- d) Organizational structure / membership
- e) Clients and stakeholders
- f) Services rendered and service standards to achieve vision and mission and fulfill roles and responsibilities
- g) All other requirements for registration as a Community Based Organization (CBO).

9. Third Stakeholder Consultation

The purpose of the consultation is to present, discuss and receive any final feedback on all draft final deliverables produced from all stakeholders consulted once the full set of deliverables are in view. This will likely take the form of a series of meetings as agreed with the Client. It is expected that all stakeholders would have received draft documents

as submitted along the way and commented on the same via the NEMO Secretariat. A Stakeholder Engagement Plan should be discussed and agreed in advance with the Client to guide the consultation.

10. Elaboration of a **Costed Implementation Plan** to guide transition from the current to the proposed institutional framework, operational environment and service delivery

The Consultant will develop a costed Implementation Plan, including at minimum:

- a) An ordered set of activities/tasks required to implement the proposed changes/actionable recommendations with attached resources, roles and responsibilities, assumptions, short and long-term outcomes, and budget
- b) A summary of required legislative changes and drafting costs to give effect to the proposed changes
- c) Staffing Plan for the NEMO Secretariat in line with being able to deliver the level of service stipulated in the proposed Service Charter, detailing at minimum
 - a. key positions to be developed or filled and where they fit in the proposed organizational structure
 - b. key roles and responsibilities of the proposed positions
 - c. minimum qualifications/requirements for persons to fill those positions
 - d. proposed annual salaries for each position and total salary costs
- d) Capacity-building Plan for the NEMO Secretariat in line with being able to deliver the services and level of service stipulated in the proposed Service Charter, detailing at minimum
 - key capacities to be built based on the gaps identified
 - strategy for building capacity in these areas, including suggestions of certifications, training programmes or courses to be pursued and officers to be trained and associated costs

11. Wrap-up Mission to present final deliverables to stakeholders and Cabinet

This will consist on a series of meetings mirroring the Third Stakeholder Consultation and will end with a summary presentation of the final deliverables to Cabinet.

12. Final Report

The Final Report will summarize the process and outcomes of the consultancy and discuss implementation challenges, successes and recommendations for next steps.

3. Project Duration, Deliverables and Timeline

The assignment will have a duration of 9 months. Based on the expected outcomes as well as the tasks described above, the Consultant shall provide the deliverables listed in the table below as described fully under the Detailed Tasks section of this Terms of Reference. For clarity, in the course of developing the deliverables, the Consultant is expected to conduct

the following in-country consultations/missions as also described under the Detailed Tasks section:

1. Initial Stakeholder Consultation
2. Second Stakeholder Consultation
3. Third Stakeholder Consultation
4. Wrap-up Mission

Deliverables	Deadline*	Related Task(s)
D1 - Report of the National Emergency Management Organization's existing Institutional Framework, Operations, Capacities and Services to inform Reform	1.5	Review and assessment of the existing institutional framework, operations, capacities and services in relation to Comprehensive Disaster Management
D2 - Report on Proposed Institutional Framework for Comprehensive Disaster Management in Saint Lucia <i>The report shall contain a revised Section 3 (National Emergency Management System) and Section 4 (Emergency Operations Centers) of the National Emergency Management Plan</i>	3.5	Review of regional and international best practices for institutional frameworks to support Comprehensive Disaster Management Second Stakeholder Consultation Elaboration of an optimal Institutional Framework for Comprehensive Disaster Management in Saint Lucia
D3 – Memoranda of Understanding	5.0	Elaboration of up to three (3) Memoranda of Understanding (MOU) to govern the relationship between key non-government and private actors embedded in the NEMO system or otherwise engaged in disaster management as prioritized by stakeholders
D4 – NEMO Operational Manual	5.0	Elaboration of an Operational Manual to establish requirements and guiding principles for the work of the National Emergency Management Organization (NEMO) and its Secretariat

D5 – Report on Proposed Standard Operating Procedures and Guidelines for the National Emergency Operations Centre (NEOC)	6.0	Revision and Elaboration of Standard Operating Procedures (SOPs) and Guidelines for the National Emergency Operations Centre (NEOC)
D6 - Service Charter for the NEMO Secretariat	7.0	Elaboration of a Service Charter for the NEMO Secretariat and a revised Constitution for District Disaster Committees
D7 - Revised Constitution for District Disaster Committees	7.0	Elaboration of a Service Charter for the NEMO Secretariat and a revised Constitution for District Disaster Committees
D8 - Costed Implementation Plan <i>This includes a Staffing and Capacity-building plan for the NEMO Secretariat</i>	8.0	Elaboration of a Costed Implementation Plan to guide transition from the current to the proposed institutional framework, operational environment and service delivery
D9 - Final Report on the outcomes of the consultancy	8.5	Third Stakeholder Consultation to present draft deliverables to stakeholders consulted Wrap-up Mission to present final deliverables

*Months after contract commencement.

Note: Following initial review and comments within two (2) weeks of receipt, Deliverables 2 to 7 are to be finalized based on stakeholder feedback during the Third Stakeholder Consultation.

4. Payment Schedule

Deliverables	Percentage of Contract sum
D1 - Report on Saint Lucia's existing institutional framework, operations, capacities and services related to Comprehensive Disaster Management	10%
D2 - Report on proposed institutional framework for Comprehensive Disaster Management in Saint Lucia	40%

<i>The report shall contain a revised Section 3 (National Emergency Management System) and Section 4 (Emergency Operations Centers) of the National Emergency Management Plan</i>	
D3 – Memorandum of Understanding (to up three)	-
D4 – NEMO Operational Manual	20%
D5 – Report on proposed Standard Operating Procedures and Guidelines to support Comprehensive Disaster Management in Saint Lucia <i>The report shall contain revised versions of the following sections of the National Emergency Management Plan (NEMP)</i> <ul style="list-style-type: none"> • <i>Standard Operating Procedures – Volume 1: Agencies of the National Emergency Management Organization</i> • <i>Standard Operating Procedures – Volume 2: The National Emergency Operations Centre</i> 	-
D6 - Service Charter for the NEMO Secretariat	-
D7 - Revised Constitution for District Disaster Committees	20%
D8 - Costed Implementation Plan <i>This includes a Staffing and Capacity-Building plan for the NEMO Secretariat</i>	-
D9 - Final Report on the outcomes of the consultancy	10%

5. Working Arrangements

Client's Responsibilities

- The National Emergency Management Organization (NEMO) Secretariat will provide the Consultant with an office space fitted with a work desk and chair at the NEMO Headquarters for discharge of duties. The Consultant is expected to provide their own equipment and software, mobile telephone and other communication equipment.
- The Client shall review and provide feedback in writing on all deliverables no later than two (2) weeks (10 working days) after receipt. The Client will coordinate the review and feedback of all deliverable by the wider set of stakeholders identified within such timeframe.
- The Client shall help coordinate the logistics of required stakeholder/public consultations, including inviting identified stakeholders and identifying and booking suitable venues. The cost of any venues, breaks and lunches during the consultations will be covered.

Consultant's Responsibilities

- Declare any conflict of interest where such may arise
- Execute the duties and tasks with due diligence and efficiency and in accordance with the highest standards of professional competence, ethics and integrity.
- Execute the services in accordance with the Bank Guidelines, Financing Agreements, and Operations Manual for the Projects and laws of Saint Lucia.

6. Qualification Requirements

The Consultant should have the following qualifications, skills and experience:

Academic qualifications

- Master's Degree in Disaster Management, Emergency Response, Crisis Management or a related field or a Bachelor's in these fields combined with at least 7 years of experience in disaster management at a senior technical or managerial level
- Certification in management, organizational change, or project management would be an asset

Knowledge, skills and experience

- knowledge and understanding of Comprehensive Disaster Management (CDM) principles
- demonstrated knowledge and understanding of basic legal principles and practices, especially as it relates comprehensive disaster management
- at least 10 years of experience in the disaster management field
- at least 5 years of experience leading a disaster management organization or office
- experience writing disaster policies, plans, operational plans, operational manuals and MOUs
- experience in successfully coordinating or leading a response to a disaster event
- experience in leading participatory stakeholder consultations and focus groups
- experience in implementing CDM policies and strategies
- experience in developing organizational budgets
- experience in leading organizational reform would be an asset

Appendix I

- Disaster Preparedness and Response Capacity Assessment in the Eastern Caribbean
- Review of National Disaster Management Plan and Associated Capacity Building CDEMA's NDO/NDMO model structures
- Disaster Management Act No 30 of 2006
- Agreement Establishing CDEMA
- The NEMP and its Policies, Plans, and Procedures, including:
 - o Agency SOPs
 - o EOC SOPs
 - o Emergency Housing Policy - Emergency Housing Plan
 - o DANA Policy
 - o DANA Plan
 - o Flood Plan
 - o GOSL circular on Continuity of Government
 - o Information Management in Emergencies and Disasters Plan
 - o Hazard Mitigation Policy
 - o Hazard Mitigation Plan
 - o Hazard Mitigation Action Plan
 - o Oil Spill Plan
 - o Relief Distribution Plan
 - o Emergency Shelter Policy
 - o Emergency Shelter Plan
 - o Well Being Plan
 - o National Plan for Transportation in Disasters
 - o Guidelines of National Recovery Plan
 - o Guidelines for a National Systematic Shutdown
 - o Saint Lucia Hospitality Crisis Management Plan Concept of Operations
 - o National Hurricane Plan
 - o National Telecommunications Plan
- District Disaster Committee Constitution
- NEMO Capacity Building Plan
- NEMO Staffing Plan