**Appendix 2**

**CONSULTANCY TO ASSESS EMERGENCY RESPONSE PROTOCOLS AND PROCEDURES IN THE CARIBBEAN DISASTER EMERGENCY MANAGEMENT AND AGENCY PARTICIPATING STATES**

**TERMS OF REFERENCE**

**1. BACKGROUND**

* 1. The Caribbean is among the most disaster-prone regions in the world due to its vulnerability to multiple hazards including hurricanes, floods, earthquakes, tsunamis, landslides and volcanic eruptions. In the region, natural hazard impacts have resulted in disasters due to several factors such as the frequency and intensity of events; the inter-play of socio-economic factors; poor physical infrastructure and inappropriate settlement practices. These impacts have, over the years resulted in significant damage and losses in key sectors such as tourism, housing and agriculture, thus retarding development, as financial resources earmarked for investments have to be diverted for recovery and rehabilitation.[[1]](#footnote-1)
  2. To assist the BMCs in DRM, CARICOM established the Caribbean Disaster Emergency Management Agency (CDEMA). It is the regional intergovernmental agency with responsibility for the coordination of DRM in CARICOM. It has 18 Participating States (PS)[[2]](#footnote-2), all of which are BMCs of the Caribbean Development Bank (CDB). CDEMA has a three-tiered governance structure, encompassing the Council of Ministers (the Council), the Technical Advisory Committee (TAC)[[3]](#footnote-3) and the Coordinating Unit (CU). The CU, headquartered in Barbados, serves as the Secretariat. CDEMA’s governance mechanism supports the principles of Comprehensive Disaster Management (CDM) within the context of broad stakeholder participation, whilst ensuring that the roles and responsibilities of the various organs are clearly defined for enhanced accountability and transparency in the areas of decision-making.
  3. Hurricanes and storms have been the most frequently occurring hazard affecting the Caribbean. Every Caribbean island has experienced the direct effects of at least one hurricane or has had a disturbance in the island’s weather conditions due to a hurricane passing nearby. Due to the frequency of hurricanes and storms, the countries of the region have put in place national disaster plans, which include hurricane/storm response plans. One of the measures taken by the BMC when a storm or hurricane approaches is the shutdown of the country as a safety measure. There are existing Standard Operating Procedures (SOPs) within the PS for phasing down national operations based on early warning for slow onset events, such as hurricanes. Existing legislation within the countries also provides the Governments with the authority to shut down the countries under the State of Emergency Legislation as well as the National Legislation for Disaster Management.
  4. Governments have utilized the shutdown as part of appropriate action in the interest of public safety and security to ensure that their citizens, critical personnel and national assets are protected from major impacts of storms and hurricanes or any other threat. In the case of Hurricane Matthew, the Governments of the Bahamas, Barbados and Haiti, had to implement national shutdown procedures, evacuation and other procedures to safeguard and protect the population.
  5. Shutdown procedures have the good intent of saving lives and protecting property, however, their implementation have been affected by negative public perception regarding the usefulness and legality of national shutdown. This perception has been shaped by the numerous instances in which shutdown orders have been made by Government, with the hazard event either failing to materialize or materializing with a significantly lower impact than was anticipated. It is the widely held belief that negative perceptions about the shutdown strategy, is largely being perpetuated by stakeholder groups whose lack of awareness of the wide range of meteorological variables that affect the outcome of an approaching storm or hurricane. There is a need to strengthen the linkages between the public and disaster planners in order to improve the understanding of emergency procedures.
  6. Based on the weaknesses identified in preparedness and readiness audits conducted in Member states, the continued negative feedback of stakeholders about the shutdown process, and the need to respond to the results of the audits; as well as wider need to ensure the safety and security of BMCs, CDEMA has identified the need for further strengthening of disaster response mechanisms at the national level. This will be achieved through an expansion of country audits; and review of national shutdown procedures.
  7. A Consultancy was initiated in April 2019 however this was not concluded. Outputs achieved to date includes:

1. Review of relevant documentation and consultations with key entities within the CDEMA Coordinating Unit
2. Consultations with relevant national level entities in the Bahamas, Barbados, Haiti and Saint Lucia on emergency protocols and procedures through the administration of a survey instrument as well as face-to-face meetings;
3. Preparation of an Audit Report on emergency protocols and procedures; recommendations to address gaps; and a Plan of Action for Saint Lucia; and
4. Development of Draft Model Guidelines for National Shutdown Procedures.
   1. The expected outcome of the project is the improved emergency response protocols and procedures in the CDEMA PS.
   2. The project outputs are:
5. Evaluation and audit of the readiness of the remaining three (3) CDEMA PS completed.
6. Recommendations and Plans of Action for strengthening Protocols and Procedures for Readiness and Response developed for the remaining three (3) PS.
7. Model Guidelines for national Shutdown Procedures updated and finalized.

**2. OBJECTIVES**

2.01 The Consultant will conduct an audit and assessment of the response readiness of the remaining three (3) selected CDEMA PS and make recommendations for strengthening procedures and protocols. The Consultant will also support the updating and finalization of Model Guidelines for national Shutdown Procedures.

**3**. **SCOPE OF WORK**

3.01 Specific tasks of the Consultant will be to:

1. review relevant documentation provided by the CDEMA CU, including survey instrument used to assess the response readiness of selected CDEMA PS, and draft Model Guidelines for National Shutdown Procedures;
2. undertake follow-up consultations with the Preparedness and Response Department (PRD) from the CDEMA CU and Directors of the National Disaster Offices in the selected States (The Bahamas, Barbados, Haiti ) to identify any key issues which may not have previously been covered;
3. update the survey instrument provided by the CDEMA CU and conduct assessments of response protocols and procedures in the selected States, and particularly with respect to how these functioned during the response to recent hydro-meteorological events.
4. make recommendations for improving response protocols and procedures in the selected states based on the assessments;
5. facilitate virtual consultations with relevant national level stakeholders to provide the opportunity for these stakeholders to inform on relevant response issues, including those relating to vulnerable segments of the society, e.g. the elderly, disabled, women, and private sector organisations;
6. draft Plans of Action for strengthening response protocols and procedures in the selected States;
7. facilitate a virtual regional workshop in collaboration with CDEMA staff to review the Draft Model Guidelines for national Shutdown Procedures;
8. finalise the Draft Model Guidelines for national Shutdown Procedures based on the feedback from the regional workshop; and
9. Prepare a Final Report on the Consultancy.

4. **QUALIFICATIONS AND EXPERIENCE**

4.01 The Consultant must have recognised credentials (Master’s degree) in emergency management or a related field, and proven experience (at least ten years) in supporting the enhancement of emergency response systems.

4.02 The Consultant shall also possess:

1. prior experience carrying out similar assignments;
2. specific experience in the Caribbean region;
3. strong communication skills and ability to manage stakeholder interests; and
4. a good command of the English language and the ability to clearly express ideas in writing.

**5. DURATION**

5.01 The duration of this assignment is 26.5 days over a period of three (3) months.

**6. CONSULTANT REPORTING OBLIGGATIONS**

6.01 The Consultant will be required to provide the following reports and deliverables to CDEMA and CDB.

1. Participate in an Inception Meeting with the CDEMA CU and produce an Inception Report within one (1) week of contract signature, including approach to the Consultancy and a revised implementation schedule.
2. Draft Audit Reports on the outcomes of the evaluation of the readiness of three (3) CDEMA PS within two (2) months following the submission of the Inception Report.
3. Draft recommendations and Plans of Action for strengthening Protocols and Procedures for Readiness and Response, submitted within two (2) months following the submission of the Inception Report.
4. Update the Draft Model Guidelines for National Shutdown Procedures within two and a half (2.5) months following the submission of the Inception Report.
5. Submit the Final Model Guidelines and Final Project Report within fourteen (14) days of the conclusion of the virtual Regional consultation to validate the Draft Model Guidelines.

1. <http://latinamericanhistory.oxfordre.com/view/10.1093/acrefore/9780199366439.001.0001/acrefore-9780199366439-c-57> The History of Science of Hurricanes in the Greater Caribbean: Sherry Johnson [↑](#footnote-ref-1)
2. The PS are Anguilla, Antigua and Barbuda, the Bahamas, Barbados, Belize, British Virgin Islands, Dominica, Grenada, Guyana, Haiti, Jamaica, Montserrat, St. Kitts and Nevis, Saint Lucia, St. Vincent and the Grenadines, Suriname, Trinidad and Tobago, and Turks and Caicos Islands. [↑](#footnote-ref-2)
3. The TAC is the technical and programmatic advisory arm of the CDEMA. The TAC membership includes the National Disaster Coordinators of all the PS and representatives of specialized regional organisations, with mandates of relevance to CDEMA, or whose programmes are directly related to the regional disaster management agenda. [↑](#footnote-ref-3)