



**REQUEST FOR EXPRESSIONS OF INTEREST FOR
CONSULTANCY FOR THE DEVELOPMENT OF A FIVE-YEAR COUNTRY WORK PROGRAMME
– The Commonwealth of The Bahamas**

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

The National Emergency Management Agency (NEMA) is the focal point that operates under the authority of the Cabinet Office with the responsibility of coordinating national disaster management. Between 2018 and 2020 the country produced a risk assessment profile¹ using a probabilistic model which was led by the Inter-American Development Bank, that examined three main hazards, tropical cyclones, coastal floods and coastal erosion. The profile indicated that less than 3% of the population is expected to be affected by coastal flooding and extreme winds every year. In terms of the economic impacts, more than US\$200 million in damages is expected every year, US\$140 million in residential stock and about US \$25 million in services stock. Extreme winds are expected to damage more than US\$160 million / year. About 250km of the road network (including all road categories and streets) with an estimated value of US\$159 Million are expected to be annually flooded. In 2019, according to the Inter-American Development Bank, Dorian caused about \$3.4 billion in damages, which is equal to one-quarter of The Bahamas' GDP). Hurricane Dorian was the strongest hurricane on record to hit The Bahamas. Hurricane Dorian helped NEMA better understand the need for updated and new strategies and studies. These and other key assessments are undertaken by NEMA are key to the effective management of disasters in the Bahamas.

In 2013 The Bahamas undertook the drafting of the Climate Smart Comprehensive Disaster Management Country Work Programme 2013-2018. The five-year work programme was results-based and establishes short-, medium- and long-term results (i.e. Outputs, Outcomes and Impacts respectively) as agreed by stakeholders. Climate change and gender considerations were mainstreamed into the work programme and are reflected in the results and activities. The broad themes addressed in the work programme are Education and Knowledge Management, Tourism and Financial Services, Institutional support for CDM, National Preparedness, Response and Recovery Systems, Water and Health, and Environment (marine and terrestrial ecosystems). The CWP now requires an update to include the lessons learnt from Hurricane Dorian and seek to bring further coherence to national interventions overall.

This Consultancy for the Development of a Five-year Country Work Programme – The Commonwealth of The Bahamas, seeks to support the NEMA in the development of its Country Work Programme utilizing the established 6-step process developed by CDEMA and to facilitate national consultations in the CWP development process.

¹ The findings are documented in the publication, Disaster risk profile for The Bahamas, IDB, 2020



CDEMA now invites interested eligible² **individual consultants** to submit Expressions of Interest indicating qualifications and experience required to provide these consultancy services. The consultancy is expected to commence in the fourth quarter of 2022 with an expected duration sixty-five (65) professional days over nine (9) months.

Eligible countries are outlined in **Appendix 1** below.

The Terms of Reference for the consultancy is in **Appendix 2**.

In the assessment of submissions, consideration will be given to qualifications and experience on similar assignments. All information must be submitted in English. CDEMA's policy requires that consultants provide professional, objective, and impartial advice and always hold its interest paramount, without any consideration for future work.

Requests for clarifications may be submitted in writing to procurement@cdema.org between 09:00 and 16:00 hours Monday to Friday on or before **5th August 2022**.

Electronic copies of Expressions of Interest based on the Terms of Reference must be received at procurement@cdema.org no later than **12th August 2022**. Please address Expressions of Interest to the address below:

Attention: Consultancy or the Development of a Five-year Country Work Programme – The Commonwealth of The Bahamas

Caribbean Disaster Emergency Management Agency
Resilience Way
Lower Estate
St. Michael
Barbados

E-mail: procurement@cdema.org

Following the assessment of submissions, the most technically capable and appropriately experienced applicant will be invited to negotiate a contract to provide the consultancy services. CDEMA reserves the right to accept or reject late applications or to cancel the present invitation partially or in its entirety. CDEMA will not be bound to assign any reason for not engaging the services of any applicant and will not defray any costs incurred by any applicant in the preparation and submission of the Proposal.

² Consultants shall be eligible to participate if:

- (a) the persons are citizens or bona fide residents of an eligible country; and



**EXTERNAL ACTION FINANCIAL INSTRUMENTS AND
EUROPEAN DEVELOPMENT FUND**

RULES ON PARTICIPATION IN PROCUREMENT PROCEDURES AND GRANTS

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<p>Part I: 2014-2020 instruments for external action</p>

1) Eligible countries for DCI, ENI , PI, Greenland and INSC (CIR - Article 9)

Participation in the award of procurement contracts, grants and other award procedures for actions financed under **DCI, ENI , PI, Greenland and INSC** for the benefit of third parties shall be open to all natural persons who are nationals of, and legal persons that are effectively established in, one of the following eligible countries/territories/beneficiaries:

- (a) *EU Member States* ([Appendix 1](#))
- (b) *IPA II beneficiaries* (listed in the Annex I of IPA II Instrument ([Appendix 2](#)))
- (c) *European Economic Area* ([Appendix 3](#))
- (d) Developing countries and territories, (included in the OECD-DAC list of ODA recipients³), which are not members of the G20 group⁴:
 - (i) *Least Developed Countries* (LDCs) ([Appendix 4](#))
 - (ii) *Other Low Income Countries* ([Appendix 5](#))
 - (iii) *Lower Middle Income Countries and Territories* ([Appendix 6](#))
 - (iv) *Upper Middle Income Countries and Territories* ([Appendix 7](#))
- (e) *Overseas Countries and Territories* (OCTs) covered by Council Decision 2013/755/EU of 25 November 2013 on the association of the overseas countries and territories with the European Union ([Appendix 8](#))
- (f) *Member States of the OECD* ([Appendix 9](#)) are also eligible when contracts are exclusively implemented in a Least Developed Country⁵ or in a Highly Indebted Poor Country (HIPC)⁶.
- (g) (i) *Developing countries, as included in the list of ODA recipients, which are members of the G20 group* ([Appendix 10](#));

³ Please check the DAC List of ODA Recipients, effective for reporting on 2018, 2019 and 2020 flows.

⁴ Non eligible G20 Members developing countries are: India, Indonesia, Argentina, Brazil, China, Mexico, South Africa. South Africa will be eligible when the action will be co-financed with the EDF. *Turkey* is also a developing country (upper middle income) G20 Member but is eligible as a **beneficiary listed in the Annex I of the IPA II**.

⁵ See [appendix 4](#) for the full list of LDCs.

⁶ HIPCs are: Afghanistan, Benin, Bolivia, Burkina Faso, Burundi, Cameroon, Central African Republic, Chad, Comoros, Côte d’Ivoire, Democratic Republic of Congo, Ethiopia, Ghana, Guinea, Guinea-Bissau, Guyana, Haiti, Honduras, Liberia, Madagascar, Malawi, Mali, Mauritania, Mozambique, Nicaragua, Niger, Republic of Congo, Rwanda, São Tomé & Príncipe, Senegal, Sierra Leone, Tanzania, The Gambia, Togo, Uganda, Zambia.



- (ii) *any other countries and territories* (ie. all countries of the world).

The entities of these countries can only participate in procedures, where the country itself is a beneficiary of the action. This can happen in particular, in thematic programmes, programmes financed under the PI or where the success of a regional programme necessitates the participation of the said country.

- (h) Any countries for which *reciprocal access* to external assistance is established by the Commission.

Currently there are no such countries.

- (i) **For ENI Instrument only:** in addition to the countries/territories/beneficiaries mentioned above that are eligible for ENI, the following countries/territories are also considered eligible for contracts financed under the ENI Instrument:

- (i) *Partner countries or territories covered by the Instrument* (annex I of the ENI Instrument) ([Appendix 11](#));

- (ii) In the case of relevant procedures taking place in the context of the multi-country and cross-border co-operation programmes in which it⁷ participates: *the Russian Federation*.

- (j) **For DCI, ENI, PI, Greenland and INSC:** where an agreement on widening the market for procurement of goods or services to which the Union is party applies, the procurement procedures for contracts financed by the budget shall also be open to natural and legal persons established in a third country other than those specified in the basic instruments governing the cooperation sector concerned, under the conditions laid down in that agreement.

2) **For IcSP and EIDHR (CIR – Article 11)**

All countries are eligible for participation in contracts financed under these Instruments that are fully untied without prejudice to the limitations inherent to the nature and the objectives of the action.

3) **For IPA II (CIR- Article 10)**

Participation in the award of procurement contracts, grants and other award procedures for actions financed under the CIR **for IPA II** for the benefit of third parties shall be open to all

⁷ In line with the upcoming corrigendum of the CIR, regarding Article 9(1)(b) (OJ L 316, 4.11.2014, p. 69) (FR).



natural persons who are nationals of, and legal persons who are effectively established in, one of the following eligible countries/ territories/beneficiaries:

- (a) *EU Member States* ([Appendix 1](#))
- (b) *Beneficiaries listed in the Annex I of the IPA II* ([Appendix 2](#))
- (c) *European Economic Area* ([Appendix 3](#))
- (d) *Partner countries and territories covered by ENI Instrument* (annex I of ENI Instrument) ([Appendix 11](#))
- (e) *Countries for which Commission has adopted a decision approving the request for reciprocal access to external assistance.*

Currently there are no such countries.

- (f) *Where an agreement on widening the market for procurement of goods or services to which the Union is party applies, the procurement procedures for contracts financed by the budget shall also be open to natural and legal persons established in a third country other than those specified in the basic instruments governing the cooperation sector concerned, under the conditions laid down in that agreement.*

Part II: Rules on nationality and origin for public procurement, grants and other award procedures financed under the ACP-EC Partnership Agreement, laid down in Annex IV to the latter Agreement as revised by Decision No 1/2014 of the ACP-EU Council of Ministers of 20 June 2014 (2014/428/EU)

Participation in procedures for the award of procurement contracts or grants financed from the multi-annual financial framework of cooperation under the ACP-EC Partnership Agreement is open to all natural persons who are nationals of, or legal persons who are effectively established in:

- (a) *an ACP State* ([appendix 12](#));
- (b) *a Member State of the European Union* ([appendix 1](#));
- (c) *Beneficiaries of the Instrument for pre-accession assistance* ([appendix 2](#));
- (d) *a Member State of the European Economic Area* ([appendix 3](#));
- (e) *Overseas Countries and Territories* ([appendix 8](#));
- (f) *developing countries and territories, as included in the OECD-DAC list of ODA Recipients, which are not members of the G20 group, without prejudice to the status of the Republic of South Africa, as governed by Protocol 3 of the partnership Agreement (appendices 4, 5, 6 and 7);*
- (g) *countries for which Commission has adopted a decision approving the request for reciprocal access to external assistance in agreement with ACP countries;*

Currently there are no such countries.



- (h) *a Member State of the OECD* ([Appendix 9](#)), in the case of contracts exclusively implemented in a Least Developed Country (LDC)⁸ or a Highly Indebted Poor Country (HIPC)⁹.

Part III: rules on nationality and origin for public procurement, grants and other award procedures for instruments for external action financed under the Overseas Association Decision.

From the publication of the COUNCIL DECISION 2013/755/EU of 25 November 2013 on the association of the overseas countries and territories with the European Union ('Overseas Association Decision') the following rules are applicable to calls financed under the financial assistance of the EDF:

1. Tenderers, applicants and candidates from the following countries and territories shall be eligible to funding under this Decision:
 - (a) *Member States of the European Union* ([Appendix 1](#))
 - (b) *candidate countries and potential candidates* as recognised by the Union ([Appendix 2](#))
 - (c) *members of the European Economic Area* ([Appendix 3](#))
 - (d) *OCTs* ([Appendix 8](#))
 - (e) developing countries and territories, as included in the OECD-DAC list of ODA Recipients, which are not members of the G-20 group (Appendices [4](#), [5](#), [6](#) and [7](#))
 - (f) countries for which *reciprocal access* to external assistance is established by the Commission. Reciprocal access may be granted, for a limited period of at least one year, whenever a country grants eligibility on equal terms to entities from the Union and from OCTs;

Currently there are no such countries.

- (g) *Member States of the OECD* ([Appendix 9](#)), in the case of contracts exclusively implemented in a Least Developed Country¹⁰.

⁸ See [appendix 4](#) for the full list of LDCs.

⁹ See full list of HIPCs in [footnote 4](#)

¹⁰ See [appendix 4](#) for the full list of LDCs.



APPENDICES

APPENDIX 1 : EU MEMBER STATES

Austria, Belgium, Bulgaria, Czech Republic, Croatia, Cyprus, Denmark, Estonia, Finland, France, Germany, Greece, Hungary, Ireland, Italy, Latvia, Lithuania, Luxembourg, Malta, Netherlands, Poland, Portugal, Romania, Slovakia, Slovenia, Spain, Sweden, United Kingdom¹¹.

APPENDIX 2 : IPA II BENEFICIARIES

Albania, Bosnia and Herzegovina, Kosovo*, Montenegro, Serbia, Turkey, Republic of North Macedonia.

* This designation is without prejudice to positions on status, and is in line with UNSCR 1244/1999 and the ICJ Opinion on the Kosovo declaration of independence.

APPENDIX 3 : EUROPEAN ECONOMIC AREA

(only non-EU MS are mentioned) Iceland, Lichtenstein, Norway.

APPENDIX 4 : LEAST DEVELOPED COUNTRIES

Afghanistan, Angola, Bangladesh, Benin, Bhutan, Burkina Faso, Burundi, Cambodia, Central African Republic, Chad, Comoros, Democratic Republic of the Congo, Djibouti, Eritrea, Ethiopia, Gambia, Guinea, Guinea-Bissau, Haiti, Kiribati, Lao People's Democratic Republic, Lesotho, Liberia, Madagascar, Malawi, Mali, Mauritania, Mozambique, Myanmar, Nepal, Niger, Rwanda, Sao Tome & Principe, Senegal, Sierra Leone, Solomon Islands, Somalia, Sudan, South Sudan, Tanzania, Timor-Leste, Togo, Tuvalu, Uganda, Vanuatu, Yemen, Zambia.

APPENDIX 5: OTHER LOW-INCOME COUNTRIES

Democratic People's Republic of Korea, Zimbabwe.

¹¹ The United Kingdom ceased to be an EU Member State on the 31 of January 2020. Pursuant to the Withdrawal Agreement concluded between the EU and the UK, references to the eligibility of 'Member States' for participation in programmes under the current 2014-2020 MFF and the EDFs also cover the United Kingdom (Article 127(6), Article 137 and Article 152(1) Withdrawal Agreement).



APPENDIX 6 : LOWER MIDDLE-INCOME COUNTRIES AND TERRITORIES

Armenia, Bolivia, Cabo Verde, Cameroon, Congo, Côte d'Ivoire, Egypt, El Salvador, Eswatini, Georgia, Ghana, Guatemala, Honduras, India, Indonesia, Jordan, Kenya, Kosovo, Kyrgyzstan, Micronesia, Moldova, Mongolia, Morocco, Nicaragua, Nigeria, Pakistan, Papua New Guinea, Philippines, Sri Lanka, Syrian Arab Republic, Tajikistan, Tokelau, Tunisia, Ukraine, Uzbekistan, Vietnam, West Bank and Gaza Strip.

APPENDIX 7 : UPPER MIDDLE-INCOME COUNTRIES AND TERRITORIES

Albania, Algeria, Antigua and Barbuda, Argentina, Azerbaijan, Belarus, Belize, Bosnia and Herzegovina, Botswana, Brazil, China (People's Republic of), Colombia, Costa Rica, Cuba, Dominica, Dominican Republic, Ecuador, Equatorial Guinea, Fiji, Republic of North Macedonia, Gabon, Grenada, Guyana, Iran, Iraq, Jamaica, Kazakhstan, Lebanon, Libya, Malaysia, Maldives, Marshall Islands, Mauritius, Mexico, Montenegro, Montserrat, Namibia, Nauru, Niue, Palau, Panama, Paraguay, Peru, Saint Helena, Saint Lucia, Saint Vincent & the Grenadines, Samoa, Serbia, South-Africa, Suriname, Thailand, Tonga, Turkey, Turkmenistan, Venezuela, Wallis and Futuna.

APPENDIX 8 : OVERSEAS COUNTRIES AND TERRITORIES¹²

Anguilla (UK), Aruba (NL), Bermuda (UK), Bonaire (NL), British Antarctic Territory (UK), British Indian Ocean Territory (UK), British Virgin Islands (UK), Cayman Islands (UK), Curaçao (NL), Falkland Islands (UK), French Polynesia (FR), French Southern and Antarctic Territories (FR), Greenland (DK), Montserrat (UK), New Caledonia and Dependencies (FR), Pitcairn (UK), Saba (NL), Saint Barthelemy (FR), Saint Helena, Ascension and Tristan da Cunha (UK), Sint Eustatius (NL), Sint Maarten (NL), South Georgia and South Sandwich Islands (UK), St. Pierre and Miquelon (FR), Turks and Caicos (UK), Wallis and Futuna Islands (FR).

APPENDIX 9 : OECD MEMBER STATES

Austria, Belgium, Czech Republic, Denmark, Estonia, Finland, France, Germany, Greece, Hungary, Ireland, Italy, Latvia, Lithuania, Luxembourg, Netherlands, Poland, Portugal, Slovakia, Slovenia, Spain, Sweden, United Kingdom.

¹² OCTs listed in Annex II to the TFEU having special relations with the United Kingdom are covered by the scope of the EU-UK Withdrawal Agreement. Therefore, pursuant to the EU-UK Withdrawal Agreement, Union law as referred to in Articles 137 WA therefore includes the rules on financing of OCTs and eligibility under the current 2014-2020 MFF and the EDFs (Article 3(1)(e), Article 127(6), Article 137 and Article 152(1),(3) Withdrawal Agreement).



Australia, Canada, Chile, Iceland, Israel, Japan, Korea, Mexico, New Zealand, Norway, Switzerland, Turkey, United States of America.

APPENDIX 10 : G20 MEMBER DEVELOPING COUNTRIES

Argentina, Brazil, China, India, Indonesia, Mexico, South-Africa, Turkey.

APPENDIX 11 : ENI PARTNER COUNTRIES AND TERRITORIES

Algeria, Armenia, Azerbaijan, Belarus, Egypt, Georgia, Israel, Jordan, Lebanon, Libya, Republic of Moldova, Morocco, occupied Palestinian territory (oPt), Syria, Tunisia, Ukraine.

APPENDIX 12 : ACP COUNTRIES*

Africa:

South Africa**, Angola, Benin, Botswana, Burkina Faso, Burundi, Central African Republic, Cameroon, Cabo Verde, Chad, Comoros Islands, Congo, Côte d'Ivoire, Democratic Republic of the Congo, Djibouti, Eritrea, Eswatini, Ethiopia, Gabon, Gambia, Ghana, Guinea, Guinea-Bissau, Equatorial Guinea, Kenya, Lesotho, Liberia, Madagascar, Malawi, Mali, Mauritius, Mauritania, Mozambique, Namibia, Niger, Nigeria, Uganda, Rwanda, Sao Tome and Principe, Senegal, Seychelles, Sierra Leone, Somalia, Sudan, , Tanzania, Togo, Zambia and Zimbabwe.

Caribbean:

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

Pacific:

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

** While natural and legal persons established in South Africa are eligible to participate in procedures financed by the 10th/ 11th EDF, South Africa cannot be a beneficiary of contracts financed by the 10th/11th EDF.



- * Cotonou Partnership Agreement of 23 June 2000 (as amended by the provisional application of Decision No 1/2000 of the ACP-EC Council of Ministers of 27 July 2000, Decision No 1/2000 of the ACP-EC customs cooperation committee of 18 October 2000, Decision No 1/2001 of the ACP-EC customs cooperation committee of 20 April 2001, Decision No 2/2001 of the ACP-EC customs cooperation committee of 20 April 2001, Decision No 3/2001 of the ACP-EC customs cooperation committee of 10 May 2001, Decision No 4/2001 of the ACP-EC customs cooperation committee of 27 June 2001, Decision No 5/2001 of the ACP-EC customs cooperation committee of 7 December 2001, Decision No 2/2002 of the ACP-EC customs cooperation committee of 28 October 2002, Decision No 1/2003 of the ACP-EC Council of Ministers of 16 May 2003, Council Decision (EC) of 19 December 2002, Decision No 1/2004 of the ACP-EC Council of Ministers of 6 May 2004, Decision No 2/2004 of the ACP-EC customs cooperation committee of 30 June 2004 and Decision No 4/2005 of the ACP-EC customs cooperation committee of 13 April 2005).



TERMS OF REFERENCE

DEVELOPMENT OF A FIVE-YEAR COUNTRY WORK PROGRAMME – Commonwealth of The Bahamas

1.0 INTRODUCTION

The Caribbean Disaster Emergency Management Agency (CDEMA) is the regional inter-governmental agency for disaster management in the Caribbean Community (CARICOM). As part of its mandate, CDEMA is responsible for the coordination of work associated with disaster management. It has adopted several methodologies to support its 20 Participating States in planning for and delivering Comprehensive Disaster Management (CDM) at the national level. CDM which is the Caribbean brand of disaster management, is the management of all hazards through all phases of the disaster management cycle – prevention, mitigation, preparedness, response, recovery, and rehabilitation– by all peoples– public and private sectors, all segments of civil society and the general population in hazard prone areas. It involves risk reduction and management and integration of vulnerability assessment (including gender considerations¹³) into the development planning process (CDEMA, 2014). The Results-Based Management (RBM) Framework has been adopted as a planning tool to document the results required to achieve CDM. The Country Work Programme (CWP) is a nationally approved results-focused strategic plan for CDM, which is delivered over a programming period that spans three to five (3-5) years. In the CDEMA PS, the process of generating a CWP is derived through a highly consultative and evidence-based six-step model approach- utilised by CDEMA since 2012.

The process for the development of the CWP includes alignment with the Regional CDM Strategy (2014-2024), the Sustainable Development Goals (SDGs) and the Sendai Framework for DRR (2015-2030). A coherence approach is also applied that seeks to ensure the harmonization of DRR Strategies and the National Adaptation Plans (NAP) that help countries to conduct comprehensive medium- and long-term climate adaptation planning. Completion of the CWP fulfils Target E of the Sendai Framework for Disaster Risk Reduction (DRR) which is to *Substantially increase the number of countries with national and local DRR strategies by 2020*. It is also one of three main components of the Blueprint adopted by the CDEMA Council for advancing the implementation of CDM at the national level in CDEMA PS.

¹³ Gender has been fully recognized by the CDEMA Coordinating Unit as one of the cross-cutting themes for the Comprehensive Disaster Management (CDM) Strategy. Therefore, gender issues are expected to be considered across all sectors in Disaster Risk Reduction (DRR) and Disaster Risk Management (DRM) initiatives, intervention work and expected to advance resilience within Participating States which is already embodied in the CDM Strategy 2014-2024.



Country context

As a CDEMA Participating State, the National Emergency Management Agency (NEMA) is the focal point that operates under the authority of the Cabinet Office with the responsibility of coordinating national disaster management. Between 2018 and 2020 the country produced a risk assessment profile¹⁴ using a probabilistic model which was led by the Inter-American Development Bank, that examined three main hazards, tropical cyclones, coastal floods and coastal erosion. The profile indicated that less than 3% of the population is expected to be affected by coastal flooding and extreme winds every year. In terms of the economic impacts, more than US\$200 million in damages is expected every year, US\$140 million in residential stock and about US \$25 million in services stock. Extreme winds are expected to damage more than US\$160 million / year. About 250km of the road network (including all road categories and streets) with an estimated value of US\$159 Million are expected to be annually flooded. In 2019, according to the Inter-American Development Bank, Dorian caused about \$3.4 billion in damages, which is equal to one-quarter of The Bahamas' GDP). Hurricane Dorian was the strongest hurricane on record to hit The Bahamas. Hurricane Dorian helped NEMA better understand the need for updated and new strategies and studies. These and other key assessments are undertaken by NEMA are key to the effective management of disasters in the Bahamas.

In 2013 The Bahamas undertook the drafting of the Climate Smart Comprehensive Disaster Management Country Work Programme 2013-2018. The five-year work programme was results-based and establishes short-, medium- and long-term results (i.e. Outputs, Outcomes and Impacts respectively) as agreed by stakeholders. Climate change and gender considerations were mainstreamed into the work programme and are reflected in the results and activities. The broad themes addressed in the work programme are Education and Knowledge Management, Tourism and Financial Services, Institutional support for CDM, National Preparedness, Response and Recovery Systems, Water and Health, Environment (marine and terrestrial ecosystems). The CWP now requires an update to include the lessons learnt from Hurricane Dorian and seek to bring further coherence to national interventions overall.

As such, to facilitate NEMA's continued effectiveness of these national, regional and global targets, CDEMA in coordination with the United Nations Office for Disaster Risk Reduction (UNDRR) is assisting NEMA with technical assistance through the provision of consultancy services for the completion of the CDM Audit and CWP process. In 2021, this collaboration with the UNDRR yielded a Situational Analysis as part of the first step in the CWP process. The CDM Audit Tool was also completed in 2022 through technical assistance under the Building Resilience in the CARIFORUM States (BRICS) Project under the 11th European Development Fund Natural Disaster Facility funded by the European Union. This level of strategic planning complements the well-established institutional framework for DRR that exists at all administrative levels through NEMA.

¹⁴ The findings are documented in the publication, Disaster risk profile for The Bahamas, IDB, 2020



2.0 OBJECTIVES OF THE CONSULTANCY

The main objectives of the Consultancy are:

- 2.1 To support the NEMA in the development of its Country Work Programme utilizing the established 6-step process developed by CDEMA.
- 2.2 To facilitate national consultations in the CWP development process.

3.0 OBJECTIVES OF THE CONSULTANCY

The Consultant will:

3.1 Prepare an Inception Report

- 3.1.1 Participate in an inception meeting with the CDEMA CU, NEMA, and other stakeholders to agree on the roll-out of the consultancy.
- 3.1.2 Prepare an inception report based on agreements at 3.1.1 and in accordance with the CDEMA template. The Report should detail the context, methodology, /approach, timelines, risks, mitigation measures, assumptions (including consideration for gender), expected results and milestones associated with the consultancy. The methodology/ approach should be informed by a review of relevant literature including, **but not limited to**:
 - a) [Guidelines for the Development of Country Work Programmes](#)
 - b) [Results-Based Management Approach- Workshop Manual for Facilitators](#)
 - c) [Regional CDM Strategy and Framework 2014-2024](#)
 - d) The Bahamas CDM Audit Report
 - e) The Bahamas Situational Analysis on risk and policy coherence prepared by the UNDRR.

- 3.1.3 Submit the Inception Report at 3.1.2 to the CDEMA CU, for dissemination to NEMA.

3.2 Prepare a Stakeholder Analysis and Engagement Framework for CWP Development

- 3.2.1 In line with the Guidelines for the Development of the CWP, prepare a stakeholder analysis of stakeholders influencing the CWP development process and develop an engagement framework. It should include:
 - Step 1: Identification of stakeholders/ individuals/ groups (including vulnerable groups) responsible for drafting the CWP, directly influencing the CWP and indirectly influencing the CWP.
 - Step 2: Prioritization of stakeholders.



- Step 3: Identification of the roles and responsibilities of each agency/individual/ group and the extent to which they should participate in the CWP process. Not all agencies/groups will be responsible for drafting the CWP; all of them must however be involved in the consultative process.
 - Step 4: Documentation of the findings of the analysis (steps 1-3) and preparation of an engagement strategy/ framework¹⁵ that will let NEMA know how often they need to loop stakeholders in and how, as part of the CWP development process.
- 3.2.2 Submit the draft stakeholder analysis and engagement framework to the CDEMA CU, for dissemination to NEMA, and finalise based on feedback received.
- 3.3 **Prepare a CWP Situational Analysis Summary Report (Step 1) of the problems, issues, and needs which must be addressed in the CWP.**
- 3.3.1 In line with step 1 (situational analysis) of the CWP six-step process, prepare a Situational Analysis Summary Report of the problems, issues, and needs which must be addressed in the CWP. The Report will be the basis for an introductory chapter of the CWP. It should:
- 3.3.1.1 Include a review of the following:
- The Bahamas CDM Audit Report
 - The Bahamas Situational Analysis on risk and policy coherence prepared by the UNDRR
 - Any other national disaster management and DRM contextual information.
- 3.3.1.2 Assess progress on the implementation of the previous CWP and identify areas that should be advanced in the next CWP cycle. Reporting will enable the country to benefit from the experiences derived from implementing their work programmes.
- 3.3.2 Submit the draft Summary Situational Analysis Report to the CDEMA CU, for dissemination to NEMA, for feedback and revise as necessary.
- 3.3.3 Present the findings of the Summary Situational Analysis Report at 3.3.2 on the problems, issues, and needs which must be addressed in the CWP, for validation by national stakeholders, at a virtual meeting (at 3.4) and revise based on feedback/ guidance received.

¹⁵ This can be a table with the relevant headings supported with explanatory text in an introductory section that explains the background, findings of the analysis and strategies provided in the table.



3.3.4 Finalise the Summary Situational Analysis Report based on feedback at 3.3.3 and 3.4 and submit to the CDEMA CU for dissemination to NEMA and finalise based on feedback received.

3.4 **Conduct a Virtual¹⁶ Introductory and Validation Meeting for Stakeholders**

3.4.1 Conduct a (virtual/ in-person) introductory and validation meeting organized by NEMA with stakeholders that are critical to the CWP development process (based on the analysis at 3.2 to:

- i) present the approach and timelines for the development of the CWP,
- ii) gather buy-in to the process and;
- iii) validate the problems, issues, and needs which must be addressed in the CWP.

3.4.1.1 Prepare an Agenda and presentation, for the introductory and validation virtual meeting in collaboration with the NEMA and submit to the CDEMA CU for dissemination to the NEMA and finalize based on feedback received.

3.5 **Support NEMA in detailing the CWP**

3.5.1 Informed by 3.1, 3.2, 3.3 and 3.4, in collaboration with the CDEMA CU, and based on the inputs from the stakeholders, support NEMA in the following:

3.5.1.1 The construction of outcome and output statements for the CWP.

3.5.1.2 The design of the Logical Framework Analysis (LFA) for the CWP.

3.5.1.3 The construction of Performance Indicators based on the CDEMA basket of indicators.

3.5.1.4 The design of the Performance Monitoring Framework, which is inclusive of expected results, indicators, baseline data, targets, sources of information, data collection methods and techniques, frequency of data collection, and responsibility of data collection.

3.5.1.5 The alignment of the CWP to the CDM Strategy and the Sendai Framework target e.

3.5.1.6 The alignment of the CWP with the Sustainable Development Goals (SDGs) and the harmonization of the CWP with the National Adaptation Plan (NAP), the Intended Nationally Determined Contributions (INDCs) or other climate change plans of the country, as well as with risk financing efforts at the country level and in coordination with relevant agencies (where applicable).

¹⁶ Consideration is given to convene consultations online or virtually given the present COVID-19 pandemic however in-person meetings may be possible based on the preference of the NDMO and in line with national protocols.



- 3.5.1.7 The integration of biological hazards into the CWP in line with UNDRR guidance.
 - 3.5.1.8 The enhancement of capacity for monitoring and reporting on the Sendai Framework and CWP CDM performance management indicators, in collaboration with CDEMA.
- 3.6 **CWP national-level consultations and working sessions¹⁷ to inform the detailing of the CWP**
- 3.6.1 Organize, in collaboration with the CDEMA CU, and in support of NEMA, the convening a series of CWP national-level consultations and working sessions to inform the processes at 3.5
 - 3.6.2 Develop the facilitation plans and tools. This includes workshop/ consultation concept notes, Agendas, draft CWP outcome and output statements, opportunities for alignment mentioned at 3.5.5 and 3.5.6.
 - 3.6.3 Provide administrative support to NEMA (as needed) and assist with the follow up as needed.
 - 3.6.4 Facilitate the consultations, and
 - 3.6.5 Prepare a summary report of the consultations at 3.6.3. and submit to the CDEMA CU for dissemination to NEMA and finalise based on feedback received.
- 3.7 **Draft LFA, Performance Measurement Framework, including Indicator reference sheets**
- 3.7.1 Based on 3.5 and 3.6 submit the draft LFA, Performance Measurement Framework, including Indicator reference sheets to the CDEMA CU for dissemination to NEMA and prepare revised drafts based on feedback received.
- 3.8 **CWP Implementation Stakeholder Meeting and Engagement and Partnership Plan to support the implementation of the CWP**
- 3.8.1 In collaboration with NEMA prepare and submit for approval, an agenda and associated documentation for a stakeholder meeting on CWP implementation.
 - 3.8.2 Facilitate the meeting at 3.7.1, which should discuss CWP implementation issues for instance related to leadership, resource mobilization, administrative changes, monitoring and evaluation, communication, challenges to CWP implementation among others. The meeting should also discuss the roles and responsibilities of each agency and the extent to which they should participate in the implementation of the CWP.
 - 3.8.3 Document the findings at 3.8.2

¹⁷ Consideration may be given to convene consultations online or virtually given the present COVID-19 pandemic however in-person meetings may be possible based on the preference of the NDMO and in line with national protocols. Consultations and working sessions with stakeholders should be accounted for in the planning for the consultancy and in the Inception Report. CDEMA will cover the cost of one in-person workshop.



- 3.8.4 Prepare a Partnership and Engagement Plan informed by 3.8.3 to support implementation of the CWP. The Plan should:
- address the issues at 3.8.2/ 3.8.3
 - identify the roles and responsibilities of each agency/group
 - identify the extent to which stakeholders should participate in the implementation of the CWP.
 - indicate to NEMA how often they need to loop stakeholders in, and how.
- 3.9 **Draft CWP and Draft Engagement and Partnership Plan for CWP Implementation**
- 3.9.1 Collate the first draft of the CWP, including by writing parts or all the required documents, informed by the results of the consultations at 3.6 and 3.7. and in line with CDEMA guidelines.
- 3.9.2 Submit both the engagement and partnership plan (at 3.8.4) and draft CWP to the CDEMA CU for dissemination to NEMA and revise based on feedback received.
- 3.10 **Present the revised draft CWP document and partnership and engagement plan at (3.9.2) at a national workshop for validation and acceptance.**
- 3.10.1 Prepare the workshop concept note, Agenda and presentation for the validation of the final draft CWP.
- 3.10.2 Facilitate the workshop and document feedback received.
- 3.10.3 Finalise the revised draft CWP and engagement plan based on feedback received at 3.10.2 and submit to the CDEMA CU for dissemination to NEMA and revise based on feedback received.
- 3.11 **Organize the CWP documentation**
- 3.11.1 Organise the CWP documentation for national approval following the CDEMA guidance provided.
- 3.11.2 Submit the (organised) CWP documentation to the CDEMA CU for dissemination to NEMA and finalise based on feedback received.
- 3.12 **Prepare the final report for the consultancy**
- 3.12.1 Prepare an end of Consultancy Report which should present the activities that were undertaken, results achieved (planned and unplanned), challenges, lessons learned and recommendations to improve the CWP development process and guidelines. All relevant annexes should be included such as the:
- Country Work Programme
 - Consultation Summary Report

4.0 RESULTS AND DELIVERABLES

The Consultant will submit deliverables to the CDEMA CU who will disseminate to the National Disaster Management Office (NDMO), who will review and provide feedback on deliverables and



recommend approval to the CDEMA CU. The consultant will report directly to the CDEMA CU Disaster Risk Management Specialist on the following deliverables for approval:

- 4.1 **Inception Report** at 3.1 within two (2) weeks of contract signature. (7 days)
- 4.2 **Stakeholder Analysis and Engagement Framework for CWP Development** at 3.2 **within 2 weeks** of submission of the Inception Report (5 days)
- 4.3 **CWP Situational Analysis Summary Report** at 3.3 within two (2) weeks after submission of the Stakeholder Analysis and Engagement Framework for CWP Development. (6 days)
- 4.4 **(Virtual/ In-person¹⁸) introductory Workshop Agenda, concept note and presentation** at 3.4 within one week of the CWP Situational Analysis Summary Report (2 days)
- 4.5 **CWP Development Workshop Documentation at 3.6** (3 days)
- 4.6 **LFA, Performance Measurement Framework, including Indicator reference sheets and Interim Report of Consultations** (at 3.7) six (6) weeks after the Virtual Workshop Documentation (10 days)
- 4.7 **CWP Implementation Stakeholder Meeting Agenda and associated documentation** at 3.8, 15 days in advance of the CWP Implementation Stakeholder Meeting (3 days)
- 4.8 **Consultation summary report** at 3.6.4 within two (2) weeks of national consultations. (3 days)
- 4.9 **Draft CWP and Draft Stakeholder Analysis and Engagement Framework for CWP Implementation** at 3.9 will be submitted within four (4) weeks of partnership plan consultation meeting at 3.8 (15 days)
- 4.10 **Validation Workshop Documentation at 3.10 will be submitted within 10 days of the draft CWP and engagement plan** (3 days)
- 4.11 **Revised draft CWP and partnership and engagement plan, at 3.10** within four (4) weeks of validation workshop (3 days)
- 4.12 **Final CWP document and supporting documents** at 3.8 & 3.9 within four (4) weeks of submission of the revised draft CWP at 3.10. (2 days)
- 4.13 **Final report of the Consultancy** at 3.10 within two (2) weeks after submission of the final CWP document at 3.11 (3 days)

The acceptance of all deliverables by NEMA is a critical path activity for the consultancy.

¹⁸ Consideration is given to convene consultations online or virtually given the present COVID-19 pandemic however in-person meetings may be possible based on the preference of the NDMO and in line with national protocols.

5.0 CONSULTANT REQUIREMENTS

The Local Consultant should demonstrate the following qualifications and competencies:

5.1 Qualifications

- 5.1.1 A master's degree in disaster management, development, natural resources management, International Development and/or Policy Analysis/Development or a related field is required.

5.2 Professional Experience

- 5.2.1 At least five (5) years of experience developing assessments for strategic policy and programming, developing strategic policies and development plans, and monitoring and evaluation. Three (3) years of this experience should be focused on national programming.
- 5.2.2 Demonstrated experience in national-level programming (design and implementation for results-based management) within the Caribbean region.
- 5.2.3 Excellent proficiency in the formulation of Results based management statements for strategic policies and plans, and monitoring and evaluation including the development of Logical Frameworks, and Performance Monitoring Frameworks.
- 5.2.4 Proven experience in working in a participatory and consultative environment. Must demonstrate national level facilitator experience and superb presentation skills.
- 5.2.5 Strong analytical skills, ability to design, conduct research and analyse the findings and to prepare the conclusion. Exceptional written and report writing skills required.
- 5.2.6 Knowledge of disaster management, gender and climate change issues would be an asset.
- 5.2.7 Experience in working at the policy level of the public service in the Caribbean region will be a distinct advantage.
- 5.2.8 Demonstrated knowledge of the Enhanced CDM Strategy is a distinct asset.

Language skills: Fluency in English is required.



6.0 CONSULTANCY SUPPORT

6.1 CDEMA CU will:

- 6.1.1 Be responsible for the management of the contract with the Consultant.
- 6.1.2 Provide technical support to the local consultant through feedback on deliverables and guidance on implementation.
- 6.1.3 Make available CU documentation related to the consultancy.
- 6.1.4 Provide technical guidance for national-level consultations and feedback on consultant products with three weeks.
- 6.1.5 Support the cost of one in-person national CWP workshop.
- 6.1.6 Guide the NDMO with the implementation of the CWP process.

6.2 The NDMO will:

- 6.2.1 Provide all administrative support, clear bottlenecks, and facilitate the work of the local consultant.
- 6.2.2 Make available all supporting documentation that will be required for the success of the consultancy.
- 6.2.3 Assist with the organisation of the national consultations including the stakeholder engagement and partnership analysis.
- 6.2.4 Provide timely constructive feedback on all products prepared by the local consultant.

7.0 Duration, Location, and Travel

- 7.1 The Local Consultant should be an individual and should be able to assume duties within the 4th quarter of 2022
- 7.2 The duration of the consultancy is an estimated 65 days over a nine (9) month period
- 7.3 The location of the assignment is in The Commonwealth of the Bahamas
- 7.4 The Consultant will participate in both in-person and remote work meetings scheduled with the NDMO, and CDEMA, and other stakeholders as necessary, to regularly report on the progress in the development of the different products and to receive technical and strategic guidance, to guarantee the quality of the deliverables.